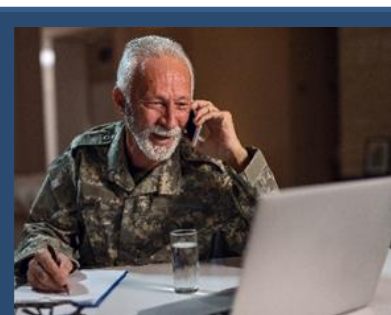




Supplier Diversity Office Comprehensive Annual Report Fiscal Year 2025



THE COMMONWEALTH OF MASSACHUSETTS

Executive Office for Administration and Finance

Supplier Diversity Office

One Ashburton Place, Suite 1410
Boston, MA 02108



Bonnie Borch-Rote
Executive Director

Maura Healey
Governor

Kim Driscoll

Lieutenant Governor

Matthew Gorzkowicz

Secretary

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

From: Bonnie Borch-Rote, Executive Director, Supplier Diversity Office

I am honored to present our Comprehensive Annual Report for Fiscal Year 2025 (FY2025). The SDO's mission is to promote diversity in state contracting and increase opportunities for underrepresented businesses.

Consistent with the directives in MGL c. 7, § 61 and Executive Order 599, 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 SDO also collaborates with procurement officials, resource organizations, and its Diverse and Small Business Advisory Board to further its mission.

The accompanying report details the Commonwealth's diverse and small business programs, including the Certification, Supplier Diversity (SDP), Small Business Purchasing (SBPP), Affirmative Marketing (AMP, MCAMP), Veteran Business, and Individuals with Disabilities programs.

In addition to Executive Branch agency results, this report includes narrative descriptions of supplier diversity programs and/or results from 15 Commonwealth quasi-public/non-executive organizations and seven constitutional/quasi-public/non-executive organizations participating in quantitative sections of this report.

Here are some of the spending highlights from the attached FY2025 Annual Report:

- **Growth in total diverse spending.** The Commonwealth spent approximately \$4.53 billion with diverse and small businesses (a 20.39% increase over FY2024), which includes:
 - Discretionary (or program) spending by Commonwealth agencies through SDP, SBPP, and DCAMM's AMP programs of approximately \$3.1 billion (a 25.88% increase over FY2024).
 - Nondiscretionary (or non-program) spending of approximately \$1.43 billion (a 10% increase from FY2024).

In addition, this report documents more than \$114.2 million from state-funded municipal construction projects within the SDO's Municipal Construction programming and more than \$400 million in spending by quasi-public organizations who submitted program narratives.

- **Benchmark performance.** SDP Program participants exceeded spending benchmarks for MBE, WBE, and SBPP by 29.67%, 86.12%, and 50.9%, respectively. The Commonwealth continued its efforts to meet its ambitious veteran-owned business benchmark. While 11 participating offices did meet the veteran spending benchmark, the Commonwealth as a whole did not meet it. However, VBE spending with participating offices increased by 44.5%. Executive Branch agencies met the DOBE benchmark, exceeding it by more than \$2 million. While spending with LGBTBEs did grow by 5.81% over FY2024, the benchmark was not met. Thirteen participating offices met the LGBTBE spending benchmark individually, contributing to the overall growth in spend with LGBTBE firms.
- **Spending by race/ethnicity.** Overall, MBE spending grew from FY2024 to FY2025 by \$174.06 million, \$94.64 million from an increase in direct spending and \$79.4 million from growth in business partnership spending.

Other highlights include:

- **Number of certified and recognized businesses.** Overall, the SDO added 309 new diverse businesses to its directory (a 5.2% increase over FY2024).
- **Training internal and external stakeholders.** The SDO's training program continued to develop and deliver sessions to diverse and small bidders, prime contractors, executive agencies, and other public purchasers. It participated in pre-bid conferences, contractor onboardings, and contract kick-off sessions for buyers.
- **Continued compliance efforts.** The SDO continued to expand its compliance efforts to ensure the integrity of diverse and small business programs. The Spending Compliance Verification program engaged 1,345 unique certified diverse businesses to verify 1,892 reporting line items submitted by prime contractors. The program verified spend exceeding \$377 million in reported spending, a 6% decrease compared to FY2024.
- **Cross Functional Team.** The Cross Functional Team (CFT) continued to implement a focused, intentional approach to promoting opportunities for diverse and small businesses. In FY2025, their efforts resulted in a 94% increase in SDO certified and/or SBPP participant vendors on the statewide and departmental contracts promoted by the CFT.
- **Expanded outreach.** The SDO Programs and Engagement Team conducted more than 200 one-on-one technical assistance sessions with diverse and small business owners. In addition, SDO staff attended and/or presented at more than 80 events geared toward assisting small and diverse businesses, agencies, and other interested parties.

My team and I look forward to continuing the legacy, innovation, and leadership of the SDO as we continue to promote diversity, equity, and inclusion in the Commonwealth's public procurement and contracting processes. I congratulate the SDO Team on another impactful Fiscal Year.

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Introduction

This report and the summary of accomplishments included in the introductory letter provide an overview of the FY2025 activities and accomplishments of the Supplier Diversity Office (SDO). Together, they present comprehensive information on diverse and small business spending across the wide range of Commonwealth departments and quasi-public organizations and their programs.

SDO Overview

The Commonwealth of Massachusetts spends billions of dollars each year on goods, services, and construction. The role of the SDO is to certify, provide resources for, and support diverse and small businesses in competing for contracts being bid across the Commonwealth. The state's diversity programs include firms certified as Minority¹ (MBE), Women (WBE), Veteran (VBE), Service-Disabled Veteran (SDVOBE), Disability (DOBE), and Lesbian, Gay, Bisexual, and Transgender (LGBTBE)-Owned Businesses, and includes 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

¹ 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.

SDO Organizational Development

SDO Mission Statement

The mission of the SDO is to promote diversity, equity, and inclusion in state contracting by:

1. Certifying diverse businesses (minority, women, veteran, service-disabled veteran, disability, and LGBT-owned) and small Massachusetts-based businesses;
2. Connecting these companies with business opportunities and resources that enhance their marketability when bidding on public contracts; and
3. Collaborating with Executive Agencies and public organizations to:
 - a. Identify and remove barriers for diverse and small businesses; and
 - b. Increase diverse and small business spending.

SDO Commitment to Staff Diversity

In support of the Governor's goal of making state government representative of the constituents we serve and making it a great place to work for all its employees, the SDO:

- Continued its commitment to its **Diversity, Equity, and Inclusion Vision Statement:**
Diversity, Equity, and Inclusion (DEI) are critical to our organization and to the success of the diverse and small businesses that we represent. In fact, Diversity is in our name and it is what unites us! Ultimately, we believe we can only achieve our vision, mission, and goals with a demonstrated commitment, through words and actions, to DEI. We continuously seek to deepen our understanding of and perspective on the barriers and challenges facing those we serve, many of which are rooted in long-standing patterns of social inequities, exclusions, and divisions. Equally important, when we recruit, hire, and retain diverse talent that reflects the diverse businesses that we serve and when we foster an environment where the unique skills, capabilities, viewpoints, and dissenting opinions of all employees are valued, we enhance belonging, empathy, creativity, and ultimately innovation.
- Continued to prioritize the recruitment, hiring, and retention of diverse candidates to ensure its staff reflects the diverse businesses the SDO serves; and
- Continued to be one of the most diverse agencies in state government with the following representation in FY2025:
 - 77.8% Women
 - 47.5% Persons of Color
 - 3.2% Veterans and
 - 12.7% Individuals with Disabilities

SDO Innovation

One of the keys to the SDO's success has been our focus on promoting innovation in everything we do. Below are some examples of innovative measures implemented by the SDO in FY2025:

Pre-Certification Webcast added to Certrak, the SDO's Certification Tracking System

During FY2025, the SDO completed systems enhancements to enable better access to SDO Pre-Certification Training. Until the end of FY2025, the SDO's Pre-Certification Training was only available in a live webinar format, requiring applicant businesses to attend a session on specific dates and times. These classes would often fill completely, making it difficult for some businesses to attend.

To make this training more accessible for business owners, the SDO converted our scheduled live training into an on-demand webcast, available 24/7. The new Pre-Certification Webcast is integrated into the application portal, allowing businesses to use one location for both training and certification applications. While not deployed until July 1, 2025, the creation and implementation of the new on-demand webcast occurred during FY2025.

The Supplier Diversity Hub

Launched in FY2023 to connect diverse and small businesses to prime contractors and public buyers, the SDO's Supplier Diversity Hub was updated in FY2025 to better support reporting functionality. In FY2025, the SDO enhanced the Hub to streamline goods and services supplier diversity reporting by departmental prime contracts. Today, contract information is better integrated with the Commonwealth's payments to prime vendors on departmental contracts, enabling automated calculation of supplier diversity commitment amounts.

Additionally, the SDO added framework for enhanced Municipal Construction Affirmative Marketing Program (MCAMP) and Veteran Business Program (VBP) reporting. These new construction and design enhancements allow for more detailed reporting of payments issued on MCAMP and VBP projects. Pilot launches and training for the new enhancements began in FY2026. Widened availability of the Hub for reporting will continue to phase out cumbersome spreadsheet reports.

SDO Award Ceremony Reinvigoration

The SDO hosted an in-person SDO award ceremony in June 2025, recognizing outstanding work in FY2024. The event, held at the State House, featured speakers such as the Governor's Deputy Chief of Staff for Access and Opportunity Marcony Almeida-Barros and then-Assistant Secretary for the Office for Administration and Finance Mark Fine.

This year, in addition to benchmark achievements, Executive Agencies received awards based on increases in direct payments to diverse small businesses. We gave awards to the top three in each category and included:

- *Pinnacle Performer Award* for the highest percentage increase in direct spend in each diverse business benchmark category
- *Small Business Star Award* for the highest percentage increase in direct spend with SBPP businesses
- *Innovation Icon Award* for the highest percentage increase in direct spend with both DOBE and LGBTBE
- *Game Changer Award* for increased percentage of direct spend in five categories
- *Diverse and Small Business Champion* for increased percentage of direct spend in all six categories

The shift to focus more on direct spending highlights the Commonwealth’s ongoing commitment to growing small and diverse business participation at the prime contracting level. Bridgewater State University was also recognized as the SDO’s Community Partner of the Year for their commitment to supplier diversity in construction contracting. The award ceremony was an overwhelming success, and the SDO looks forward to continuing this tradition.

Conversion of the Individuals with Disabilities Pilot Program into Full Program

In FY2025, the SDO collaborated with the Operational Services Division (OSD) and the Massachusetts Office on Disability to implement policy and Request for Response language for a new Empowering Abilities in Contracting and Employment (EACE) Program. Beginning for FY2026, new statewide contracts will contain EACE Program requirements, expanding the SDO’s impact on participation by individuals with disabilities in state contracting. Specifically, vendors with sales on these new statewide contracts will be required to report to the SDO on their efforts to recruit, hire, and retain individuals with disabilities in their workforce.

This is an expansion of the Pilot (voluntary reporting) into a Full Program with defined requirements for contractors. Additional information is included in the Individuals with Disabilities Pilot Program section below. Since this new Program takes effect for FY2026, more detailed information will be provided in our next Annual Report.

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 certain municipal construction procurements.² Each week, new businesses are certified, some businesses are decertified, and other businesses withdraw their applications. Therefore, the exact number of certified businesses fluctuates. In FY2025, the total number of certified diverse firms available to do business with the Commonwealth and its prime contractors increased to 6,192, a 5.2% increase over FY2024. Certification numbers are represented in the Directory table below:

SDO Diverse Businesses

| Certification Type | FY2023 | FY2024 | FY2025 | FY2025 vs. FY2024 Change (%) |
|---|--------------|--------------|--------------|------------------------------|
| Minority-Owned Business Enterprise (MBE) | 1,919 | 2,060 | 2,303 | 12% |
| Women-Owned Business Enterprise (WBE) | 2,633 | 2,699 | 2,859 | 6% |
| Portuguese-Owned Business Enterprise (PBE) | 81 | 78 | 68 | -13% |
| Disability-Owned Business Enterprise (DOBE) | 113 | 138 | 128 | -7% |
| Veteran-Owned Businesses Enterprise (VBE) | 192 | 207 | 183 | -12% |
| Service-Disabled Veteran-Owned Business Enterprise (SDVOBE) | 242 | 238 | 246 | 3% |
| LGBT-Owned Business Enterprises (LGBTBE) | 1,176 | 1,218 | 1,269 | 4.2% |
| TOTAL³ | 5,669 | 5,883 | 6,192 | 5.2% |

SDO State Certification

The SDO’s State Certification Unit accepts applications, conducts investigations and site visits, and issues SDO certifications for MBEs, WBEs, VBEs, PBEs, combinations thereof, as well as Minority- (M/NPO), Women- (W/NPO), and Veteran- (V/NPO) Nonprofit Organizations⁴ At the end of FY2025, there was a total of 4,132 SDO-certified businesses (3,967 for-profit and 165 nonprofit firms), some of which were certified as both minority- and women-owned/controlled (M/WBE and M/W/NPO).

² The SDO’s supplier diversity certification is distinct from DCAMM certification for prime, small prime, and filed 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.

³ This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

⁴ The SDO issues Minority, Women and Veteran Nonprofit Organization (M/NPO, W/NPO and V/NPO) certifications to tax-exempt nonprofit 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; and (4) the organization cannot be dependent upon or influenced by another non-eligible person or organization.

For-Profit Businesses and Nonprofit Organizations Certified by the SDO

| Certification Type | FY2023 | FY2024 | FY2025 | FY2025 vs. FY2024 Change (%) |
|--|--------------|--------------|--------------|------------------------------|
| Minority-Owned Business Enterprise (MBE) | 1,835 | 1,966 | 2,137 | 9% |
| Women-Owned Business Enterprise (WBE) | 2,457 | 2,525 | 2,674 | 6% |
| Portuguese-Owned Business Enterprise (PBE) | 81 | 78 | 68 | -13% |
| Veteran-Owned Business Enterprise (VBE) | 110 | 125 | 117 | -6% |
| TOTAL⁵ | 3,796 | 3,939 | 4,132 | 5% |

As shown in the table below, in FY2025 the number of certified for-profit MBEs increased in most ethnicity categories, except for the Portuguese category, which decreased by 13%.⁶ The number of PBEs continues to decrease because of a change in the SDO’s regulations which allowed Brazilian-owned businesses to become certified as MBE, and lack of PBE program eligible contract availability.

State-Certified For-Profit Businesses by Ethnicity

| Ethnicity/Minority | FY2023 | FY2024 | FY2025 | FY2025 vs. FY2024 Change (%) |
|--|--------------|--------------|--------------|------------------------------|
| African American, Black | 793 | 832 | 858 | 3% |
| Asian American (Pacific) | 213 | 233 | 250 | 7% |
| Asian American (Subcontinent) | 218 | 230 | 261 | 13% |
| Cape Verdean | 45 | 48 | 46 | -4% |
| Caucasian | 1,791 | 1,804 | 1,832 | 2% |
| Indigenous Person (Northern or Alaska) | 1 | 1 | 1 | 0% |
| Hispanic/Latino | 478 | 525 | 633 | 21% |
| Indigenous Person | 17 | 19 | 20 | 5% |
| Portuguese | 78 | 76 | 66 | -13% |
| TOTAL | 3,634 | 3,768 | 3,967 | 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 New England Business Growth Collective (NEBGC) - formerly Greater New England Supplier Development Council (GNEMSDC)
- WBE certifications issued by the Center for Women and Enterprise (New England WBENC)
- VBE and SDVOBE certifications issued by the U.S. Small Business Administration (SBA)
- The National Veteran-Owned Business Association (NaVOBA)
- SDVOBE and DOBE certifications issued by Disability:IN
- LGBTBE certifications issued by the National LGBT Chamber of Commerce (NGLCC)

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

⁶ Only for-profit businesses are categorized by ethnicity. Nonprofit 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.

Third Party Recognized Certifications

| Certification Type | FY2023 | FY2024 | FY2025 | FY2025 vs. FY2024 Change (%) |
|---|--------------|--------------|--------------|------------------------------|
| Disability-Owned Business Enterprise (DOBE) | 113 | 138 | 128 | -7% |
| Veteran-Owned Business Enterprise (VBE) | 82 | 82 | 66 | -20% |
| Service-Disabled Veteran-Owned Business Enterprise (SDVOBE) | 242 | 238 | 246 | 3% |
| LGBT-Owned Business Enterprise (LGBTBE) | 1,176 | 1,218 | 1,269 | 4% |
| City of Boston (MBE) | 50 | 52 | 68 | 39% |
| City of Boston (WBE) | 77 | 49 | 115 | 121% |
| Greater New England Minority Supplier Development Council (GNEMSDC) (MBE) | 34 | 42 | 51 | 21% |
| Center for Women and Enterprise (New England WBENC) (WBE) | 99 | 125 | 117 | -6% |
| TOTAL⁷ | 1,613 | 1,676 | 1,709 | 2% |

Certification Program Activities

During FY2025, the SDO's State Certification Unit supported program integrity by processing new applications as well as completing triennial renewals and administrative reviews of existing certifications.

| Activity | FY2023 | FY2024 | FY2025 |
|------------------------|------------|--------------|--------------|
| New Applications | 483 | 607 | 679 |
| Certification Renewals | 389 | 1,049 | 443 |
| Administrative Reviews | 76 | 90 | 75 |
| TOTAL | 948 | 1,746 | 1,197 |

- **New applications.** During FY2025, the SDO reviewed a total of 679 new applications for state MBE, WBE, and VBE certifications, including applications from nonprofit organizations. This represents a 12 percent increase over the prior fiscal year and reflects continued interest in participation in the State's certification programs.
- **Certification renewals & administrative reviews.**⁸ To ensure the continued accuracy and integrity of existing certifications, the SDO completed 443 certification renewals and conducted 75 administrative reviews in FY2025. Renewal activity decreased from 1,049 certifications in FY2024 to 443 in FY2025, a decrease due to the program's triennial renewal cycle, as fewer companies were scheduled for renewal during the fiscal year.

⁷ This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

⁸ 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.

Overview of Diverse and Small Business Spending

In FY2025, the Commonwealth spent approximately \$4.53 billion with diverse and small businesses, a 20.39% increase when compared to the previous year.⁹ Participating departments and organizations expended funds in two areas:

- Discretionary (program) spending, which represented 68% of diverse and small business spending and included the SDO’s Supplier Diversity Program (SDP), Small Business Purchasing Program (SBPP), and DCAMM’s Affirmative Marketing Program (AMP) for Commonwealth Agencies; and
- Non-discretionary (non-program) spending, which accounted for 32% of departments’ diverse and small business expenditures.

The following sections measure the combined achievements of all supplier diversity programs that exist in participating organizations through the lens of benchmarks organized by business category – businesses owned by minorities (MBE), women (WBE), veterans (VBE and SDVOBE), those with a disability (DOBE and SDVOBE), members of the LGBT community (LGBTBE),¹⁰ and small businesses (SBPP).

Discretionary Spending with Diverse and Small Businesses

The SDO’s programs focus on discretionary spending for goods, services, construction, and design, which result from competitively procured contracts.¹¹ The SDO’s programs use policy, benchmark-setting, coordination, training, compliance, and recognition of excellence to ensure the participation of diverse and small businesses in these procurement areas.

Discretionary Spending Benchmark Performance

| Business Category | Benchmark (% of Discretionary Budget) | Achieved (% of Discretionary Spending) | % of Benchmark Met |
|---|---------------------------------------|--|--------------------|
| Minority Business Enterprises (MBE) | 8% | 10.39% | 129.90% |
| Women Business Enterprises (WBE) | 14% | 26.10% | 186.44% |
| Veteran Business Enterprises (VBE/SDVOBE) | 3% | 0.97% | 32.28% |

⁹ Note that the SDO’s Fiscal Year 2024 Annual Report was reissued in tandem with this Fiscal Year 2025 Annual Report. This reissuance corrects a misallocation to WBE spending that was identified in the process of completing the Fiscal Year 2025 Report. The Commonwealth’s overall benchmark category attainments were not impacted.

¹⁰ Under DCAMM’s Affirmative Marketing Program (AMP) established under MGL c. 7C, § 6 for construction and design projects, MBE and WBE business project specific participation goals are established on a project-by-project basis consistent with DCAMM’s current Disparity Study. View DCAMM’s [Annual Affirmative Marketing Report](#) which contains design and construction awards, spending and MBE/WBE participation for the fiscal year.

¹¹ Consistent with previous SDO annual reports, this analysis includes combined achievements of all supplier diversity programs that exist in participating organizations and use SDO-certified businesses. While the SDP and SBPP address goods and services, MGL c. 7C, § 6 and MGL c. 7, § 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 under SDO’s oversight. This report includes spending data for DCAMM’s construction projects. 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 project specific goals established by the SDO and DCAMM.

| | | | |
|---|-------|-------|---------|
| Disability Business Enterprises (DOBE/SDVOBE) | 0.3% | 0.32% | 109.14% |
| LGBT-Owned Business Enterprises (LGBTBE) | 0.3% | 0.13% | 42.20% |
| Small Businesses (SBPP) | 3.30% | 4.94% | 150.90% |

In FY2025, spending benchmarks were met or surpassed, except in the Veteran (VBE/SDVOBE) and LGBTBE business categories, both of which represent challenging program goals. Despite not meeting every benchmark goal, discretionary spending grew in all categories, except DOBE, in FY2025 when compared to FY2024.

Discretionary Spending with Diverse and Small Businesses

| Business Category | FY2023 | FY2024 | FY2025 | FY2025 vs. FY2024 Change (%) |
|---|------------------------|------------------------|------------------------|------------------------------|
| Minority Business Enterprises (MBE) | \$589,371,131 | \$650,690,821 | \$824,757,938 | 26.75% |
| Women Business Enterprises (WBE) | \$1,364,115,536 | \$1,588,422,976 | \$2,071,539,677 | 30.41% |
| Veteran Business Enterprises (VBE/SDVOBE) | \$46,867,333 | \$53,182,698 | \$76,851,158 | 44.50% |
| Disability Business Enterprises (DOBE/SDVOBE) | \$22,082,968 | \$28,040,787 | \$25,757,870 | -8.14% |
| LGBT-Owned Business Enterprises (LGBTBE) | \$5,846,461 | \$9,413,120 | \$9,959,731 | 5.81% |
| Small Businesses (SBPP) | \$324,857,370 | \$379,990,362 | \$391,753,674 | 3.10% |
| TOTAL¹² | \$2,147,020,527 | \$2,463,018,764 | \$3,100,556,167 | 25.88% |

Number of Diverse and Small Businesses Receiving Discretionary Payments

The SDO tracks the number of diverse and small businesses with which the Commonwealth conducted business directly as well as the number of diverse businesses which Commonwealth contractors reported as their Supplier Diversity Program (SDP) Partners, which resulted in indirect spending.¹³ In FY2025, the number of diverse and small companies the Commonwealth paid directly declined by six. However, the number of Commonwealth contractors' diverse partners increased by 224, or 15.92%, compared to FY2024. This shows the value of SDO's SDP partner program.

Number of Vendors Receiving Direct and Indirect Discretionary Payments

| Type of Spending | FY2023 | FY2024 | FY2025 | FY2025 vs. FY2024 Change (%) |
|-------------------------------------|--------|--------|--------|------------------------------|
| Vendors Receiving Direct Spending | 1,049 | 1,015 | 1,008 | -0.68% |
| Vendors Receiving Indirect Spending | 1,241 | 1,407 | 1,631 | 15.92% |

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, so the SDO also tracks this spending.

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

In FY2025, combined non-discretionary direct expenditures totaled more than \$1.4 billion, a 10% increase when compared to the prior fiscal year. While most of this spending is the Commonwealth’s direct expenditures, indirect spending in this category was also reported by the Group Insurance Commission (GIC), which voluntarily includes supplier diversity provisions in non-discretionary contracts.

The SDO does not set policies for direct non-discretionary spending, but it continues to promote such opportunities to our diverse and small businesses, tracks such spending and, whenever possible, advocates for vendors doing business in this category to become certified and establish supplier diversity partnerships. In FY2025, spending in some benchmark categories (Women, Veteran, small businesses, and LGBT) increased while it decreased in others (Minority and Disability) based on the Commonwealth’s non-discretionary needs.

Non-Discretionary Spending by Business Category

| Business Category | FY2023 | FY2024 | FY2025 | FY2025 vs. FY2024 Change (%) |
|---|------------------------|------------------------|------------------------|------------------------------|
| Minority Business Enterprises (MBE) | \$791,165,844 | \$838,888,491 | \$836,134,641 | -0.33% |
| Women Business Enterprises (WBE) | \$343,319,848 | \$405,348,188 | \$471,961,297 | 16.43% |
| Veteran Business Enterprises (VBE/SDVOBE) | \$668,563 | \$431,627 | \$1,211,779 | 180.75% |
| Disability Business Enterprises (DOBE/SDVOBE) | \$433,301 | \$1,693,111 | \$942,301 | -44.35% |
| LGBT-Owned Business Enterprises (LGBTBE) | \$0 | \$50,000 | \$434,999 | 770.00% |
| Small Businesses (SBPP) | \$220,029,609 | \$249,274,742 | \$285,221,956 | 14.42% |
| TOTAL¹⁴ | \$1,229,502,918 | \$1,302,130,795 | \$1,432,394,067 | 10.00% |

Total Spending with Diverse and Small Businesses

Total discretionary and non-discretionary spending with diverse and small businesses in FY2025 increased by more than \$767 million, or 20.39%. Significant spending growth took place with Minority-, Women-, Veteran-, and LGBT-owned businesses, with increases of 11.5%, 27.57%, 45.60%, and 8.90% respectively. Spending with Small Businesses also increased by 7.58%. Disability-Owned business spending decreased by approximately 10%.

Total Program and Non-Program Spending by Business Category

| Business Category | FY2023 | FY2024 | FY2025 | FY2025 vs. FY2024 Change (%) |
|---|------------------------|------------------------|------------------------|------------------------------|
| Minority Business Enterprises (MBE) | \$1,380,536,974 | \$1,489,579,312 | \$1,660,892,579 | 11.50% |
| Women Business Enterprises (WBE) | \$1,707,435,384 | \$1,993,771,164 | \$2,543,500,975 | 27.57% |
| Veteran Business Enterprises (VBE/SDVOBE) | \$47,535,897 | \$53,614,325 | \$78,062,936 | 45.60% |
| Disability Business Enterprises (DOBE/SDVOBE) | \$22,516,269 | \$29,733,898 | \$26,700,170 | -10.20% |
| LGBT-Owned Business Enterprises (LGBTBE) | \$5,846,461 | \$9,544,945 | \$10,394,730 | 8.90% |
| Small Businesses (SBPP) | \$544,886,979 | \$629,265,104 | \$676,975,631 | 7.58% |
| TOTAL¹⁵ | \$3,376,523,445 | \$3,765,147,059 | \$4,532,950,234 | 20.39% |

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

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

Total Number of Diverse and Small Businesses Receiving Commonwealth Payments

The combined number of vendors receiving discretionary and non-discretionary payments in FY2025 fluctuated. The total number of companies who received direct payments from the Commonwealth increased by approximately 1.24% while the number of Commonwealth contractors' diverse partners increased by 15.54% compared to FY2024.

Total Number of Vendors Receiving Commonwealth Payments¹⁶

| Type of Spending | FY2023 | FY2024 | FY2025 | FY2025 vs. FY2024 Change (%) |
|-------------------------------------|--------|--------|--------|------------------------------|
| Vendors Receiving Direct Spending | 1,245 | 1,209 | 1,224 | 1.24% |
| Vendors Receiving Indirect Spending | 1,271 | 1,441 | 1,665 | 15.54% |

¹⁶ Historical comparison statistics in this table have been revised to ensure consistent calculation methodology across all years presented in the table. Prior SDO Annual reports inadvertently included non-discretionary spend paid vendors. Going forward, the SDO will present both discretionary and total (both discretionary and non-discretionary) vendor counts as part of its regular Annual Report processing.

Supplier Diversity Program (SDP)

The SDP is established through MGL c. 7, § 58 and § 61 and Executive Order 599 to promote equity of opportunity in the state procurement and contracting process. 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 FY2025, the SDP spending benchmarks were set as follows:

FY2025 Supplier Diversity Program Benchmarks

| Business Category | Benchmark (% of Discretionary Budget) |
|---|---------------------------------------|
| Minority Business Enterprises (MBE) | 8% |
| Women Business Enterprises (WBE) | 14% |
| Veteran Business Enterprises (VBE/SDVOBE) | 3% |
| Disability Business Enterprises (DOBE/SDVOBE) | 0.3% |
| LGBT-Owned Business Enterprises (LGBTBE) | 0.3% |

Currently, more than 70 organizations participate in the SDP, falling into one of three groups:

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

Only executive departments are required to participate in the SDO’s procurement programs, which include the SDP and the SBPP. Through continued collaboration and outreach, many non-executive departments, constitutional offices, and quasi-public organizations voluntarily participate in this annual report. For quasi-public organizations, the degree of adherence to the SDO’s program rules and participation in this report varies:

- Seven non-executive, constitutional, or quasi-public organizations participate in SDO's programs with goal-setting, tracking, and reporting consistent with procedures used by executive branch departments:
 - Office of the Governor
 - Massachusetts Commission Against Discrimination (MCAD)
 - Disabled Persons Protection Commission
 - Massachusetts Convention Center Authority (MCCA)
 - Massachusetts Gaming Commission (MGC)

- The Massachusetts Housing Finance Agency (MassHousing)
 - Cannabis Control Commission
- Some of the Commonwealth’s quasi-public organizations submit narrative program reports, included at the end of the quantitative sections of the report.

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
- **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.

Indirect spending can be further subdivided into the following types:

- **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 involve a formal written agreement between the SDP partner and the prime contractor.
- **Ancillary Products and Services**, 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 involve a formal written agreement with the SDP partner. 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. Quasi-public organizations monitor supplier diversity spending internally and submit their direct and indirect expenditure information to the SDO for analysis and publication.

Minority-Owned Business Enterprise (MBE) Spending

The 8% benchmark for MBE spending was exceeded by 29.90% in FY2025, as program participants on average spent approximately 10.39% of their discretionary budgets with minority-owned businesses.

MBE Benchmark Attainment

| Secretariat/Organization | FY2025 Discretionary Budget | FY2025 Benchmark (8%) | FY2025 Actual Expenditure | Percentage of Benchmark Met |
|---|-----------------------------|-----------------------|---------------------------|-----------------------------|
| Administration and Finance | \$395,070,469 | \$31,605,638 | \$48,737,271 | 154.20% |
| Economic Development | \$9,858,876 | \$788,710 | \$9,205,286 | 1167.13% |
| Education | \$399,242,138 | \$31,939,371 | \$55,727,029 | 174.48% |
| Energy and Environmental Affairs | \$158,476,057 | \$12,678,085 | \$19,774,733 | 155.98% |
| Health and Human Services | \$4,447,276,675 | \$355,782,134 | \$465,420,076 | 130.82% |
| Housing and Livable Communities | \$565,199,334 | \$45,215,947 | \$36,452,727 | 80.62% |
| Labor and Workforce Development | \$60,281,586 | \$4,822,527 | \$20,014,605 | 415.02% |
| Public Safety and Security | \$197,335,832 | \$15,786,867 | \$27,615,222 | 174.93% |
| Technology Services and Security | \$96,539,689 | \$7,723,175 | \$16,156,067 | 209.19% |
| Transportation | \$1,510,107,092 | \$120,808,567 | \$97,643,927 | 80.83% |
| Veterans' Services | \$16,235,380 | \$1,298,830 | \$933,456 | 71.87% |
| Executive Department Subtotal | \$7,855,623,127 | \$628,449,850 | \$797,680,399 | 126.93% |
| Commission Against Discrimination | \$1,293,516 | \$103,481 | \$244,258 | 236.04% |
| Disabled Persons Protection Commission | \$1,643,143 | \$131,451 | \$96,275 | 73.24% |
| Massachusetts Gaming Commission | \$7,728,089 | \$618,247 | \$2,890,990 | 467.61% |
| Office of the Governor | \$916,108 | \$73,289 | \$9,445 | 12.89% |
| Non-Executive Department Subtotal | \$11,580,855 | \$926,468 | \$3,240,968 | 349.82% |
| Massachusetts Convention Center Authority | \$70,291,709 | \$5,623,337 | \$22,990,022 | 408.83% |
| MassHousing | \$12,806,536 | \$1,024,523 | \$846,548 | 82.63% |
| Quasi-Public Entity Subtotal | \$83,098,245 | \$5,546,459 | \$23,836,570 | 358.56% |
| TOTAL | \$7,950,302,227 | \$636,024,178 | \$824,757,938 | 129.67% |

When compared to the previous fiscal year, the Commonwealth's total program spending with MBEs increased by approximately \$174.1 million, or 26.67%, as illustrated in the table below:

Expenditures with Minority Business Enterprises (MBE)

| Secretariat/Organization | FY2022 | FY2023 | FY2024 | FY2025 |
|---|----------------------|----------------------|----------------------|----------------------|
| Administration and Finance | \$29,231,256 | \$37,946,585 | \$38,718,744 | \$48,737,271 |
| Economic Development | \$6,655,848 | \$7,894,743 | \$4,636,054 | \$9,205,286 |
| Education | \$95,054,939 | \$48,757,140 | \$47,233,582 | \$55,727,029 |
| Energy and Environmental Affairs | \$8,456,456 | \$12,003,740 | \$11,285,973 | \$19,774,733 |
| Health and Human Services | \$306,921,614 | \$356,245,127 | \$385,028,166 | \$465,420,076 |
| Housing and Livable Communities | \$21,656,597 | \$27,009,381 | \$29,396,802 | \$36,452,727 |
| Labor and Workforce Development | \$21,055,988 | \$16,145,048 | \$10,505,243 | \$20,014,605 |
| Public Safety and Security | \$18,559,774 | \$19,860,327 | \$25,147,223 | \$27,615,222 |
| Technology Services and Security | \$16,906,057 | \$15,623,991 | \$13,850,879 | \$16,156,067 |
| Transportation | \$57,343,780 | \$36,796,477 | \$73,252,647 | \$97,643,927 |
| Veterans' Services | \$513,656 | \$498,735 | \$1,142,018 | \$933,456 |
| Executive Department Subtotal | \$582,355,965 | \$578,781,297 | \$640,197,329 | \$797,680,399 |
| Commission Against Discrimination | \$231,459 | \$164,500 | \$179,995 | \$244,258 |
| Disabled Persons Protection Commission | \$126,020 | \$113,549 | \$87,459 | \$96,275 |
| Massachusetts Gaming Commission | \$400,417 | \$2,368,574 | \$2,409,735 | \$2,890,990 |
| Office of the Governor | \$2,812 | \$614,096 | \$1,022,446 | \$9,445 |
| Non-Executive Department Subtotal | \$760,708 | \$3,260,720 | \$3,699,634 | \$3,240,968 |
| Massachusetts Convention Center Authority | \$1,178,128 | \$5,439,612 | \$5,233,738 | \$22,990,022 |
| MassHousing | \$1,773,606 | \$1,889,502 | \$1,560,118 | \$846,548 |
| Quasi-Public Entity Subtotal | \$2,951,734 | \$7,329,114 | \$6,793,857 | \$23,836,570 |
| TOTAL | \$586,068,407 | \$589,371,131 | \$650,690,821 | \$824,757,938 |

Women-Owned Business Enterprise (WBE) Spending

In FY2025, total spending with WBEs exceeded the benchmark by more than 86.44% with program participants on average spending approximately 26.10% of their discretionary budgets with women-owned businesses.

WBE Benchmark Attainment

| Secretariat/Organization | FY2025 Discretionary Budget | FY2025 Benchmark (14%) | FY2025 Actual Expenditure | Percentage of Benchmark Met |
|---|-----------------------------|------------------------|---------------------------|-----------------------------|
| Administration and Finance | \$395,070,469 | \$55,309,866 | \$68,206,764 | 123.32% |
| Economic Development | \$9,858,876 | \$1,380,243 | \$3,981,663 | 288.48% |
| Education | \$399,242,138 | \$55,893,899 | \$145,615,553 | 260.52% |
| Energy and Environmental Affairs | \$158,476,057 | \$22,186,648 | \$44,967,347 | 202.68% |
| Health and Human Services | \$4,447,276,675 | \$622,618,735 | \$1,219,750,197 | 195.91% |
| Housing and Livable Communities | \$565,199,334 | \$79,127,907 | \$81,022,621 | 102.39% |
| Labor and Workforce Development | \$60,281,586 | \$8,439,422 | \$35,760,644 | 423.73% |
| Public Safety and Security | \$197,335,832 | \$27,627,016 | \$169,334,147 | 612.93% |
| Technology Services and Security | \$96,539,689 | \$13,515,556 | \$17,145,985 | 126.86% |
| Transportation | \$1,510,107,092 | \$211,414,993 | \$266,702,719 | 126.15% |
| Veterans' Services | \$16,235,380 | \$2,272,953 | \$2,168,396 | 95.40% |
| Executive Department Subtotal | \$7,855,623,127 | \$1,099,787,238 | \$2,054,656,035 | 186.82% |
| Commission Against Discrimination | \$1,293,516 | \$181,092 | \$371,609 | 205.20% |
| Disabled Persons Protection Commission | \$1,643,143 | \$230,040 | \$216,182 | 93.98% |
| Massachusetts Gaming Commission | \$7,728,089 | \$1,081,932 | \$5,212,558 | 481.78% |
| Office of the Governor | \$916,108 | \$128,255 | \$11,123 | 8.67% |
| Non-Executive Department Subtotal | \$11,580,855 | \$1,621,320 | \$5,811,472 | 358.44% |
| Massachusetts Convention Center Authority | \$70,291,709 | \$9,840,839 | \$10,012,547 | 101.74% |
| MassHousing | \$12,806,536 | \$1,792,915 | \$1,059,623 | 59.10% |
| Quasi-Public Entity Subtotal | \$83,098,245 | \$9,706,304 | \$11,072,170 | 95.17% |
| TOTAL | \$7,950,302,227 | \$1,113,042,312 | \$2,071,539,677 | 186.12% |

When compared to the previous fiscal year, the Commonwealth's spending with WBEs increased by more than \$483 million, or 86.12%, as illustrated by the table below:

Expenditures with Women Business Enterprises (WBE)

| Secretariat/Organization | FY2022 | FY2023 | FY2024 | FY2025 |
|---|------------------------|------------------------|------------------------|------------------------|
| Administration and Finance | \$58,853,889 | \$67,848,798 | \$64,430,139 | \$68,206,764 |
| Economic Development | \$2,932,000 | \$3,641,115 | \$2,964,010 | \$3,981,663 |
| Education | \$68,304,922 | \$90,281,437 | \$108,913,961 | \$145,615,553 |
| Energy and Environmental Affairs | \$31,272,549 | \$36,467,556 | \$29,137,686 | \$44,967,347 |
| Health and Human Services | \$798,787,232 | \$901,142,886 | \$1,014,453,984 | \$1,219,750,197 |
| Housing and Livable Communities | \$43,810,148 | \$53,533,744 | \$74,932,487 | \$81,022,621 |
| Labor and Workforce Development | \$27,204,374 | \$44,086,349 | \$29,083,675 | \$35,760,644 |
| Public Safety and Security | \$29,246,709 | \$27,867,640 | \$33,182,160 | \$169,334,147 |
| Technology Services and Security | \$12,053,100 | \$14,993,342 | \$12,772,288 | \$17,145,985 |
| Transportation | \$195,709,129 | \$111,408,996 | \$204,850,228 | \$266,702,719 |
| Veterans' Services | \$2,297,254 | \$1,767,166 | \$3,312,736 | \$2,168,396 |
| Executive Department Subtotal | \$1,270,471,306 | \$1,353,039,030 | \$1,578,033,354 | \$2,054,656,035 |
| Commission Against Discrimination | \$181,518 | \$262,813 | \$285,108 | \$371,609 |
| Disabled Persons Protection Commission | \$540,436 | \$633,844 | \$385,981 | \$216,182 |
| Massachusetts Gaming Commission | \$428,036 | \$2,101,978 | \$3,961,338 | \$5,212,558 |
| Office of the Governor | \$10,011 | \$617,734 | \$1,034,154 | \$11,123 |
| Non-Executive Department Subtotal | \$1,160,001 | \$3,616,369 | \$5,666,581 | \$5,811,472 |
| Massachusetts Convention Center Authority | \$2,632,462 | \$5,581,435 | \$3,870,110 | \$10,012,547 |
| MassHousing | \$1,791,699 | \$1,878,703 | \$852,931 | \$1,059,623 |
| Quasi-Public Entity Subtotal | \$4,424,161 | \$7,460,138 | \$4,723,041 | \$11,072,170 |
| TOTAL | \$1,276,055,468 | \$1,364,115,536 | \$1,588,422,976 | \$2,071,539,677 |

Combined Veteran-Owned Business Spending

The Commonwealth continues to make progress in the challenging goal of spending 3% of its discretionary budget with veteran-owned (combined VBE and SDVOBE) businesses. The Commonwealth achieved 32.28% of the benchmark in FY2025.

Combined Veteran Benchmark Attainment

| Secretariat/Organization | FY2025 Discretionary Budget | FY2025 Benchmark (3%) | FY2025 Actual Expenditure | Percentage of Benchmark Met |
|---|-----------------------------|-----------------------|---------------------------|-----------------------------|
| Administration and Finance | \$395,070,469 | \$11,852,114 | \$29,945,654 | 252.66% |
| Economic Development | \$9,858,876 | \$295,766 | \$25,432 | 8.60% |
| Education | \$399,242,138 | \$11,977,264 | \$1,327,452 | 11.08% |
| Energy and Environmental Affairs | \$158,476,057 | \$4,754,282 | \$4,309,652 | 90.65% |
| Health and Human Services | \$4,447,276,675 | \$133,418,300 | \$19,729,732 | 14.79% |
| Housing and Livable Communities | \$565,199,334 | \$16,955,980 | \$881,831 | 5.20% |
| Labor and Workforce Development | \$60,281,586 | \$1,808,448 | \$22,289 | 1.23% |
| Public Safety and Security | \$197,335,832 | \$5,920,075 | \$9,639,774 | 162.83% |
| Technology Services and Security | \$96,539,689 | \$2,896,191 | \$371,409 | 12.82% |
| Transportation | \$1,510,107,092 | \$45,303,213 | \$4,473,201 | 9.87% |
| Veterans' Services | \$16,235,380 | \$487,061 | \$5,577,652 | 1145.16% |
| Executive Department Subtotal | \$7,855,623,127 | \$235,668,694 | \$76,304,077 | 32.38% |
| Commission Against Discrimination | \$1,293,516 | \$38,805 | \$49 | 0.13% |
| Disabled Persons Protection Commission | \$1,643,143 | \$49,294 | \$17,045 | 34.58% |
| Massachusetts Gaming Commission | \$7,728,089 | \$231,843 | \$56,818 | 24.51% |
| Office of the Governor | \$916,108 | \$27,483 | \$0 | 0.00% |
| Non-Executive Department Subtotal | \$11,580,855 | \$347,426 | \$73,912 | 21.27% |
| Massachusetts Convention Center Authority | \$70,291,709 | \$2,108,751 | \$143,398 | 6.80% |
| MassHousing | \$12,806,536 | \$384,196 | \$329,771 | 85.83% |
| Quasi-Public Entity Subtotal | \$69,330,743 | \$2,492,947 | \$473,169 | 18.98% |
| TOTAL | \$7,950,302,227 | \$238,509,067 | \$76,851,158 | 32.22% |

Total spending with veteran businesses increased by 44.5%, from \$53.2 million in FY2024 to \$76.8 million in FY2025. Due to the relatively small number of veteran-owned businesses doing business with the Commonwealth, spending with veteran-owned businesses continues to fluctuate based on spending with individual businesses and with large purchases, non-recurring purchases, and project commencements and completions. The SDO continues to conduct outreach, education, and training aimed at increasing the number of veteran-owned companies doing business with the Commonwealth.

Expenditures with Veteran-Owned Businesses (VBE)

| Secretariat/Organization | FY2022 | FY2023 | FY2024 | FY2025 |
|---|---------------------|---------------------|---------------------|---------------------|
| Administration and Finance | \$11,633,673 | \$9,052,250 | \$3,921,808 | \$29,945,654 |
| Economic Development | \$8,310 | \$4,654 | \$58,859 | \$25,432 |
| Education | \$768,306 | \$1,873,708 | \$1,842,943 | \$1,327,452 |
| Energy and Environmental Affairs | \$932,978 | \$1,341,671 | \$4,775,269 | \$4,309,652 |
| Health and Human Services | \$14,871,133 | \$22,176,140 | \$24,751,515 | \$19,729,732 |
| Housing and Livable Communities | \$187,290 | \$81,307 | \$1,433,738 | \$881,831 |
| Labor and Workforce Development | \$1,007,679 | \$392,334 | \$216,283 | \$22,289 |
| Public Safety and Security | \$3,011,639 | \$3,439,809 | \$7,753,789 | \$9,639,774 |
| Technology Services and Security | \$1,965,823 | \$2,627,260 | \$2,273,077 | \$371,409 |
| Transportation | \$3,656,864 | \$4,644,440 | \$4,249,228 | \$4,473,201 |
| Veterans' Services | \$76,682 | \$837,356 | \$1,319,045 | \$5,577,652 |
| Executive Department Subtotal | \$38,120,377 | \$46,470,929 | \$52,595,554 | \$76,304,077 |
| Commission Against Discrimination | \$195 | \$5,530 | \$20,609 | \$49 |
| Disabled Persons Protection Commission | \$38,341 | \$12,713 | \$101,112 | \$17,045 |
| Massachusetts Gaming Commission | \$72,139 | \$29,244 | \$39,278 | \$56,818 |
| Office of the Governor | \$0 | \$0 | \$0 | \$0 |
| Non-Executive Department Subtotal | \$110,676 | \$47,488 | \$160,998 | \$73,912 |
| Massachusetts Convention Center Authority | \$186,000 | \$46,644 | \$132,201 | \$143,398 |
| MassHousing | \$288,117 | \$302,272 | \$293,944 | \$329,771 |
| Quasi-Public Entity Subtotal | \$474,117 | \$348,916 | \$426,145 | \$473,169 |
| TOTAL | \$38,705,170 | \$46,867,333 | \$53,182,698 | \$76,851,158 |

Disability-Owned Business Spending

FY2025 represents the second year since the Disability Business benchmark (DOBE and SDVOBE) was set by the Healey-Driscoll Administration on June 30, 2023. The Commonwealth exceeded its Disability Business category benchmark by more than \$2 million:

Disability Business Benchmark Attainment

| Secretariat/Organization | FY2025 Discretionary Budget | FY2025 Benchmark (0.3%) ¹⁷ | FY2025 Actual Expenditure | Percentage of Benchmark Met |
|---|-----------------------------|---------------------------------------|---------------------------|-----------------------------|
| Administration and Finance | \$395,070,469 | \$1,185,211 | \$1,323,091 | 111.63% |
| Economic Development | \$9,858,876 | \$29,577 | \$248,757 | 841.06% |
| Education | \$399,242,138 | \$1,197,726 | \$792,637 | 66.18% |
| Energy and Environmental Affairs | \$158,476,057 | \$475,428 | \$1,526,455 | 321.07% |
| Health and Human Services | \$4,447,276,675 | \$13,341,830 | \$13,999,650 | 104.93% |
| Housing and Livable Communities | \$565,199,334 | \$1,695,598 | \$520,271 | 30.68% |
| Labor and Workforce Development | \$60,281,586 | \$180,845 | \$0 | 0.00% |
| Public Safety and Security | \$197,335,832 | \$592,007 | \$4,093,727 | 691.50% |
| Technology Services and Security | \$96,539,689 | \$289,619 | \$1,460,049 | 504.13% |
| Transportation | \$1,510,107,092 | \$4,530,321 | \$1,215,884 | 26.84% |
| Veterans' Services | \$16,235,380 | \$48,706 | \$519,132 | 1065.85% |
| Executive Department Subtotal | \$7,855,623,127 | \$23,566,869 | \$25,699,654 | 109.05% |
| Commission Against Discrimination | \$1,293,516 | \$3,881 | \$0 | 0.00% |
| Disabled Persons Protection Commission | \$1,643,143 | \$4,929 | \$3,051 | 61.89% |
| Massachusetts Gaming Commission | \$7,728,089 | \$23,184 | \$55,165 | 237.94% |
| Office of the Governor | \$916,108 | \$2,748 | \$0 | 0.00% |
| Non-Executive Department Subtotal | \$11,580,855 | \$34,743 | \$58,216 | 167.56% |
| Massachusetts Convention Center Authority | \$56,524,207 | N/A | N/A | N/A |
| MassHousing | \$12,806,536 | N/A | N/A | N/A |
| Quasi-Public Entity Subtotal | \$69,330,743 | N/A | N/A | N/A |
| TOTAL | \$7,936,534,725 | \$23,601,612 | \$25,757,870 | 109.14% |

¹⁷ While initially set as an exact amount, Commonwealth agency performance is tracked based on a percentage of discretionary budget, similar to other benchmarks. This ensures that the benchmark amount gradually increases as the Commonwealth's spending grows. This measure, calculated at 0.3%, is the percentage that \$18 million represented in the Commonwealth's total discretionary spending at the time when the benchmark was set in FY2024.

When compared to the previous fiscal year, the Commonwealth’s spending businesses owned by individuals with disabilities decreased by approximately \$2.2 million, or 8.14%, as illustrated by the table below:

Expenditures with Disability Businesses

| Secretariat/Organization | FY2023 | FY2024 | FY2025 |
|---|---------------------|---------------------|---------------------|
| Administration and Finance | \$1,490,907 | \$2,547,717 | \$1,323,091 |
| Economic Development | \$30,160 | \$56,297 | \$248,757 |
| Education | \$1,518,498 | \$1,489,108 | \$792,637 |
| Energy and Environmental Affairs | \$959,497 | \$1,717,428 | \$1,526,455 |
| Health and Human Services | \$12,957,103 | \$14,000,566 | \$13,999,650 |
| Housing and Livable Communities | \$145,690 | \$357,381 | \$520,271 |
| Labor and Workforce Development | \$0 | \$209,183 | \$0 |
| Public Safety and Security | \$706,441 | \$3,488,715 | \$4,093,727 |
| Technology Services and Security | \$497,524 | \$1,656,213 | \$1,460,049 |
| Transportation | \$3,681,358 | \$1,661,718 | \$1,215,884 |
| Veterans' Services | \$16,850 | \$737,370 | \$519,132 |
| Executive Department Subtotal | \$22,004,026 | \$27,921,697 | \$25,699,654 |
| Commission Against Discrimination | \$0 | \$106 | \$0 |
| Disabled Persons Protection Commission | \$50,084 | \$82,745 | \$3,051 |
| Massachusetts Gaming Commission | \$28,858 | \$36,239 | \$55,165 |
| Office of the Governor | \$0 | \$0 | \$0 |
| Non-Executive Department Subtotal | \$78,942 | \$119,090 | \$58,216 |
| Massachusetts Convention Center Authority | N/A | N/A | N/A |
| MassHousing | N/A | N/A | N/A |
| Quasi-Public Entity Subtotal | N/A | N/A | N/A |
| TOTAL | \$22,082,968 | \$28,040,787 | \$25,757,870 |

LGBT Business Enterprise Spending

FY2025 represents the second year since the LGBTBE benchmark was set by the Healey-Driscoll Administration on June 30, 2023. While the Commonwealth did not meet the new benchmark, spending did increase overall, and three secretariats and two non-executive agencies met this benchmark in FY2025. The Commonwealth spent more than \$9.9 million with LGBT-owned businesses, achieving more than 42.20% of the \$18 million goal.

LGBT Business Enterprise Benchmark Attainment

| Secretariat/Organization | FY2025 Discretionary Budget | FY2025 Benchmark (0.3%) ¹⁸ | FY2025 Actual Expenditure | Percentage of Benchmark Met |
|---|-----------------------------|---------------------------------------|---------------------------|-----------------------------|
| Administration and Finance | \$395,070,469 | \$1,185,211 | \$540,523 | 45.61% |
| Economic Development | \$9,858,876 | \$29,577 | \$328,846 | 1111.85% |
| Education | \$399,242,138 | \$1,197,726 | \$618,892 | 51.67% |
| Energy and Environmental Affairs | \$158,476,057 | \$475,428 | \$295,514 | 62.16% |
| Health and Human Services | \$4,447,276,675 | \$13,341,830 | \$3,162,407 | 23.70% |
| Housing and Livable Communities | \$565,199,334 | \$1,695,598 | \$3,305,201 | 194.93% |
| Labor and Workforce Development | \$60,281,586 | \$180,845 | \$8,608 | 4.76% |
| Public Safety and Security | \$197,335,832 | \$592,007 | \$444,958 | 75.16% |
| Technology Services and Security | \$96,539,689 | \$289,619 | \$849,072 | 293.17% |
| Transportation | \$1,510,107,092 | \$4,530,321 | \$212,187 | 4.68% |
| Veterans' Services | \$16,235,380 | \$48,706 | \$0 | 0.00% |
| Executive Department Subtotal | \$7,855,623,127 | \$23,566,869 | \$9,766,210 | 41.44% |
| Commission Against Discrimination | \$1,293,516 | \$3,881 | \$1,242 | 32.01% |
| Disabled Persons Protection Commission | \$1,643,143 | \$4,929 | \$0 | 0.00% |
| Massachusetts Gaming Commission | \$7,728,089 | \$23,184 | \$192,279 | 829.35% |
| Office of the Governor | \$916,108 | \$2,748 | \$0 | 0.00% |
| Non-Executive Department Subtotal | \$11,580,855 | \$34,743 | \$193,522 | 557.02% |
| Massachusetts Convention Center Authority | \$56,524,207 | N/A | N/A | N/A |
| MassHousing | \$12,806,536 | N/A | N/A | N/A |
| Quasi-Public Entity Subtotal | \$69,330,743 | N/A | N/A | N/A |
| TOTAL | \$7,936,534,725 | \$23,601,612 | \$9,959,731 | 42.20% |

¹⁸ While initially set as an exact amount, Commonwealth agency performance with both DOBEs and LGBTBEs is tracked based on a percentage of discretionary budget, similar to other benchmarks. This ensures that the benchmark amount gradually increases as the Commonwealth's spending grows. This measure, calculated at 0.3%, is the percentage that \$18 million represented in the Commonwealth's total discretionary spending at the time when the benchmark was set in FY2024.

When compared to the previous fiscal year, the Commonwealth's spending with LGBTBEs increased by more than approximately \$500,000, or 5.81%, as illustrated by the table below:

Expenditures with LGBT Businesses Enterprises

| Secretariat/Organization | FY2023 | FY2024 | FY2025 |
|---|--------------------|--------------------|--------------------|
| Administration and Finance | \$794,030 | \$973,392 | \$540,523 |
| Economic Development | \$9,792 | \$212,630 | \$328,846 |
| Education | \$171,214 | \$441,940 | \$618,892 |
| Energy and Environmental Affairs | \$60,913 | \$269,254 | \$295,514 |
| Health and Human Services | \$2,189,014 | \$2,462,451 | \$3,162,407 |
| Housing and Livable Communities | \$865,123 | \$2,985,385 | \$3,305,201 |
| Labor and Workforce Development | \$14,215 | \$11,899 | \$8,608 |
| Public Safety and Security | \$7,984 | \$27,170 | \$444,958 |
| Technology Services and Security | \$31,578 | \$717,524 | \$849,072 |
| Transportation | \$969,243 | \$181,620 | \$212,187 |
| Veterans' Services | \$28,366 | \$0 | \$0 |
| Executive Department Subtotal | \$5,141,473 | \$8,283,264 | \$9,766,210 |
| Commission Against Discrimination | \$0 | \$441 | \$1,242 |
| Disabled Persons Protection Commission | \$0 | \$0 | \$0 |
| Massachusetts Gaming Commission | \$92,800 | \$109,815 | \$192,279 |
| Office of the Governor | \$612,189 | \$1,019,601 | \$0 |
| Non-Executive Department Subtotal | \$704,989 | \$1,129,856 | \$193,522 |
| Massachusetts Convention Center Authority | N/A | N/A | N/A |
| MassHousing | N/A | N/A | N/A |
| Quasi-Public Entity Subtotal | N/A | N/A | N/A |
| TOTAL | \$5,846,461 | \$9,413,120 | \$9,959,731 |

Small Business Purchasing Program (SBPP)

The Small Business Purchasing Program (SBPP)¹⁹ was established in 2010 through Executive Order 523 and reaffirmed in 2021 and 2022 through MGL c. 7, §§ 58 and 61 and Executive Order 599 to direct state spending for non-construction goods and services to participating Massachusetts small businesses. This program applies to executive departmental procurements and requests for quotes with annual values equal to or less than \$250,000.²⁰

Small Business Registration

In FY2024, the SBPP registration process was moved from the COMMBUYS system to the SDO's Certrak system. Program eligibility requirements remained unchanged. In FY2025, the program experienced a 15% decrease in the number of verified businesses compared to the previous year. We expect the number of registered small businesses to rise with the awareness of the updated registration process.

Massachusetts Small Businesses (SBPP)

| Certification Type | FY2023 | FY2024 | FY2025 | FY2025 vs. FY2024 Change (%) |
|---------------------------------------|--------|--------|--------|------------------------------|
| Massachusetts Small Businesses (SBPP) | 1,516 | 1,663 | 1,420 | -15% |

Small Business Purchasing Program (SBPP) Spending

Only Commonwealth executive and non-executive departments participate in the SBPP, which has a 3.3% benchmark for discretionary spending. Despite the reduced number of SBPP firms, total SBPP spending in FY2025 exceeded the benchmark by more than 55.84%, with program participants spending 5.1% of their discretionary budgets on average with small businesses.

¹⁹ To qualify for the SBPP, a firm must: (1) have its principal place of business in Massachusetts; (2) have been in business for at least one year; (3) currently employ a combined total of 50 or fewer full-time employee (FTE) equivalents in all locations; and (4) have gross revenues as reported on the appropriate Massachusetts Department of Revenue state tax forms of \$15 million or less, based on a three-year average.

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

SBPP Benchmark Attainment

| Secretariat/Organization | FY2025 Discretionary Budget | FY2025 Benchmark (3.3%) | FY2025 Actual Expenditure | Percentage of Benchmark Met |
|---|-----------------------------|-------------------------|---------------------------|-----------------------------|
| Administration and Finance | \$395,070,469 | \$13,037,325 | \$10,717,519 | 82.21% |
| Economic Development | \$9,858,876 | \$325,343 | \$510,125 | 156.80% |
| Education | \$399,242,138 | \$13,174,991 | \$42,312,590 | 321.16% |
| Energy and Environmental Affairs | \$158,476,057 | \$5,229,710 | \$20,953,706 | 400.67% |
| Health and Human Services | \$4,447,276,675 | \$146,760,130 | \$158,964,679 | 108.32% |
| Housing and Livable Communities | \$565,199,334 | \$18,651,578 | \$76,749,308 | 411.49% |
| Labor and Workforce Development | \$60,281,586 | \$1,989,292 | \$4,816,208 | 242.11% |
| Public Safety and Security | \$197,335,832 | \$6,512,082 | \$12,029,736 | 184.73% |
| Technology Services and Security | \$96,539,689 | \$3,185,810 | \$6,826,762 | 214.29% |
| Transportation | \$1,510,107,092 | \$49,833,534 | \$51,277,392 | 102.90% |
| Veterans' Services | \$16,235,380 | \$535,768 | \$855,257 | 159.63% |
| Executive Department Subtotal | \$7,855,623,127 | \$259,235,563 | \$386,013,281 | 148.90% |
| Commission Against Discrimination | \$1,293,516 | \$42,686 | \$2,232,239 | 5229.44% |
| Disabled Persons Protection Commission | \$1,643,143 | \$54,224 | \$13,067 | 24.10% |
| Massachusetts Gaming Commission | \$7,728,089 | \$255,027 | \$3,495,089 | 1370.48% |
| Office of the Governor | \$916,108 | \$30,232 | \$0 | 0.00% |
| Non-Executive Department Subtotal | \$11,580,855 | \$382,168 | \$5,740,394 | 1502.06% |
| Massachusetts Convention Center Authority | \$56,524,207 | N/A | N/A | N/A |
| MassHousing | \$12,806,536 | N/A | N/A | N/A |
| Quasi-Public Entity Subtotal | \$69,330,743 | N/A | N/A | N/A |
| TOTAL | \$7,936,534,725 | \$259,617,731 | \$391,753,674 | 150.90% |

In FY2025, program participants' expenditures through the SBPP increased by more than \$11.7 million, or 3.1%, over the prior fiscal year, as illustrated below:

Expenditures with Massachusetts Small Businesses

| Secretariat/Organization | FY2022 | FY2023 | FY2024 | FY2025 |
|--|----------------------|----------------------|----------------------|----------------------|
| Administration and Finance | \$11,265,465 | \$13,162,492 | \$11,847,429 | \$10,717,519 |
| Economic Development | \$521,520 | \$729,552 | \$407,966 | \$510,125 |
| Education | \$41,707,643 | \$41,021,900 | \$41,133,405 | \$42,312,590 |
| Energy and Environmental Affairs | \$10,770,050 | \$14,331,727 | \$13,443,832 | \$20,953,706 |
| Health and Human Services | \$121,518,523 | \$139,939,322 | \$155,856,394 | \$158,964,679 |
| Housing and Livable Communities | \$31,257,185 | \$45,152,139 | \$77,718,958 | \$76,749,308 |
| Labor and Workforce Development | \$398,254 | \$366,085 | \$2,461,857 | \$4,816,208 |
| Public Safety and Security | \$18,968,631 | \$14,649,290 | \$15,863,961 | \$12,029,736 |
| Technology Services and Security | \$9,031,210 | \$9,335,850 | \$5,524,473 | \$6,826,762 |
| Transportation | \$36,091,319 | \$41,860,383 | \$50,639,818 | \$51,277,392 |
| Veterans' Services | \$588,171 | \$1,066,220 | \$655,173 | \$855,257 |
| Executive Department Subtotal | \$282,117,971 | \$321,614,961 | \$375,553,266 | \$386,013,281 |
| Commission Against Discrimination | \$4,411 | \$18,146 | \$1,013,733 | \$2,232,239 |
| Disabled Persons Protection Commission | \$99,815 | \$176,411 | \$29,216 | \$13,067 |
| Massachusetts Gaming Commission | \$2,875,755 | \$3,047,852 | \$3,393,858 | \$3,495,089 |
| Office of the Governor | \$4,146 | \$0 | \$0 | \$0 |
| Non-Executive Department Subtotal | \$2,984,127 | \$3,242,409 | \$4,436,806 | \$5,740,394 |
| TOTAL | \$285,102,098 | \$324,857,370 | \$379,990,072 | \$391,753,674 |

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) to establish the business’s certification eligibility. Similarly, the SDO collects data on race and ethnicity of boards and voting bodies of Minority Non-Profits (M/NPOs). The Commonwealth’s supplier diversity policies treat all MBEs and M/NPOs as one group and do not utilize individual business owner race and ethnicity information for procurement decision-making.

The SDO provides the following aggregated information on the Commonwealth’s direct and indirect spending by race and ethnicity:

FY2025 MBE Spending by Race and Ethnicity

| Ethnicity/Minority | Direct Spending | Indirect Spending | Total Spending | Share of MBE for-profit Spending | FY2025 vs. FY2024 Change (%) |
|---------------------------------|----------------------|----------------------|----------------------|----------------------------------|------------------------------|
| African American, Black | \$23,935,426 | \$119,120,097 | \$143,055,523 | 28.88% | 20.13% |
| Asian American (Pacific) | \$79,840,662 | \$47,261,749 | \$127,102,411 | 25.66% | 27.16% |
| Asian American (Subcontinent) | \$75,443,344 | \$36,734,478 | \$112,177,823 | 22.65% | 72.59% |
| Cape Verdean | \$333,168 | \$7,821,228 | \$8,154,396 | 1.65% | 21.09% |
| Hispanic/Latino | \$38,687,666 | \$64,528,919 | \$103,216,584 | 20.84% | 31.40% |
| Multiple (Minority- nonprofits) | \$309,524,683 | \$19,933,016 | \$329,457,699 | | 16.92% |
| Indigenous Person | \$0 | \$1,593,501 | \$1,593,501 | 0.32% | 278.17% |
| Grand Total | \$527,764,949 | \$296,992,989 | \$824,757,938 | | 26.75% |

In FY2025, overall MBE spending grew \$174 million over the previous year, \$94.6 million of which was from an increase in direct spending and \$79.4 million resulted from growth in business partnership spending. Spending with African American-owned businesses increased by 20.13%, or \$23.97 million. Additionally, spending with Hispanic/Latino- and Indigenous Person-owned businesses increased by 31.4% and 278.17% respectively. At the same time, spending with Asian American (Pacific), Asian American (Subcontinent), and Cape Verdean businesses increased by 27.16%, 72.59%, and 21.09% respectively.

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

The SDO’s programs recognize two types of indirect (also referred to as Tier 2) spending: Subcontracting and Ancillary Products and Services. While the SDO reviews the business relationship information reported by contractors, it is the Commonwealth contractor’s responsibility to accurately classify the nature of the business relationship with their supplier diversity partners.

FY2025 Indirect Spending by Type

| Business Category | Subcontracting | Ancillary Products & Services | Total | FY2025 vs. FY2024 Change (%) |
|---|----------------------|-------------------------------|----------------------|------------------------------|
| Minority Business Enterprises (MBE) | \$185,275,436 | \$111,717,553 | \$296,992,989 | 36.51% |
| Women Business Enterprises (WBE) | \$433,447,052 | \$136,627,520 | \$570,074,572 | 54.43% |
| Veteran Business Enterprises (VBE/SDVOBE) | \$20,759,218 | \$17,772,953 | \$38,532,171 | 6.64% |
| Disability Business Enterprises (DOBE/SDVOBE) | \$4,073,648 | \$12,620,614 | \$16,694,262 | -23.36% |
| LGBT-Owned Business Enterprises (LGBTBE) | \$2,304,760 | \$2,277,880 | \$4,582,640 | 53.41% |
| TOTAL²¹ | \$574,411,235 | \$230,513,168 | \$804,924,403 | 44.14% |

In FY2025, Commonwealth contractors spent more than \$804 million with diverse business partners, an increase of approximately 44.14% over FY2024. Subcontracting relationships accounted for 71.36% and ancillary products and services represented approximately 28.64% of this spending. Indirect spending increased in all categories except the Disability Business Enterprises business category (made up of Disability-Owned Business Enterprises and Service-Disabled Veteran-Owned Business Enterprises).

²¹ This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

Affirmative Marketing Programs (AMP)

The Commonwealth’s Affirmative Marketing Program (AMP) was established pursuant to M.G.L. Chapter 7C, § 6 and M.G.L. Chapter 7, § 61 for the purpose of ensuring Minority-owned Business Enterprise (MBE) and Women-owned Business Enterprise (WBE) participation in state building (vertical) construction projects and state-assisted construction projects.²² It is further addressed in various Executive Orders and Administrative Bulletins. Chapter 7C, §6 and Chapter 149, §44A(2)(G), along with A&F Administrative Bulletins 14 and 17A, establish reporting requirements and workforce participation benchmarks on state construction contracts. In addition, Executive Order 599 establishes tracking and reporting of Veteran Business Enterprises (VBE) and Service-Disabled Veteran Owned Business Enterprise (SDVOBE) contract expenditure. Below are the FY2025 results from both the Division of Capital Asset Management and Maintenance’s (DCAMM) AMP and the SDO’s Municipal Construction Affirmative Marketing Program (MCAMP).

There was a reduction in total overall spending for both programs when compared to FY2024. In FY2025, the combined spending with MBEs and WBEs from the AMP and MCAMP was as follows:

Total FY2025 Affirmative Marketing Program (AMP and MCAMP) MBE and WBE Construction Spend

| AMP Program | Total Project Spending | Total MBE Spending | Total WBE Spending | Total MBE/WBE Spending |
|---------------------------|------------------------|---------------------|----------------------|------------------------|
| DCAMM AMP | \$420,295,024 | \$30,017,866 | \$32,078,147 | \$62,096,013 |
| SDO MCAMP | \$1,015,991,628 | \$34,306,816 | \$68,255,155 | \$102,561,971 |
| Total AMP Spending | \$1,436,286,652 | \$64,324,682 | \$100,333,302 | \$164,657,984 |

DCAMM’s Affirmative Marketing Program for Design and Construction (AMP)

The Division of Capital Asset Management and Maintenance (DCAMM) publishes its own annual report summarizing DCAMM’s performance under the Commonwealth’s Affirmative Marketing Program (AMP). This is the MBE and WBE business participation program, along with Veteran firms’ participation in DCAMM’s Design and Construction projects. DCAMM’s AMP report also includes utilization data for minority and women workforce on DCAMM construction and design projects.

DCAMM establishes overall annual agency MBE/WBE program goals across all of DCAMM’s design and construction spending and sets project-specific goals for each individual project based on industry studies of availability within the statewide construction industry.

²² The SDO is also directed by MGL c. 7, §61 (j) and (k) to encourage and facilitate participation by veteran-owned businesses and service-disabled veteran-owned businesses on public construction and design projects, including the establishment of goals for their participation in all areas of state procurement contracting, including public construction, design services, and commodities and service. As noted in the transmittal letter of this report, the SDO released new guidelines in November 2024 mandating a 3% VBE/SDVOBE goal on state-assisted municipal construction projects. While not technically part of DCAMM’s AMP Program, DCAMM includes a 3% VBE/SDVOBE benchmark in design and construction projects and includes, as part of this annual report, reporting on payments to VBEs and SDVOBEs as prime contractors only.

For projects advertised prior to July 1, 2020, MBE and WBE business participation is reported separately, and referred to collectively as “Legacy Projects.” DCAMM’s overall annual program goals in place for projects advertised prior to July 1, 2020 were 10.4% combined MBE and WBE participation for construction payments and 17.9% combined MBE and WBE for design payments.

For projects advertised on or after July 1st, 2020, DCAMM sets separate customized MBE and WBE business participation goals for each project. These projects are collectively labeled “AMP 2020” under our annual report. These goals are based on project-specific factors such as size, scope, subcontracting opportunities, and others. To gauge performance, DCAMM measures results against portfolio-wide availability-based targets derived from industry studies. These availability-based goals track more closely with the approach used to determine specific goals for each project.

Three MBE and WBE payment summary tables for FY2025 are included below—Table 1.1 presents the results of AMP 2020 projects and references DCAMM’s availability-based program goals. Table 1.2 presents payment data for Legacy projects with combined MBE and WBE goals. These tables are part of results and supporting backup data included in DCAMM’s FY2025 annual report. Table 1.3 combines both AMP 2020 and Legacy payments to clarify total payments to all MBE and WBE firms on all projects.

Table 1.4 focuses on results for DCAMM’s Service-Disabled Veteran-Owned Business Enterprise (SDVOBE) and Veteran-owned Business Enterprise (VBE) participation program, which is separate from DCAMM’s AMP program. DCAMM summarizes payments made to both prime and subcontractors, VBE design and construction firms in its annual report. These are evaluated against established goals of 3% of total construction payments, and 3% of total design payments.

In summary, all payment goals specific to DCAMM’s Design and Construction Affirmative Marketing Program for MBEs and WBEs were met in FY2025. The Veteran goal of 3% was exceeded for construction payments.

Table 1.1 — FY2025 Design and Construction Payments: MBE & WBE on AMP 2020 Projects

(Procurement Commenced on or after July 1, 2020)

| Construction | Payments to MBE/WBE Subs | Net MBE/WBE Prime Payments | Total Payments to MBEs/WBEs | Total Payments to All Firms | Actual Performance Share of Total Payments Credited to MBEs/WBEs | Goals AMP 2020 Availability-based Goals |
|----------------------------------|---------------------------------|-----------------------------------|------------------------------------|------------------------------------|---|--|
| MBE | \$16,430,307 | \$10,749,472 | \$27,179,779 | | 7.2% | 4.0% |
| WBE | \$25,274,508 | \$3,735,189 | \$29,009,697 | | 7.7% | 7.4% |
| MBE/WBE Totals | \$41,704,815 | \$14,484,661 | \$56,189,476 | | 14.9% | 11.4% |
| All Firms Total (incl. majority) | | | | \$377,598,470 | | |

| Design | Payments to MBE/WBE Subs | Net MBE/WBE Prime Payments | Total Payments to MBEs/WBEs | Total Payments to All Firms | Actual Performance Share of Total Payments Credited to MBEs/WBEs | Goals AMP 2020 Availability-based Goals |
|----------------------------------|---------------------------------|-----------------------------------|------------------------------------|------------------------------------|---|--|
| MBE | \$1,617,434 | \$399,170 | \$2,016,604 | | 7.1% | 4.6% |
| WBE | \$2,062,201 | \$6,421,139 | \$8,483,340 | | 29.7% | 12.2% |
| MBE/WBE Totals | \$3,679,635 | \$6,820,309 | \$10,499,944 | | 36.8% | 16.8% |
| All Firms Total (incl. majority) | | | | \$28,527,924 | | |

Table 1.2 — FY2025 Design and Construction Payments: MBE & WBE on Legacy Projects

(Procurement Commenced before July 1, 2020)

| Construction | Payments to MBE/WBE Subs | Net MBE/WBE Prime Payments | Total Payments to MBEs/WBEs | Total to All Firms | Actual Performance Share of Total Payments Credited to MBEs/WBEs | Goals Legacy Combined Goals |
|----------------------------------|---------------------------------|-----------------------------------|------------------------------------|---------------------------|---|------------------------------------|
| MBE | \$2,838,087 | \$0 | \$2,838,087 | | 6.6% | 4.0% |
| WBE | \$2,643,978 | \$424,472 | \$3,068,450 | | 7.2% | 7.4% |
| MBE/WBE Totals | \$5,482,065 | \$424,472 | \$5,906,537 | | 13.8% | 11.4% |
| All Firms Total (incl. majority) | | | | \$42,696,554 | | |

| Design | Payments to MBE/WBE Subs | Net MBE/WBE Prime Payments | Total Payments to MBEs/WBEs | Total to All Firms | Actual Performance Share of Total Payments Credited to MBEs/WBEs | Goals Legacy Combined Goals |
|----------------------------------|---------------------------------|-----------------------------------|------------------------------------|---------------------------|---|------------------------------------|
| MBE | \$1,023,063 | \$12,188 | \$1,035,251 | | 6.4% | 4.6% |
| WBE | \$848,155 | \$3,196,368 | \$4,044,523 | | 25.0% | 12.2% |
| MBE/WBE Totals | \$1,871,218 | \$3,208,556 | \$5,079,774 | | 31.4% | 16.8% |
| All Firms Total (incl. majority) | | | | \$16,202,995 | | |

Table 1.3 — FY2025 Combined AMP 2020 and Legacy Project Payments

(All Active Projects)

| Construction | Payments to MBE/WBE Subs | Net MBE/WBE Prime Payments | Total Payments to MBEs/WBEs | Total to All Firms |
|----------------------------------|---------------------------------|-----------------------------------|------------------------------------|---------------------------|
| MBE | \$19,268,394 | \$10,749,472 | \$30,017,866 | |
| WBE | \$27,918,486 | \$4,159,661 | \$32,078,147 | |
| MBE/WBE Totals | \$47,186,880 | \$14,909,133 | \$62,096,013 | |
| All Firms Total (incl. majority) | | | | \$420,295,024 |

| Design | Payments to MBE/WBE Subs | Net MBE/WBE Prime Payments | Total Payments to MBEs/WBEs | Total to All Firms |
|----------------------------------|---------------------------------|-----------------------------------|------------------------------------|---------------------------|
| MBE | \$2,640,497 | \$411,358 | \$3,051,855 | |
| WBE | \$2,910,356 | \$9,617,507 | \$12,527,863 | |
| MBE/WBE Totals | \$5,550,853 | \$10,028,865 | \$15,579,718 | |
| All Firms Total (incl. majority) | | | | \$44,730,919 |

Construction + Design: Total FY2025 Payments to MBEs/WBEs

Table 1.4 — FY2025 Design and Construction Payments: VBE/SDVOBE

| Construction | Total Payments to VBEs/SDVOBEs | Actual Performance Share of Total Payments Credited to VBEs/SDVOBEs | Goals Benchmark Target |
|---|---------------------------------------|--|-------------------------------|
| VBE/SDVOBE Prime Payments | \$14,124,584 | 3.4% | |
| VBE/SDVOBE Subcontractor Payments ²³ | \$4,809,897 | 1.1% | |
| Total VBE/SDVOBE Payments | \$18,934,481 | 4.5% | 3.0% |

| Design | Total Payments to VBEs/SDVOBEs | Actual Performance Share of Total Payments Credited to VBEs/SDVOBEs | Goals Benchmark Target |
|-----------------------------------|---------------------------------------|--|-------------------------------|
| VBE/SDVOBE Prime Payments | \$0 | 0.0% | |
| VBE/SDVOBE Subconsultant Payments | \$112,905 | 0.3% | |
| Total VBE/SDVOBE Payments | \$112,905 | 0.3% | 3.0% |

²³ The \$406M construction contract to replace the Holyoke Veterans' Home has been awarded to a joint venture with the VBE-certified Commodore Builders holding a 50% ownership stake. \$145.7M was paid in total to this joint venture during FY2025. Under the provisions of the contract, credit for VBE payments to Commodore is limited to the scope of work actually performed by the firm. Those payments are included in the subcontractor payments total. \$3,725,406 of the \$4,809,897 total VBE construction subcontractor payments (over 75%) reflect payments to Commodore for those self-performed services.

Municipal Construction Affirmative Marketing Program (MCAMP)

The Municipal Construction Affirmative Marketing Program (MCAMP) was established for the purpose of ensuring the fair participation of minority-owned and women-owned businesses on state-assisted building projects undertaken by political subdivisions of the Commonwealth. The SDO, in consultation with DCAMM, establishes MBE and WBE participation goals for such projects. The mission of MCAMP is to educate, monitor, and assist political subdivisions in the attainment and enforcement of MBE and WBE participation goals for both the design and construction phase of applicable projects.

Prior to July 1, 2020 (i.e., FY2021), MCAMP combined the MBE and WBE goals to provide designers and contractors with flexibility in using SDO-certified MBE and/or WBE contractors on state-assisted vertical construction projects. The combined MBE/WBE goal percentage was 17.9% for design and 10.4% for construction.

Starting July 1, 2020, in its construction project goal setting, MCAMP utilized the general annual MBE and WBE aspirational goals, as based upon data from the DCAMM disparity study. The following general annual goals were used in FY2021–FY2022:

- Design: MBE 6.6% and WBE 15%
- Construction: MBE 4.2% and WBE 8.8%

Some projects started during FY2021–FY2022 will continue to be measured against these goals.

Effective July 1, 2022, based on the results of the DCAMM disparity study, MCAMP began using project-specific MBE and WBE goals, which are set, using DCAMM’s methodology, for individual state-assisted vertical construction projects subject to SDO oversight. This practice ensures more realistic MBE and WBE goals for individual projects based on construction trades and geographic availability.

Veteran Business Program (VBP)

Effective January 1, 2025, the SDO issued a three percent veteran business goal for all state and state-assisted design and construction projects costing more than \$150,000, building from guidelines released in FY2024. To ensure the consistency and validity of the data, the SDO will collect, starting in FY2026, spend data for all projects. Future SDO Annual Reports will contain more information regarding VBE/SDVOBE business participation on applicable projects.

Massachusetts School Building Authority (MSBA) Spending

The Massachusetts School Building Authority (MSBA) funds many projects that fall under MCAMP. As a result, the SDO tracks MSBA-funded projects and serves as a resource not only for promoting these projects, but also on policy and process related to the implementation of MCAMP and VBP by political subdivisions. The chart below compares FY2021, FY2022, FY2023, FY2024, and FY2025 MBE and WBE commitments on MSBA projects.

Total Supplier Diversity Commitments on MSBA-funded ‘Core’ School Projects in FY2021–FY2025

| Fiscal Year | Total | VBE/SDVOBE²⁴ | VBE/SDVOBE Percentage | MBE | MBE Percentage | WBE | WBE Percentage |
|--------------------|-----------------|--------------------------------|------------------------------|----------------------------|-----------------------|---------------|-----------------------|
| 2021 | \$769,723,700 | n/a | n/a | \$12,235,958 | 1.6% | \$65,458,880 | 8.5% |
| 2022 | \$627,449,056 | n/a | n/a | \$73,005,302 ²⁵ | 11.6% | \$52,246,347 | 8.3% |
| 2023 | \$1,288,478,035 | n/a | n/a | \$39,478,953 | 3.1% | \$124,177,273 | 9.6% |
| 2024 | \$423,749,839 | n/a | n/a | \$16,107,606 | 3.8% | \$35,248,977 | 8.3% |
| 2025 | \$1,015,991,628 | \$11,696,600 | 3.0% ²⁶ | \$34,306,816 | 3.4% | \$68,255,155 | 6.7% |

In FY2025, on reportable projects funded by the MSBA’s ‘Core’ program, the overall mean of projected MBE utilization was 3.4%, below the 4.2% overall aspirational goal. The overall mean of projected WBE utilization was 6.7%, below the 8.8% overall aspirational goal. The overall mean of projected VBE/SDVOBE utilization, however, was 3.0%, which met the 3.0% overall aspirational goal.

²⁴ The VBE/SDVOBE goal and associated data collection was established effective 01/01/2025. Projects from Fiscal Years 2021, 2022, 2023, and 2024 are, thus, non-applicable.

²⁵ \$45,730,728 of this \$73,005,302 in FY2022 total MBE spending was from payments made to a prime contractor, who was also a certified MBE. Excluding that project, commitments to MBE subcontractors FY2022 summed to \$27,274,574 out of a contracted amount of \$581,718,328 (i.e., 4.7%).

²⁶ The 3.0% VBE/SDVOBE goal, and the mandate to report data concerning VBE/SDVOBE utilization, was established effective 01/01/2025. This percentage has been calculated from a universe consisting of only those projects procured on or after the effective date of the VBP in state-assisted construction. Refer to footnotes above for additional information.

Supplier Diversity Performance of Individual MSBA Projects in FY2025

| Project Name (Awarding Authority) | Total | VBE/SDVOBE | VBE/SDVOBE Percentage | MBE | MBE Percentage | WBE | WBE Percentage |
|---|------------------------|----------------------------------|--------------------------|---------------------|-------------------|---------------------|-------------------|
| Fort River Elementary School ²⁷ (Amherst-Pelham Regional School District) | \$73,475,000 | n/a | n/a | \$2,401,622 | 3.3% | \$11,798,025 | 16.1% |
| John R. Pierce School (Brookline, Town of) | \$168,022,660 | n/a | n/a | \$3,726,980 | 2.2% | \$13,895,777 | 8.3% |
| East Longmeadow High School (East Longmeadow, Town of) | \$147,368,525 | n/a | n/a | \$4,451,750 | 3.0% | \$15,631,138 | 10.6% |
| Diman Regional Vocational Technical School ²⁸ (Greater Fall River Regional Vocational Technical School District) | \$240,727,443 | n/a | n/a | \$722,439 | 0.3% | \$2,011,883 | 0.8% |
| Charleswood Elementary School (Hopkinton, Town of) | \$101,900,000 | \$0 | 0.0% | \$822,000 | 0.8% | \$4,385,000 | 4.3% |
| Green Meadow Elementary School (Maynard, Town of) | \$61,090,000 | \$10,790,000 | 17.7% | \$5,240,000 | 8.6% | \$3,468,000 | 5.7% |
| John B Devalles Elementary School (New Bedford, City of) | \$82,207,000 | \$0 | 0.0% | \$10,357,000 | 12.6% | \$6,054,340 | 7.4% |
| Countryside Elementary School (Newton, Town of) | \$50,125,000 | \$906,000 | 1.8% | \$2,750,000 | 5.5% | \$2,217,292 | 4.4% |
| Whitman Middle School (Whitman-Hanson Regional School District) | \$91,076,000 | \$0 | 0.0% | \$3,825,000 | 4.2% | \$8,792,900 | 9.7% |
| Total | \$1,015,991,628 | \$11,696,600²⁹ | 3.0%³⁰ | \$34,306,816 | 3.4% | \$68,255,155 | 6.7% |

²⁷ On this project, the awarding authority's procurement of the constructor predates the VBP requirement to include a 3.0% VBE/SDVOBE goal. Nonetheless, \$214,000 of VBE/SDVOBE project participation was identified by the prime constructor.

²⁸ Similarly, on the John R. Pierce, East Longmeadow, and Diman Regional projects, the awarding authority's procurement of the constructor predates the VBP requirement to include a 3.0% VBE/SDVOBE goal. Nonetheless, \$363,434 of VBE/SDVOBE project participation was identified by the prime constructor on the Diman Regional project.

²⁹ This figure excludes the three projects that predate the VBP requirement for a 3.0% VBE/SDVOBE goal. Refer to footnotes above.

³⁰ Both the numerator and the denominator in this calculation exclude the contract values for the four projects that predate the VBP requirement for a 3.0% VBE/SDVOBE goal. Refer to footnotes above.

Individuals with Disabilities in State Procurement and Contracting Program

In collaboration with the [Massachusetts Office on Disability](#) (MOD), the SDO established the SDO Individuals with Disabilities Program to have overarching goals which are updated every two years. The following section reports on the success in completing the biennial goals established in FY2024.

Goal #1: Expand inclusion of Disability-Owned Business Enterprises (DOBE) and Service-Disabled Veteran-Owned Business Enterprises (SDVOBE).

In FY2025:

- The SDO maintained its valued partnerships with Disability:IN, MassAbility, MassHire, the Massachusetts Veterans Chamber of Commerce (MVCC), the Center for Women and Enterprise (CWE), and the New England Veterans Business Outreach Center (VBOC) to promote SDO programs to DOBEs and SDVOBEs.
- The SDO further developed its relationship with the Massachusetts Commission on the Status of Persons with Disabilities through collaboration on resources for statewide contract vendors participating in the Individual with Disabilities Pilot Program. The Commission connected the SDO to many nonprofit entities who provide workforce development support to employers interested in hiring qualified applicants who identify as having a disability.
- The SDO established new collaborative relationships with the Executive Office on Economic Development (EOED) and the Executive Office of Veterans' Services (EOVS) to ensure the veteran-owned and service-disabled veteran-owned business communities are consistently connected to ongoing SDO programs and events.
- While the overall number of SDO-certified DOBEs and SDVOBEs slightly decreased (from 376 to 374), the Individuals with Disabilities Program Coordinator met with entity owners to discuss certification eligibility and SDO programs throughout the year. Out of the 104 unique introduction meetings, 36 identified as either a DOBE or SDVOBE. Barriers to certification were routinely mentioned in these conversations, largely centered around fear of disclosure and hesitation to identify as a diverse business entity. Service-disabled veteran-owned business entities also experienced disruption in federal certification with the Small Business Administration (SBA), which is a common route to third-party verification with the SDO.

Goal #2: Finalize the transformation of the Individuals with Disabilities Pilot Program to a Full Program.

In FY2025, the Director of Programs & Engagement and the Individuals with Disabilities Program Coordinator worked closely with the SDO Legal team and the Operational Services Division (OSD) to finalize policy and statewide contract language to transform the Pilot into a Program.

The creation of an interagency team allowed for open dialogue and feedback on the feasibility of achieving the overarching goals of the updated program. These goals were to increase participation of DOBEs and SDVOBEs in Commonwealth contracting and particularly to increase the representation of people with disabilities working on state contracts by supporting statewide contract vendors in diversifying their workforces. As a result of the

successful data collection under the Individuals with Disabilities Pilot Program, we were able to use historical participation rates and vendor feedback to shape policy.

In FY2025, there was one remaining contract in the Individuals with Disabilities Pilot Program, FAC114, a janitorial services statewide contract. In the FY2025 annual employment practices survey responses, most entities reported having a workforce with fewer than 50 employees but still had voluntary and confidential self-identification processes for applicants and employees with disabilities.

While many lacked formal policies to provide reasonable accommodation, or a specialized ADA coordinator, several respondents noted a dedication to attending job fairs and partnering with Commonwealth agencies like MassHire to find applicants who are veterans and/or have a disability. These responses, in conjunction with the similar responses received over the lifetime of the pilot program, aided the program development team in identifying where statewide contract vendors need support and what types of resources would be most impactful to share with them. The Program Coordinator has created a resource repository for participating vendors which includes requests for referral to agencies like MassAbility and MOD, agencies that work with employers to create a more accessible and equitable workplace.

The dedication of these statewide contract vendors to voluntarily report annual disability employment data has been equally valuable in shaping the finalized policy and program. Out of nine statewide contract vendors who received contract dollars, five volunteered annual disability employment data to the Pilot Program Coordinator. An additional seven vendors who had not received contract dollars in FY2025 submitted their own disability employment data.

With a total of 32 active businesses on the FAC114 vendor list and a total of 12 survey respondents, the SDO saw a 55.5% response rate for awarded vendors and an overall response rate of 38% in FY2025. While this year's overall response rate is slightly below the 43% rate from FY2024, awarded vendors responded at a significantly higher rate compared to the 40% rate in FY2024. These metrics provide a solid foundation on which the development team can rationalize program requirements of data submission. Vendors who receive statewide contract dollars are most likely to respond and could be required to do so, while vendors who did not receive contract dollars could still be encouraged to submit and will likely do so.

As a result of the Pilot Program, the new Empowering Abilities in Contracting and Employment (EACE) Program will be effective for FY2026. A summary is provided in the SDO Innovation Section above, and more details will be reported in the FY2026 Annual Report.

Goal #3: Publish updated program resources and guidance for vendors and Commonwealth departments and agencies.

In response to the feedback from DOBE/SDVOBE vendors and program partners, the SDO published an updated Individuals with Disabilities Program webpage. The new page has multiple sections, including resources for employers, resources for job seekers who identify as having a disability, and a link to the resource repository created and maintained by the Program Coordinator. The Programs & Engagement team is committed to sharing this webpage with any and all business owners who could utilize these state agencies and nonprofit entities that promote workplace diversity and equitable access to employment.

Program Outreach and Engagement

In FY2025, the SDO worked to recruit new businesses for certification and connect these companies with opportunities. SDO team members create a steady stream of small and diverse businesses to apply for certification and offer our certified businesses access to resource and buying organizations. Details on these efforts are highlighted below.

SDO Vendor Events

In FY2025, the SDO hosted its first networking events since becoming an independent agency. These events took two formats, each designed to connect small and diverse businesses with public supply chain opportunities:

- **Partners in Progress.** In March 2025, the SDO held a pilot Partners in Progress event to foster partnerships between SDO Certified diverse businesses and Operational Services Division (OSD) prime contractors. In collaboration with OSD, professional services prime contractors identified areas of contracting needs, and potential Supplier Diversity Program (SDP) partner businesses attended to facilitate business to business networking. The SDO plans to host more Partners in Progress events in the future.
- **Diverse and Small Business Opportunity Fairs.** The SDO partnered with municipalities, other government agencies, and nonprofit organizations to host in-person opportunity fairs, allowing diverse and small business owners to meet face-to-face with public and private buyers. These events were held in collaboration with the cities of Framingham, Fitchburg, and Chelsea, and La Colaborativa (in Chelsea) to connect SDO businesses with state, municipal, quasi-public, independent and constitutional buyer and resource organizations. One event was held in collaboration with the Massachusetts Gaming Commission (MGC) to connect small and diverse businesses with gaming industry buyers. In total, these events facilitated networking between more than 300 businesses and buying organizations.

Program Outreach & Vendor Engagement

- **Vendor Meetings and SDO Community Meet-Ups.** In FY2025, the SDO Programs and Engagement Team held more than 200 one-on-one virtual sessions with business owners. The SDO held Community Meet-Up office hours with local business owners at the Metro Chamber of Commerce in Brockton and the Blackstone Valley Chamber of Commerce in Whitinsville. In total, SDO staff held 18 one-on-one appointments with local businesses.
- **Public Resource Partner Events.** The SDO participated in more than 80 public events across the Commonwealth, aimed at providing vital information and resources to local business owners. SDO staff gave presentations or spoke on panels regarding diverse business certification and state contracting. These events were hosted by organizations such as the U.S. Small Business Administration District Office, U.S. Haitian Chamber of Commerce, the Massachusetts Bay Transportation Authority (MBTA), Keolis Commuter Services, and the Metro South Chamber of Commerce.
- **Introduction to Diversity Certification workshops.** The SDO worked with several organizations and public entities to hold in-person and virtual informational sessions. These organizations included the North Central Chamber of Commerce (Fitchburg), the Cities of Cambridge, Brockton, and Fitchburg, the Merrimack Valley Business Resources, the Salem Enterprise Center, the India Society of Worcester, and the Town of Acton.

- **Certification Renewal Retention Efforts.** To increase the retention of certified businesses, the SDO conducted outreach to businesses whose certifications were set to expire. The SDO's Diverse and Small Business Recruitment, Growth, and Retention Coordinator sent nearly 400 emails and made more than 650 phone calls to maximize the SDO's efforts.
- **Pathways & Connections.** The SDO released its monthly newsletter, *Pathways & Connections*, sharing news, bidding opportunities, success stories, and upcoming events from the SDO and its partners. The newsletter is sent to more than 4,000 vendors, advocates, and buyers.

Strategic Partnerships & Collaboration

In FY2025, the SDO continued its longstanding tradition of fostering strategic partnerships. These partnerships helped connect community organizations and their members to business opportunities and resources. We continue to work with many different organizations listed in the [SDO Organizational Partnership webpage](#). The SDO increased collaboration with other state agencies and municipalities to hold events and provide resources for business owners, as discussed above in the SDO Events section. Additional highlights of our collaboration efforts are below:

- **Executive Office of Economic Development (EOED).** The SDO collaborated with the EOED on several events dedicated to supporting small and diverse businesses along with introducing the EOED's newly launched "Business Front Door" (BFD). The BFD serves as a single portal for business owners to explore state resources to start, grow, and scale their firms. Events were held in February and March 2025 in recognition of Black and Women's History Months, respectively, and were hosted in Roxbury and Brockton. These events were very successful, with more than 60 business owners attending.
- **Greater Boston Chambers of Commerce.** At this event, hosted by the Small Business Strong Greater Boston of Commerce Foundation Initiative, the SDO met with more than 14 business owners to discuss SDO programming.
- **Holyoke Supplier Diversity Showcase Empower Local.** The SDO engaged with more than 60 local businesses. Business owners also had the opportunity to participate in a matchmaking session with buyers and to explore more about government contracting.
- **U.S. Small Business Administration Massachusetts District Office.** The SDO attended seven SBA resource matchmakers across the state, in towns such as Boston, Bristol, New Bedford, the City of Cambridge, Attleboro, Norwood and Dracut. The SBA continues to be a valued partner for individuals looking to start or grow their business.
- **Black Economic Council of Massachusetts (BECMA).** The SDO continued to collaborate with BECMA, attending their sold-out supplier diversity event, the BECMA Mass Black Expo.
- **Holyoke Veterans Home Access, Inclusion and Diversity Committee.** The SDO's Executive Director serves on this committee, which meets monthly and is responsible for actively promoting and reporting on the inclusion of MBE, WBE, and VBE/SDVOBE-owned businesses in the construction of the Holyoke Veterans Home.
- **SCORE.** The Service Corps of Retired Executives (SCORE), a nonprofit and affiliate organization of the Small Business Administration (SBA) with members who provide free consultation services and advice to entrepreneurs, continues to be a valued partner to the SDO. Representatives from SCORE attend each newly certified vendor onboarding to inform these vendors how SCORE can assist them through their public procurement journeys.

- **Certification Partners.** The SDO continued to work with our cross-certification partners while simultaneously enabling and supporting diverse and small businesses to apply for SDO certification through our streamlined process.
- **Veteran Organizations.** Throughout FY2025, the SDO fostered our relationships with veteran organizations such as the Veterans Business Outreach Center (VBOC) and the U.S. Small Business Administration District Office. SDO team members spoke at a September 2024 VBOC event to educate veterans about SDO programming and state contracting. In April 2025, the SDO again partnered with VBOC, SCORE, and the Massachusetts Veterans Chamber of Commerce (MVCC) to deliver an online virtual seminar about certification and other programs for veteran business owners. The SDO also created a new partnership with the D’Aniello Institute for Veterans and Military Families (IVMF). The SDO participated in the IVMF’s Mission to Marketplace Entrepreneurial Summit, which offered an opportunity for veterans to engage, exchange insights, and access essential business resources. An SDO resource table was jointly managed with state and federal business resource organizations and the SDO participated on a certification panel.
- **The City of Boston.** The SDO continued this partnership by working with the City to better incorporate businesses certified by our respective entities into each other’s database and search engine. This enables purchasing and procurement staff from the Commonwealth and the City of Boston to locate more diverse businesses that may be interested in competing for public contracts.
- **Cannabis Control Commission (CCC).** The SDO continued to work closely with the CCC to enable full participation in the marijuana industry by people from communities that have been disproportionately harmed by marijuana prohibition and enforcement. The SDO provided supplier diversity certification services to cannabis companies and also helped promote procurement opportunities to SDO-certified businesses.
- **Massachusetts Gaming Commission (MGC).** In addition to the Opportunity Fair discussed above, the SDO attended MGC Vendor Advisory meetings. Attendees benefited from RFP insights and procurement opportunities. The meetings created a setting for business presentations, professional networking, a quarterly vendor showcase, and a pitch session with organizations such as GNEMSDC, LEAF, Pacesetters and AIM.

The SDO Cross Functional Team

FY2025 Goal: Achieve an increased number of SDO-certified and recognized diverse and small business prime contractors on nine selected statewide and two departmental contracts by 25% to attain a total of 64.

In FY2025, the Cross-Functional Team (CFT) continued to focus on removing barriers and connecting businesses with resources that assist them with becoming successful bidders, prime contractors, or Supplier Diversity Partners. The CFT’s work is an integral part of the ongoing SDO initiative “SDO Means Business – From Intent to Impact.”

This year’s initiative also included the promotion of three rolling enrollment bid opportunities - one statewide (FAC119) and two departmental from the Department of Children and Family (DCF) and the Massachusetts Department of Transportation (MassDOT).

Contract Selection Process

The CFT identified expiring statewide contracts that were being re-bid and promoted rolling enrollment bids in FY2025. This was achieved by monitoring the OSD Procurement Schedules to determine upcoming statewide contract (SWC) bid availability and establishing a baseline based on previous contract information. This thorough assessment process enabled the CFT to identify the potential for increased inclusion of diverse and small businesses as prime contractors.

After the statewide and departmental contracts were assessed and selected, the CFT took several actions to ensure the success of SDO-certified diverse and Small Business Purchasing Program (SBPP) businesses, such as:

- Using bid and contract documents from previous contracts to provide guidance and support
- Cross-referencing classification codes for UNSPSC products and services with NAICS industry codes
- Retrieving lists of potential diverse businesses and SBPP participants from the SDO and COMMBUYS databases
- Conducting extensive outreach efforts that include sending notifications and surveys
- Presenting vendor readiness sessions to prepare potential diverse businesses and SBPP participants for bidding

The table below outlines the statewide and departmental selected for promotion by the CFT:

| New Contract | Replaces | Contract Description |
|---------------------|-----------------|---|
| CLT09 | CLT08 | Clothing, Uniforms, Footwear, Accessories, Personal Care Products, and Bedding |
| FAC119 | FAC119 | Maintenance Repair and Operations, Retail Products, and Supplies (Rolling Enrollment) |
| GRO42 | NEW CONTRACT | K-12 School Nutrition Products: Category 1 - Produce |
| ITS82 | ITS61 | IT Accessibility Services |

| | | |
|------------------|------------------|---|
| MRO001 | FAC98 | Floorcoverings and Accessories, Floorcovering Installation, Maintenance, and Repair |
| PRF86 | PRF70 | Advertising, Marketing, and Event Planning Services |
| TRD02 | REOPENED | Tradesperson Installation, Repair, and Maintenance Services |
| TRD04 | REOPENED | Tradesperson Installation, Repair, and Maintenance Services |
| WMR001 | FAC110 | Hazardous/Universal, Medical, and Electronic Waste Disposal, and Emergency Response |
| DCF Meetings16 | DCF Meetings16 | Conference Space and Catering (Rolling Enrollment) |
| MassDOT Catering | MassDOT Catering | Catering Services (Rolling Enrollment) |

Measuring Success and Final Results

The FY2025 goal was to increase the number of SDO-certified and recognized diverse and small business prime contractors on nine selected statewide and two departmental contracts by 25%, which represents an increase to 64 businesses. To measure success, the CFT established a baseline amount of diverse and small businesses that were prime contractors on the departmental and statewide contracts from the previous year.

For replacement contracts, the CFT used the initial number of diverse and/or small business prime contractors as a baseline to measure the increases of newly awarded SDO contractors. The initial data set included 51 SDO Prime contractors, we met our goal and exceeded the overall outcome with an increase of 94% (99 SDO prime contractors).

FY25 SDO Prime Contractors Goal

| Category | FY2024 Numbers | FY2025 Actual | Increase | Increase Percentage |
|--|----------------|---------------|----------|---------------------|
| Total Statewide & Departmental Prime Contractors | 64 | 99 | +35 | 55% |

Total Statewide & Departmental Prime Contractors Year over Year

| Category | FY2024 Numbers | FY2025 Actual | Increase | Increase Percentage |
|--|----------------|---------------|------------|---------------------|
| Total Statewide & Departmental Prime Contractors | 176 | 269 | +93 | 53% |
| SDO Prime Contractors | 51 | 99 | +48 | 94% |
| Diverse Certified | 19 | 43 | +24 | 126% |
| Small Businesses | 18 | 23 | +5 | 28% |
| Diverse Certified & Small Businesses | 14 | 28 | +14 | 100% |

Statewide Contract Breakdown

To provide a detailed view, the following table breaks down the statewide contracts included in the total Statewide & Departmental Prime Contractors table above:

| Category | FY2024 Numbers | FY2025 Actual | Increase | Increase Percentage |
|--------------------------------------|----------------|---------------|------------|---------------------|
| Total Statewide Prime Contractors | 165 | 255 | +90 | 54% |
| SDO Prime Contractors | 44 | 85 | +41 | 93% |
| Diverse Certified | 19 | 43 | +24 | 126% |
| Small Businesses | 13 | 18 | +5 | 38% |
| Diverse Certified & Small Businesses | 12 | 26 | +12 | 116% |

Departmental Contracts Breakdown

To provide a detailed view, the following table breaks down the departmental contracts included in the total Statewide & Departmental Prime Contractors table above:

| Category | FY2024 Numbers | FY2025 Actual | Increase | Increase Percentage |
|--------------------------------------|----------------|---------------|----------|---------------------|
| Total Departmental Prime Contractors | 14 | 14 | 0 | 0% |
| SDO Prime Contractors | 7 | 7 | 0 | 0% |
| Diverse Certified | 0 | 0 | 0 | 0% |
| Small Businesses | 5 | 5 | 0 | 0% |
| Diverse Certified & Small Businesses | 2 | 2 | 0 | 0% |

Reopened Contracts

The CFT focused on recruiting diverse and small businesses as prime contractors on the reopening of two current statewide contracts for tradesperson services. These statewide contracts, managed by the state purchasing agent, the Operational Services Division (OSD), were assessed and reopened to ensure greater representation of diverse and small businesses.

Reopening these contracts successfully increased opportunities for a wider range of diverse and small businesses to participate in state procurement. It also provided public purchasers with a greater selection of SDO prime contractors to meet their needs. The contracts include:

- Tradesperson Installation, Repair, and Maintenance Services – TRD02 (Asphalt Paving, Carpentry, Excavation, Masonry, and Septic Services)
- Tradesperson Installation, Repair, and Maintenance Services – TRD04 (Cleaning Restoration, Compressor, Kitchen Exhaust, Pump & Motor, Roofing, and Biohazardous Site Cleaning)

Through the work of the CFT, the reopening of these contracts led to the addition of 29 diverse and small business prime contractors, resulting in an increase of 59%. This achievement demonstrates the CFT's commitment to fostering a more inclusive and equitable procurement environment.

The table highlights the significant increase in participation, emphasizing the success of the CFT's efforts:

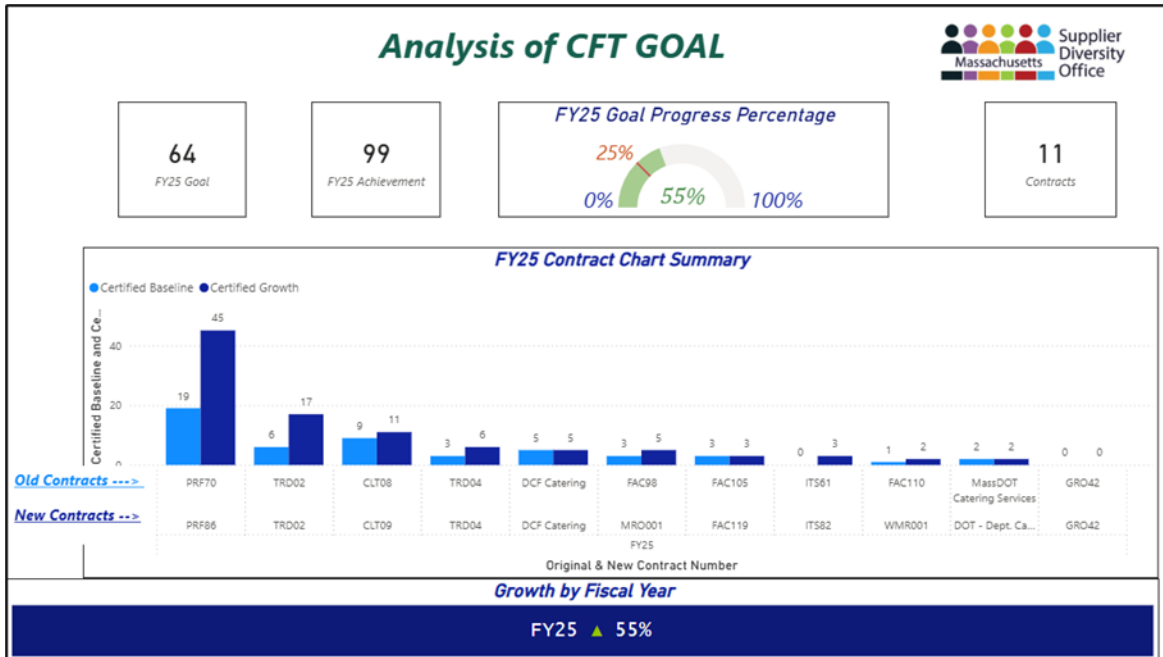
| Reopened Contracts | Before Reopening | After Reopening | Increase | Increase Percentage |
|--------------------------------------|------------------|-----------------|------------|---------------------|
| Total Statewide Prime Contractors | 49 | 78 | +29 | 59% |
| SDO Prime Contractors | 9 | 23 | +14 | 155% |
| Diverse Certified | 2 | 12 | +1 | 500% |
| Small Businesses | 3 | 4 | 4 | 167% |
| Diverse Certified & Small Businesses | 4 | 7 | +3 | 75% |

For FY2025, the CFT surpassed the goal and through its work the representation of SDO-certified and recognized diverse and small business prime contractors on statewide and departmental contracts continues to improve year-over-year.

In FY2026, the CFT plans to enhance its methodology by incorporating a saturation rate as the metric for goal achievement. This will change the focus from a numerical increase to maximizing the percentage of SDO diverse and small businesses as prime contractors. This new approach ensures goals are set against the full contract capacity, driving opportunity market penetration.

The following CFT Dashboard shows the year-over-year growth of certified and SBPP businesses on statewide and departmental contracts:

Figure 1 - CFT Dashboard: 55% Increase in SDO Prime Contractors on Statewide and Departmental Contracts.



In addition to the eleven statewide and departmental bid opportunities, the CFT also promoted three others – one statewide and two departmental:

| New Contract | Replaces | Contract Description |
|---------------------|-----------------------|---|
| PRF85 | PRF71 | Enterprise Temporary Help Services |
| FY25-YPP | FY16-YPP | Department of Transitional Assistance (DTA) – FY25 Young Parent Program |
| HRD- Arbitrators | HRD- Arbitrators FY16 | Human Resources Department (HRD) – Labor Arbitrator Services (Rolling Enrollment) ³¹ |

Rolling Enrollment bids bid with an extended bid opening date (submission deadline), responses are evaluated and contracts are awarded on an ongoing basis.

To provide a detailed view, the following table breaks down the additional contracts promoted by the CFT:

| Additional Contracts | FY2024 Numbers | FY2025 Actual | Increase | Increase % |
|--------------------------------------|-----------------------|----------------------|-----------------|-------------------|
| Total Prime Contractors | 57 | 44 | -13 | -23% |
| SDO Prime Contractors | 2 | 3 | +1 | 50% |
| Diverse Certified | 2 | 3 | +1 | 50% |
| Small Businesses | 0 | 0 | 0 | 0 |
| Diverse Certified & Small Businesses | 0 | 0 | 0 | 0 |

³¹ “Rolling Enrollment” bids have an extended bid opening date (submission deadline), and responses are evaluated and contracts are awarded on an ongoing basis.

Supplier Diversity Program (SDP) Spending Compliance Verification

FY2025 is the third fiscal year that both Operational Services Division (OSD) Statewide Contract Goods and Services contractors and Health and Human Services contractors were included in the Supplier Diversity Program (SDP) Compliance Verification.

For reports submitted for FY2025, the SDO Compliance Team sent out verification emails for 2,875 line items of spend to 1,158 unique certified diverse businesses who served as contractors' supplier diversity partners. A total of 769 diverse businesses responded, verifying a total of 1,892 line items of reported spend exceeding \$377 million, a 6% decrease over FY2024. Compared to FY2024, the number of line items verified has increased from 1,750 to 1,892. The response rate for FY2025 reported spend verification was 66%, a 3% decrease over FY2024's verification rate. Please note that diverse partners are strongly encouraged but not required to respond to verification outreach.

Based on the responses received, the SDO Compliance Team found the following:

Accurate and Understated reports: 1,529 line items of spend (81% of the reports, representing 80% of the expenditures reported) were confirmed to be accurate or higher than reported, an 8% increase over FY2024. Of that number, 295 line items (16% of the responses, representing 20% of the reported expenditures) were understated, and the contractors, in fact, spent more than reported.

Overstated reports: 363 line items (19% of the reports and 19% of the expenditures reported) were found to be overstated by contractors. All contractors who overstated their spending received notice from the SDO Compliance Team of the discrepancies identified. For statewide contractors, the SDO Compliance Team also alerted the OSD Sourcing unit and requested that proof of payment and any corrections, updates, or revisions be provided to both the SDO and OSD.

Data used for this Annual Report spending section was updated to reflect the spending amounts confirmed by diverse vendors. All amounts were revised and the corrected spend is reflected in this Annual Report.

**Summary of Responses to the FY2025
SDP Spending Compliance Verification (Combined)**

| Response Type | Number of Responses | % of Responses | Reported Expenditures | % of Total Reported Expenditures |
|---------------|---------------------|----------------|-------------------------|----------------------------------|
| Accurate | 1,234 | 65% | \$229,227,297.10 | 61% |
| Understated | 295 | 16% | \$75,909,139.98 | 20% |
| Overstated | 363 | 19% | \$72,116,406.35 | 19% |
| Total | 1,892 | 100% | \$377,252,843.50 | 100% |

**Summary of Responses to the FY2025
SDP Spending Compliance Verification (UFR only)**

| Response Type | Number of Responses | % of Responses | Reported Expenditures | % of Total Reported Expenditures |
|---------------|---------------------|----------------|-------------------------|----------------------------------|
| Accurate | 544 | 56.6% | \$102,219,054.44 | 62% |
| Understated | 189 | 19.6% | \$26,776,645.84 | 16% |
| Overstated | 229 | 23.8% | \$35,278,680.42 | 22% |
| Total | 962 | 100% | \$164,274,380.70 | 100% |

**Summary of Responses to the FY2025
SDP Spending Compliance Verification (VRM only)**

| Response Type | Number of Responses | % of Responses | Reported Expenditures | % of Total Reported Expenditures |
|---------------|---------------------|----------------|-------------------------|----------------------------------|
| Accurate | 690 | 74.2%* | \$127,008,242.70 | 60% |
| Understated | 106 | 11.4% | \$49,132,494.14 | 23% |
| Overstated | 134 | 14.4% | \$36,837,725.93 | 17% |
| Total | 930 | 100% | \$212,978,462.80 | 100% |

*FY2025 was the first Fiscal Year where statewide contractors were required to report SDP spending during each quarter. The combined efforts of SDO and OSD in FY2025 proved to be successful, resulting in more accurate reporting. In FY2024, Accurate responses totaled 70% of responses, and increased to 74.2% in FY2025, a 4.2% increase year-over-year. Overstated reports also decreased by 1.6%. The SDO will continue to partner with OSD to ensure compliance and integrity in diverse spend reporting.

Training

The SDO develops and delivers training programs focusing on the agency’s policies, programs, and systems.

New Classes

In FY2025, the SDO expanded its training catalog to include three new classes:

- **Supplier Diversity Plan (SDP) - Guidelines for Goods and Services Grants.** This class assists buyers that issue grants. The class focuses on understanding the SDP Grant Form benefits, how to use different scoring methods, and evaluating submitted forms.
- **Prime Contractor Onboarding.** This class assists vendors in understanding the Supplier Diversity Plan Form, where to find SDP partners, and how to report SDP spend.
- **Supplier Diversity Plan (SDP) - Reporting for POS Providers.** Attendees in this class learn how to identify SDP partners and submit a Supplier Diversity Plan Form with their Uniform Financial Report.

The SDO continued to deliver its existing classes in addition to these new offerings, resulting in over 70 training sessions being offered in the reporting Fiscal Year.

SDO Training Sessions in FY2025

| Class Name | Offered | Number of Classes | Total Attendees |
|--|---------------------|-------------------|-----------------|
| Unlocking Opportunities: How to Make Your State Certification Work for You | July 2024-June 2025 | 12 | 366 |
| Using Existing Contracts to Achieve Supplier Diversity Benchmarks | July 2024-June2025 | 10 | 51 |
| Supplier Diversity Hub: Getting Started for Buyers | July 2024-June2025 | 8 | 24 |
| Responding to Request for Quotes | July 2024-June2025 | 1 | 2 |
| Buyer Onboarding: Introduction to SDO Programs & Policies | July 2024-June2025 | 12 | 51 |
| SDP- Evaluation Guidelines | July 2024-June2025 | 9 | 55 |
| Supplier Diversity Hub: Reporting for Prime Contractors | July 2024-June2025 | 6 | 17 |
| SDO Guidelines for Goods and Services Grants | July 2024-June2025 | 4 | 35 |
| Prime Contractor Onboarding | July 2024-June2025 | 5 | 131 |
| SDP Reporting for POS Providers | July 2024-June2025 | 6 | 184 |

Pre-Bid Conferences, Contractor Onboarding, and Contract Kick-off Events

The SDO teamed with the Operational Services Division (OSD), the Commonwealth’s central procurement agency, to educate buyers and vendors on the Commonwealth’s procurement process and the critical role of SDO certification and programs. In FY2025, the SDO participated in eight pre-bid conferences, three prime vendor onboarding sessions, and one contract kick-off event for buyers related to OSD’s Statewide Contracts. The SDO also presented in two Strategic Sourcing Certificate Program courses.

The SDO Buyer Engagement, Training, and Policy Manager and other SDO staff conducted monthly information sharing, training, and collaboration forums about SDO programs, policies, systems, and results with the Secretariat and Agency Supplier Diversity Officers.

Pre-Certification Webinars

The SDO continued to offer pre-certification webinars, led by the SDO Certification Unit. These classes are designed for businesses interested in applying for state certification. They introduce SDO certification, discuss certification criteria, processes, and forms, and explain the marketing benefits of certification. Attendance at the pre-certification webinar is a requirement for all in-state businesses that wish to become certified.

In FY2025, the SDO held 12 pre-certification webinars. These webinars were attended by 1,431 representatives of diverse businesses interested in certification, 31% more than in FY2024. In FY2026, these sessions will be on-demand webcasts.

SDO’s Pre-certification Webinars in FY2025

| Date | Attended |
|----------------|--------------|
| July 2024 | 141 |
| August 2024 | 185 |
| September 2024 | 143 |
| October 2024 | 131 |
| November 2024 | 152 |
| December 2024 | 114 |
| January 2025 | 151 |
| February 2025 | 175 |
| March 2025 | 184 |
| April 2025 | 165 |
| May 2025 | 164 |
| June 2025 | 163 |
| Total | 1,868 |

Narrative Reports by Quasi-Public/Non-Executive Organizations

In FY2025, the SDO, in collaboration with the Governor’s Office of Access, Opportunity, and Community Affairs, continued to coordinate supplier diversity activities among quasi-public and non-executive organizations across the state. In addition to meetings, resources, and best practices, participants in this effort were offered the opportunity to report the results of their supplier diversity programs through this Annual Report.

This chapter contains information from quasi-public or non-executive organizations that submitted such narrative reports, including four organizations also participating in the quantitative sections of this report (the Cannabis Commission, Massachusetts Convention Center Authority, Massachusetts Gaming Commission and MassHousing).³² For the first time, the Office of Veteran Advocate contributed a narrative. The following is a summary of the spending reported in those narratives further below. This includes diverse and/or Massachusetts small business spending totaling more than \$400 million.³³

Summary Table of Quasi-Public and Non-Executive Organization FY2025 Spending

| Certification Category | FY2024 Spend |
|--|---------------|
| Minority (MBE) | \$73,511,696 |
| Women (WBE) | \$84,543,268 |
| Veteran (VBE and SDVOBE) | \$8,904,745 |
| Disability (DOBE and SDVOBE) | \$208,310 |
| LGBT-Owned Business Enterprises (LGBTBE) | \$332,534 |
| Small Business (UMass Small Disadvantaged Business, others) | \$54,483,119 |
| Diverse Business Enterprises (used by MassDevelopment and CEDAC to include all SDO certified categories) ³⁴ | \$346,172 |
| MBTA Diverse Spend | \$214,600,000 |

Cannabis Control Commission

The Cannabis Control Commission (“Commission”), established in 2017, is responsible for implementing and administering laws governing access to medical and adult use marijuana. The Commission regulates an industry that includes both small and large participants and works to promote diversity and inclusion by encouraging full participation of individuals from communities disproportionately impacted by marijuana prohibition, as well as minorities, women, and veterans.

³² 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.

³³ While a summary of the table equals approximately \$436 million, the reference to “more than \$400 million” is meant to account for the fact that these data points are not consistent, as different organizations have different definitions and tracking methodology for vendors that fall into more than one certification category. Furthermore, this table includes spending by any quasi-public or non-executive organizations that participate in the quantitative sections of the report. It is meant to be illustrative of the efforts of the entities submitting narratives.

³⁴ The abbreviation “DBE” as used by MassDevelopment is distinct from the federal Disadvantaged Business Enterprise certification with the same abbreviation.

The Commission strives to prioritize supplier diversity in its procurement activities by considering businesses certified by the SDO across all designations. The Commission remains dedicated to creating equitable opportunities for diverse suppliers and continually working to improve its efforts, emphasizing the importance of diversity in purchasing decisions.

Marijuana Establishment applicants who complete SDO training and sign attestations regarding their ownership receive expedited licensing application review and eligibility. Additionally, licensees certified by the SDO and meeting the Commission’s small business eligibility requirements may qualify for license fee waivers, as well as waivers for future applications related to other types of operations.

Cannabis Control Commission’s FY2025 Supplier Diversity Spending

| MBE | WBE | Veteran (VBE) | Disability (DOBE) | LGBTBE | SBPP |
|--------------|--------------|----------------------|--------------------------|---------------|--------------|
| \$467,817.41 | \$727,868.56 | \$12,169.45 | \$11,933.13 | \$19,705.95 | \$119,599.76 |

Commonwealth Corporation

Commonwealth Corporation—widely known as CommCorp—is a quasi-public agency that delivers innovative, data-informed, and collaborative career development solutions designed to help workers, businesses, and communities thrive. Our mission is to cultivate a globally competitive and inclusive workforce that supports economic mobility, stability, and well-being for all residents of the Commonwealth of Massachusetts.

In partnership with the Executive Office of Health and Human Services (EOHHS), the Department of Youth Services (DYS), and the Executive Office of Labor and Workforce Development (EOLWD), CommCorp deploys millions of dollars annually to expand access to residential programming, mental health supports, industry-aligned training, and career pathway opportunities. Through skill building, high-quality education, and employment-focused services, our programs empower individuals to redirect their lives, pursue meaningful careers, and reduce recidivism. Participants leave CommCorp-supported programs with the experience, confidence, and tools needed to succeed in today’s workforce. CommCorp also continues to increase its commitment to supplier diversity.

Supplier Diversity and Equitable Procurement

CommCorp continues to broaden its efforts to support equitable procurement and supplier diversity. We have integrated SDO certifications into the Workforce Training Fund Express Program (WTFP) Directory and are actively developing new partnerships with organizations that advance racial and economic justice across Massachusetts. These partnerships allow us to leverage strengths across sectors—particularly in areas such as health equity, educational access, financial stability, and justice reform.

In FY2025, CommCorp approved grants involving 475 diverse businesses in 150 different cities and towns across Massachusetts through WTFP grant programs. In total, this included \$5.9 million to train more than 4,871 employees of diverse businesses. Diverse businesses include employers certified by the SDO as meeting at least

one identified diverse business certification standard, including Minority-Owned, Women-Wwned, LGBT-Owned, Veteran-Owned, or Disability-Owned business enterprises.

CommCorp also collaborates with diverse businesses across the Commonwealth who formally sign on as partners to our Workforce Competitive Trust Fund (WCTF), Career Technical Initiative (CTI), Young Adults With Disabilities (YAWD), and Re-Entry grants. CommCorp has also prioritized engaging with diverse vendors in our contracting services across our internal operations. In FY2025, we used SDO-certified vendors in professional services for our DEIB initiatives. Two out of three vendors contracted for DEIB-focused professional development services were SDO certified (Maxady, LLC & YW Boston).

In FY2025 we updated our vendor selection and procurement policies to ensure that equity is embedded into every stage of the process. As part of this work, we are directing eligible vendors who are not yet SDO-certified to the certification process. We have also added features in our procurement software that will allow us to better track spending with SDO certified vendors. This approach strengthens transparency, builds vendor capacity, and reinforces our commitment to inclusive economic opportunity. Learn more about CommCorp's DEI initiatives here: <https://commcorp.org/dei/>

Community Economic Development Assistance Corporation (CEDAC)

CEDAC is a quasi-public agency of the Commonwealth of Massachusetts, established as a public corporation by state legislation in 1978 ([Chapter 40H](#)) to provide technical assistance to nonprofit community-based organizations to help them carry out community economic development activities in distressed areas of the state.

CEDAC's major program area is affordable housing. CEDAC provides predevelopment and acquisition financing and technical assistance to nonprofit, community-based organizations for the development, preservation, and rehabilitation of affordable housing. CEDAC also works closely with the Executive Office of Housing and Livable Communities (EOHLC) and its state agency partners on several of the capital bond programs used to develop supportive housing for homeless families or other vulnerable populations. CEDAC is active in state and national housing preservation policy research and development and is widely recognized as a leader in the nonprofit community development industry. Please visit CEDAC's website for more information at [CEDAC.org](https://cedac.org).

Since FY2022, CEDAC has been tracking its operating expenditures by type of vendor: BIPOC-owned; woman-owned, veteran-owned, person with disability-owned or LGBTQ+-owned. CEDAC proactively seeks diverse vendors using the Massachusetts Supplier Diversity Office (SDO) database for bids and RFPs.

In FY2022, CEDAC confirmed spending \$153,972 using diverse vendors and of that total, \$79,807 on BIPOC-owned vendors. In FY2023, CEDAC confirmed spending \$255,509 using diverse vendors and of that total, \$174,923 on BIPOC-owned vendors. In FY2024, CEDAC confirmed spending \$402,476 on diverse vendors and of that total, \$327,089 on BIPOC-owned vendors. **In FY2025, CEDAC confirmed spending \$349,098 on diverse vendors and of that total, \$303,587 on BIPOC-owned vendors.**

FY25 spending by category:

- LGBTQ+-owned: \$1,346
 - BIPOC -owned and Woman-owned: \$257,288
 - BIPOC-owned: \$10,406
 - Woman-owned: \$44,164
 - Total BIPOC-owned, Woman-owned, LGBTQ+-owned: \$35,894
- Unduplicated: \$349,098

Massachusetts Bay Transportation Authority - MBTA

The 4th Annual FY25 MBTA Supplier Diversity Report showcases the performance of the MBTA with certified diverse businesses and enterprises receiving payments and awards as primes or sub-primes from federal and non-federal funds within goods & services and design & construction from operating and capital funds in FY2025.

The two key sections of this report focus on FY2025 (7/1/24 to 6/30/25):

- Payments made to diverse businesses (this is our fourth annual analysis)
- Awards made to diverse businesses (this is our second annual analysis)

Only these categories of certified diverse businesses and enterprises are included in this report:

- Minority owned (MBE), Woman owned (WBE), Veteran owned (VBE), LGBT owned (LGBTBE), Service-Disabled Veteran owned (SDVOBE), Disability owned (DOBE), and Portuguese owned (PBE)

By producing an aggregate MBTA annual report focusing on payments and awards for the agency's total federal and non-federal supplier diversity components, the agency can better:

- Measure our total impact and performance with diverse businesses.
- Understand opportunities, strengths, and challenges of supplier diversity programs.

The Awards & Payments sections of the report together are a synergetic and important tandem to better measure and understand the supplier diversity performance of the MBTA.

- Awards are defined as base executed contracts, purchase orders and task orders. This section serves as a leading indicator of the MBTA's supplier diversity program.
- Payments are defined as direct payments issued to businesses. This section serves as a lagging indicator of the MBTA's supplier diversity program as many of our contracts are multi-year.

FY2025 AWARDS— KEY RESULTS

The MBTA awarded \$164.2 million or 9.6% to 167 diverse companies from a grand total of \$1.7B awarded to all companies.

- Federal awards total \$457.4 million with 14.9% or \$68.4 million paid to 67 diverse companies.
- Non-Federal awards total \$1.24 billion with 7.7% or \$95.8 million paid to 138 diverse companies.

MBTA awards by types of certified diverse businesses:

- \$85.1 million awarded to 65 MBEs and \$94.4 million awarded to 106 WBEs.
- \$8.2 million awarded to 18 LGBTBEs, DOBEs, VBEs, SDVOBEs, and PBEs.

MBTA awards to certified diverse primes and sub-primes:

- \$95.4 million awarded to 76 diverse primes and \$68.8 million awarded to 101 diverse sub-primes.

FY2025 PAYMENTS— KEY RESULTS

The MBTA paid \$214.6 million or 7.9% to 304 certified diverse companies from a grand total of \$2.7 billion paid to all companies.

- Federal payments made up \$804 million with 12.6% or \$101.1 million paid to 144 diverse companies.
- Non-Federal payments made up \$1.9 billion with 5.9% or \$113.4 million paid to 228 diverse companies.

MBTA payments by types of certified diverse businesses:

- \$101.6 million paid to 124 MBEs and \$133.2 million paid to 196 WBEs.
- \$21.9 million paid to 29 LGBTBEs, DOBEs, VBEs, SDVOBEs and PBEs diverse businesses.

MBTA payments to certified diverse primes and sub-primes:

- \$73.4 million paid to 92 diverse primes and \$141.2 million paid to 237 diverse sub-primes.

MBTA-Wide Diversity Award Scorecard FY25 (Includes Federal & Non-Federal Funding)

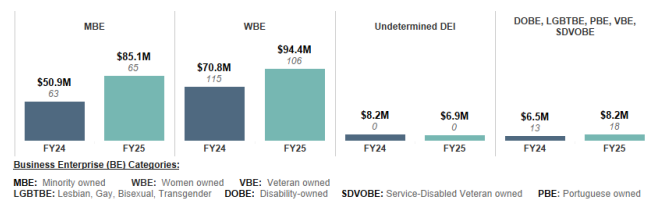


| | | |
|--------------------------------|------------------------------------|-------------------------------------|
| MBTA-Wide Total Awards* (FY25) | MBTA-Wide Diversity Award % (FY25) | MBTA-Wide Diversity Award \$ (FY25) |
| \$1,701.6M | 9.6% | \$164.2M |

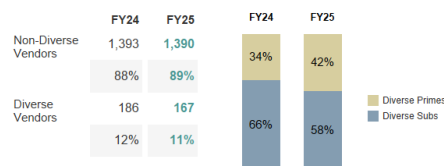
MBTA-Wide FY25 Diversity Awards

| | FY24 | FY25 |
|----------------------------|------------|-------------------|
| Total Awards | \$1,427.7M | \$1,701.6M |
| Diversity Awards (Primes) | \$48.6M | \$95.4M |
| Diverse Prime Vendor Count | 67 | 76 |
| Diversity Awards (Subs) | \$79.6M | \$68.8M |
| Diverse Sub Vendor Count | 126 | 101 |
| Total Diversity Awards | \$128.1M | \$164.2M |
| Diversity % | 9.0% | 9.6% |

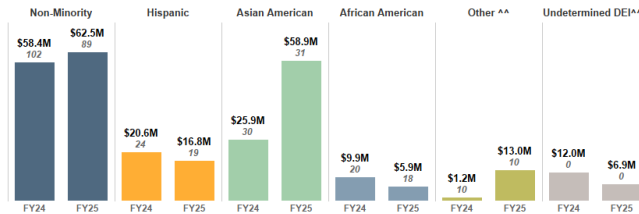
MBTA-Wide Vendor Diversity Awards By Certification^A



MBTA-Wide Active Vendor Count



MBTA-Wide Vendor Diversity Awards by Race/Ethnicity



* Total Awards exclude certain categories such as financial services, employee wages, utilities and settlements.

^A Note: Vendors with multiple certifications will be counted in each category they are certified in (i.e., a Women owned, Disadvantaged Business Enterprise would count in both.)

^{^^} "Other" includes Native American, Portuguese, and Non-Specified by SDO-recognized third-party certified organization.

^{^^^} "Undetermined DEI" refers to diverse commitments made to unidentified diverse firms at the time of award for non-FTA funded awards, Statewide contracts (SWC), and Transit Vehicle Manufacturer (TVM) contracts where the DBE Goal is set annually by the FTA.

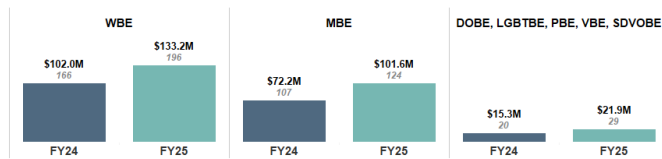


MBTA Total Payments (FY25) **\$2,730.0M**
 MBTA Diversity Payment Rate % (FY25) **7.9%**
 MBTA Diversity Payment Rate \$ (FY25) **\$214.6M**

MBTA FY25 Diversity Payments

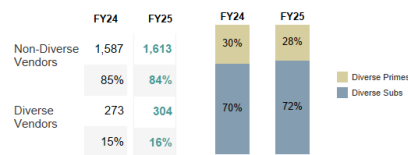
| | FY24 | FY25 |
|-----------------------------|------------|------------|
| Total Payments | \$2,154.2M | \$2,730.0M |
| Diversity Payments (Primes) | \$38.8M | \$73.4M |
| Diverse Prime Vendor Count | 89 | 92 |
| Diversity Payments (Subs) | \$139.1M | \$141.2M |
| Diverse Sub Vendor Count | 205 | 237 |
| Total Diversity Payments | \$177.9M | \$214.6M |
| Diversity % | 8.3% | 7.9% |

MBTA Vendor Diversity Payments By Certification **

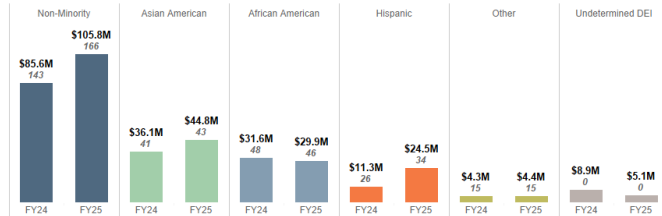


Business Enterprise (BE) Categories:
 MBE: Minority owned WBE: Women owned VBE: Veteran owned LGBTBE: Lesbian, Gay, Bisexual, Transgender owned
 DOBE: Disability owned SDVOBE: Service-Disabled Veteran owned PBE: Portuguese owned

MBTA Active Vendor Count



MBTA Vendor Diversity Payments by Race/Ethnicity



* Total Payments exclude certain categories such as financial services, employee wages, utilities and settlements. Payments include Capital and Operational Funds.
 ** Note: Vendors with multiple certifications will be counted in each category they are certified in. (i.e. a Minority, Veteran owned would count in both.)

* "Other" includes Native American, Portuguese, and Non-Specified by SDO-recognized third-party certified organization.
 ** "Undetermined DEI" refers to diverse commitments made to unidentified diverse firms at the time of award for non-FTA funded awards, Statewide contracts (SWC), and Transit Vehicle Manufacturer (TVM) contracts where the DBE Goal is set annually by the FTA.

Massachusetts Convention Center Authority (MCCA)

The MCCA adopted the Supplier Diversity Office (SDO) methodology and procedures for measuring diverse business spending, beginning with its FY2017 reporting cycle. Since then, the Authority has expanded its data collection to include a broader range of business certification categories such as Veteran-Owned and LGBT-Owned businesses.

In FY2018 and again in FY2023, the MCCA was honored with a Supplier Diversity Award for its efforts in promoting economic opportunities for small and diverse businesses in the Commonwealth. Through its centralized Procurement team, the MCCA continues to build on these achievements by increasing access, strengthening its engagement efforts, and expanding opportunities for diverse suppliers.

To further advance its commitment to supplier diversity, the MCCA recently hired Sorraia Tavares as Chief Procurement and Supplier Diversity officer to improve upon the Authority's supplier diversity initiatives. Sorraia's strategic framework and enhanced tracking methods are designed to better identify and engage diverse businesses while deepening the Authority's relationships with diverse vendors. These initiatives will drive more intentional outreach and strengthen good-faith efforts through partnerships and collaborations with organizations such as the Supplier Diversity Office (SDO).

The MCCA advertises major procurements on its website at rfp.massconvention.com, as well as through the Commonwealth's e-procurement system COMMBUYS, the Secretary of the State's, Central Register, Goods and Services bulletins, and through local and regional newspaper outlets. Additionally, the Authority intends to promote bidding opportunities on the SDO Hub to expand visibility among SDO-certified vendors and Small Business Purchasing Program (SBPP) participants. The MCCA encourages certified vendors to contact the Procurement Department (Procurement@massconvention.com) with questions or to express interest in doing

business with the Authority.

FY25 Results

Discretionary Budget = \$70,291,709

Total MBE/WBE/VBE = 37.65% or \$26,465,821

MBE: Benchmark – 8% or \$5,623,336; Actual spend – 28.74% or \$20,203,450

WBE: Benchmark – 14% or \$9,840,839; Actual spend – 8.68% or \$6,102,826

Veteran: Benchmark – 3% or \$2,108,751; Actual spend – 0.07% or \$49,935

LGBTQ Spend \$109,610

Massachusetts Development Finance Agency (MassDevelopment)

Background

At its June 8, 2017, Board of Directors meeting, the Massachusetts Development Finance Agency (MassDevelopment) voted to adopt a **Diverse Business Participation Program** (the Program) for MassDevelopment's direct contracting. This Program encourages parties seeking contracts with MassDevelopment to make good faith efforts to include **Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), Veteran Business Enterprises (VBEs), and Service-Disabled Veteran-Owned Business Enterprises (SDVOBEs)**. Collectively, these categories are referred to as **Diverse Business Enterprises (DBEs)**.

MassDevelopment actively promotes participation by DBEs and reports results annually to the Board. To support this effort, staff posts all Requests for Proposals (RFPs), Requests for Qualifications (RFQs), and Invitations for Bids on the Agency Website at <https://www.massdevelopment.com/rfps-and-rfqs/> as well as COMMBUYS, Central Register, Goods and Services bulletin and local publications for broader dissemination. In FY2018, MassDevelopment implemented the Program and established a baseline for future reporting through collaboration among the finance, legal/procurement, and information technology divisions.

FY2025 Reporting

MassDevelopment applied the same methodology used in FY2018 to all subsequent years, including FY2025. The totals below include \$752,505 incurred by the Massachusetts Growth Capital (MGCC), of which approximately \$80,000 pertained to diverse business entities. MGCC was merged by law into the Growth Capital Division at MassDevelopment, effective February 18, 2025.

- Total Vendor spend: \$35,426,706
- Total SDO-certified DBE Vendor spend: \$2,311,605
- Total Non-SDO-certified DBE vendor spend: \$239,119
- Percentage of direct contracting through DBE vendors: 7.4%

| Minority Owned Businesses (MBE) | Women Owned Businesses (WBE) | Veteran Owned Businesses (VBE) | Lesbian, Gay, Bisexual Transgender (LGBTBE) |
|---------------------------------|------------------------------|--------------------------------|---|
| \$1,342,946 | \$1,560,071 | \$10,537 | \$667 |

Please Note:

Payments to DBE subcontractors are excluded from the figures above because the current system cannot extract subcontractor-level data. However, total payments to vendors with DBE subcontractors amounted to **\$404,643 in FY2025**.

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 \$3.5 million spending with small businesses, \$4.97 million with women owned businesses, \$1.79 million with minority owned businesses, \$44,300 with veteran owned businesses, \$44,300 with disability owned businesses and \$191,000 for LGBT owned businesses. Furthermore, the MGC hit five out of six of its spending benchmarks as set forth by the SDO for FY2025. The MGC fully participates in the SDP and SBPP and their results are included above.

In addition to the Commission’s direct purchasing, MGC monitors 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 FY2025**

| Supplier Diversity | MBE Goal | MBE Result | VBE Goal | VBE Result | WBE Goal | WBE Result |
|----------------------|----------|------------|----------|------------|----------|------------|
| Encore Boston Harbor | 8% | 13% | 3% | 1% | 14% | 22% |
| MGM Springfield | 10% | 4% | 2% | 3% | 15% | 9% |
| Plainridge Park | 6% | 6% | 3% | 6% | 12% | 13% |

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

Massachusetts Housing Finance Agency (MassHousing)

For more than 60 years, the Massachusetts Housing Finance Agency (MassHousing) has been committed to expanding economic opportunity and advancing equity across the Commonwealth. Supporting diverse business owners—including, but not limited to, Minority Business Enterprises (MBEs) and Women Business Enterprises (WBEs)—is a core part of that mission and one that touches every MassHousing business line.

This work is embedded across the Agency and carried out in close partnership with borrowers, property managers, construction general contractors, vendors, and community partners.

Together, we focus on building meaningful business-to-business connections and ensuring equitable access to opportunities for qualified diverse firms throughout MassHousing-financed developments.

MassHousing has a long-standing history of leveraging its role in affordable and mixed-income housing to create inclusive economic impact. Our multifamily borrowers and partners have demonstrated deep and sustained commitment to strengthening the workforce pipeline and increasing participation by MBEs and WBEs.

Beyond our projects, MassHousing actively engages with the broader ecosystem participating in conferences, workshops, and events hosted by public, private, and nonprofit organizations. We provide outreach, technical assistance, and on-the-ground opportunities at housing developments throughout the Commonwealth, helping businesses grow while supporting strong, vibrant communities.

As we move forward, in FY2025 and beyond, this commitment continues to be a shared responsibility and a shared opportunity across the entire Agency.

Massachusetts Office of the Veteran Advocate (OVA)

Established in 2023, the Massachusetts Office of the Veteran Advocate (OVA) is an independent state agency that is dedicated to safeguarding the well-being and upholding the rights of veterans under the care of the Commonwealth.

The OVA ensures veterans and their families receive compassionate, timely, and effective services, while advocating for their rights, benefits, and dignified treatment. We strive to foster collaboration among state agencies, facilitate access to federal and state benefits, and conduct thorough investigations to enhance the quality of care provided to veterans.

In FY2025, the OVA spent a total of \$68,419.01 with SDO certified businesses:

- Sterling Business Products (MBE, SBPP) – Business Cards \$4,133.25
- GA Blanco (MBE, SBPP) – Printing Supplies \$429.26
- Lunar Branding (SDVOBE) – Branded Items \$4,373.34
- Ready 2 Run Graphics & Signs (SDVOBE) – Graphic Installation \$8,770.52
- Fountainhead Foodservice Group (SBPP) – Kitchen Equipment \$2,813
- Creative Office Pavilion (WBE) – Office Furniture \$46,444.64
- Wakefield Moving & Storage (SBPP) – Moving Services \$1,455.00

As seen with Lunar Branding and Ready 2 Run Graphics & Signs, Service-Disabled Veteran-Owned Business Enterprises (SDVOBE), the OVA continuously seeks opportunities to support our Commonwealth’s veteran owned businesses through our procurement processes. We guide veteran business owners to the Supplier Diversity Office to expand veteran business choices for state agencies and our team works jointly with the SDO alongside veteran-owned businesses on the state certification process.

Massachusetts Port Authority (Massport)

The Massachusetts Port Authority (“Massport”) is an independent public authority and is self-sustaining. It is governed by a seven-member board, of which five members are appointed by the Governor of Massachusetts, and one is appointed by the Massachusetts Port Authority Community Advisory Committee. These six members serve staggered terms of seven years each. The seventh member is the Secretary of Transportation and Chief Executive Officer of the Massachusetts Department of Transportation.

Massport owns and operates Boston Logan International Airport (“Logan Airport”), L.G. Hanscom Field, Worcester Regional Airport, Flynn Cruiseport Boston, Conley Container Terminal (“Conley Terminal”), and other facilities and development properties in the Commonwealth of Massachusetts. A world-class organization moving people and goods, Massport connects Massachusetts and New England to the world – safely, securely and efficiently, with a commitment to sustainability, our neighboring communities, and equal opportunity in its contracting.

Logan Airport served nearly 44 million passengers — the highest in its history — reflecting sustained recovery and robust international growth. Worcester Regional Airport served 223,000 passengers, underscoring the success of regional service expansion and enhanced connectivity. Boston’s appeal as a cruise destination continued to grow as Flynn Cruiseport Boston welcomed over 465,000 passengers. At Conley Terminal, we handled 247,000 TEUs and serviced some of the largest vessels to ever call Boston, even as global shipping faced headwinds. Massport is well-positioned to further its mission and uphold its commitments to the travelling public, while driving economic opportunities for the Commonwealth of Massachusetts.

Through its Supplier Diversity Program, Massport encourages participation of certified minority-owned business enterprises (MBEs), women-owned business enterprises (WBEs), and other small businesses. Massport issued new Requests for Proposals (RFPs) and Requests for Qualifications (RFQs) for Goods & Non-Professional Services (excluding Construction, Design and Real Estate) with a value of \$71.5 million during FY2025. Awards to MBEs and/or WBEs totaled \$5.2 million, or 10.2% of awards for multiple and single-year contracts.

The sections below highlight key initiatives and accomplishments from FY2025:

Supplier Diversity

- Paul Revere Transportation, LLC awarded the On-Airport Shuttle Bus Agreement, committed to using Performance Trans., Inc. (d/b/a Performance Trans. of MA) for fueling of its buses.
- DWU Consulting LLC awarded contract for Aviation Financial Consulting Services.
- Gardner Resources Consulting, LLC awarded Information Technology contract for ServiceNow Developer.

- Enhanced B2G (our compliance management system) report for monitoring and tracking supplier diversity metrics.
- Engaged departments to evaluate program and procurement needs, providing them with detailed projections of upcoming solicitations to help enable strategic planning and informed goal development.
- 74 trades were with diverse SDO Certified Diverse Investment Brokers.

Outreach

- Presented the 11th Annual Business Diversity Summit, bringing together 250+ attendees for contracting insights, workshops, and networking at Logan Airport.
- Participated in workforce and supplier diversity events in partnership with local organizations and agencies, fostering relationships and ensuring the creation and ongoing support of diverse talent and supplier pipelines.

Massachusetts School Building Authority (MSBA)

The Massachusetts School Building Authority (the “MSBA”) is a quasi-independent state authority that provides partial reimbursement grant funding for school construction projects 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 Business Enterprises (MBEs), Women Business Enterprises (WBEs), Veteran Business Enterprises (VBEs), Service-Disabled Veteran-Owned Business Enterprises (SDVOBEs), Disability-Owned Business Enterprises, LGBT Business Enterprises, Minority Nonprofit Organizations (M/NPOs), and Women Nonprofit Organizations (W/NPOs); and expanding equal opportunity in the primary and secondary industries participating in MSBA procurements for goods and services.

The MSBA works with the SDO to notify certified diverse businesses of upcoming MSBA procurement opportunities. Also, the MSBA awards points to respondents that demonstrate the existence of, or an intent to develop, a relationship with one or more certified diverse businesses. The MSBA publishes RFRs for open procurements on the MSBA’s website and on COMMBUYS, where the MSBA welcomes certified diverse businesses to submit responses to these procurements. To further promote participation, the MSBA, in collaboration with the SDO, holds informational sessions to provide overviews and schedules for upcoming MSBA procurements. The two offices are working together to not only increase opportunities for small and diverse businesses, but also to provide educational opportunities in FY2026 to increase reporting on projects. More information regarding those sessions will be provided in future reports.

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 certified diverse businesses 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 and report on goals for M/WBE participation in the design and construction phases of a project, including providing updates in OPM Monthly Reports that are submitted to the MSBA and shared directly with the district.

The MSBA looks forward to continuing its partnership with the SDO to enhance the MSBA’s initiatives for promoting the hiring of certified diverse businesses on MSBA procurements and MSBA-funded school construction projects. Please visit the MSBA’s website for information about open procurements. Upcoming procurements for FY2027 include Owner’s Project Managers and Designers for the Accelerated Repair Program.

Massachusetts Water Resources Authority (MWRA)

- The Massachusetts Water Resources Authority’s MBE/WBE Program ensures the equitable participation of Minority/Women 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 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 FY2025 Report.

| Type | Certification | Diverse Spending |
|-----------------------|---------------|------------------|
| Construction | MBE | \$3,708,576 |
| Construction | WBE | \$2,641,406 |
| Professional Services | MBE | \$2,359,852 |
| Professional Services | WBE | \$293,406 |
| Goods/Services | MBE & WBE | \$34,314 |

- Listings for the MWRA bidding and contracting opportunities, including for construction, goods/non-professional services and professional services, can be found on the [MWRA Supplier Portal site](#) and/or publications such as the Central Register, Goods and Services, the Boston Herald, Bay State Banner Publication, El Mundo, [COMMBUYS](#) (www.commbuys.com), and/or the Massachusetts Supplier Diversity Office’s Supplier Diversity Hub.

Office of the Inspector General

The Office of the Inspector General (OIG) is an independent, non-partisan oversight agency mandated to prevent and detect fraud, waste, and abuse of public resources at the state and municipal level across the Commonwealth of Massachusetts. The OIG offers live and self-paced online training through its OIG Academy to promote excellence in public procurement, sound governance, and the protection of public resources. The OIG Academy provides several classes that focus on diversity and inclusion in procurement. This includes segments related to diversity in Public Contracting, Design and Construction Contracting, and School Project Designer and Owners Project Managers Certification courses. In these classes, representatives from the Division of Capital Asset Management and Maintenance (DCAMM) review the requirements of the Massachusetts’ Affirmative Marketing Program and Workforce Participation Goals. The presentations in these classes also discuss the legal requirements for vendor diversity goals in construction contracts. The number of students who participated in these classes totaled 1,065 in FY2025.

In addition, the Academy partners with the Supplier Diversity Office (SDO) to provide training entitled Diversity in Procurement. The OIG Academy and the SDO present information on how Chapter 30B can be used to promote a diverse vendor pool. For example, how to develop a request for proposals (RFP) with evaluation criteria that provides “highly advantageous” status to SDO-certified vendors; or how to use the price quotation process to seek quotes from SDO-certified vendors on statewide and cooperative contracts. The training also reviews resources available to vendors and municipalities to assist in promoting diversity and inclusion in public contracting. For example, the SDO Certified Business Directory provides multiple search functions to search for certified diverse vendors. The number of students who participated in this class totaled 54 in FY2025.

University of Massachusetts (UMass)

The University of Massachusetts started driving supplier diversity initiatives in a harmonized way in 2020 with the formation of the Unified Procurement Services Team (UPST). UMass Supplier Diversity program intensified its partnership with diversity organizations like the Greater Boston Chamber of Commerce (GBCC) – Pacesetters Initiative, Northeastern University’s Lab for Inclusive Entrepreneurship, and the Commonwealth’s Supplier Diversity office (SDO).

FY2025 was a year full of achievements for the UMass Supplier Diversity, as we celebrated our sixth year as a shared service supporting the University of Massachusetts. Some of the significant achievements include:

- Increased the percentage of total diversity spending from 4.9% (FY2019) to 9% (FY2025) over six years.
- Implemented a Tier 2 (subcontractor) diverse spend reporting program with prime suppliers while putting into contract language the need to leverage Tier 2 diverse suppliers, i.e., putting a 20% Tier 2 diversity spend requirement in specific contracts.
- Ramped up participation and partnership with diversity organizations while supporting other Higher Ed organizations to ramp up their programs.

Goods and Services: UMass System Office

The long-term strategy implemented to increase the use of diverse and local suppliers continues to yield positive results for UMass. In FY2025, we experienced a total spending with diverse suppliers of \$105 million out of a total spend of \$1.18 billion in FY2025, or 9%. We continue to ramp up supplier participation in our Tier 2 program, which we hope we can report on in the future.

To illustrate the variety of representations in UMass’s supply chain, this year’s narrative includes a full breakdown of each diversity category tracked by the university.

FY25 UMass Goods & Services Diverse Spending by Diversity Category

| Certification Description | FY2025 Diverse Spend* |
|--|------------------------------|
| Small Disadvantaged Business (SDB) | \$50,854,689 |
| Women-owned Business Enterprise (WBE) | \$39,727,490 |
| Minority-owned Business Enterprise (MBE) | \$34,937,498 |
| Veteran-owned Business Enterprise (VBE) | \$6,442,624 |
| HUBZone Certified (HUB) | \$10,180,435 |
| Service-Disabled Veteran-owned Business Ent. | \$2,332,037 |
| Disadvantaged Business Enterprise (DBE) | \$3,351,212 |
| Disability-Owned Business Enterprise | \$138,934 |
| LGBT-owned Business Enterprise | \$10,195 |

** UMass direct (Tier 1) supplier expenditures only. Some suppliers hold multiple certifications.*

For FY2026, we continue to focus on solidifying the achievements of the last six years while looking at additional ways to entrench diverse purchasing in all our transactions, e.g., define a diverse supplier target for the system, standardize our Tier 2 program (effective reporting and tracking), and deepen our Construction category diversity tracking and compliance needs.

University of Massachusetts Building Authority (UMBA)

In FY2025, the University of Massachusetts Building Authority (UMBA) worked with our contractors and subcontractors to implement best practices to achieve the compliance goals set for our capital projects. UMBA participated in Governor Healey’s Public Construction Advisory Council to identify barriers and recommend options for construction and design that support Minority Business Enterprises (MBE) and Women Business Enterprises (WBE). UMBA also participated in the Diverse and Equitable Participation Committee to address the shortage of women in the workforce in the construction trades.

UMBA continued its outreach to women and minority firms in the community and with organizations like the In Order Business and the Massachusetts Minority Contractors Association to attract and encourage minority firms to bid on our construction projects. UMBA continues to collaborate with the building trades, vocational/technical schools, pre-apprenticeship programs, and workforce development organizations to attract and recruit more MBE/WBE firms.

UMBA consistently provides support and resources to its general contractors, Owner Project Managers, Construction Managers, Subcontractors, Architectural and Design firms, and the Access and Opportunity Committees (AOC) that we have established on the UMass Campuses to monitor and ensure compliance results and support MBE/WBE initiatives.

FY2025, UMBA paid out \$37,170,752 to MBE and WBE firms working on capital projects.

| UMBA Capital Projects | MBE | WBE |
|------------------------------|-----------------------|------------------------|
| Construction | \$4,020,686.23 | \$25,423,214.29 |
| Design | \$2,226,607.75 | \$2,769,217.39 |
| OPM | \$2,370,811.84 | |
| Commissioning | | \$22,344.00 |
| FF&E | \$78,889.86 | \$258,980.81 |
| Total | \$8,696,995.68 | \$28,473,756.49 |
| Total M/WBE Spending | \$37,170,752.17 | |

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

Table 1: MBE, WBE and Veteran Spending

| Secretariat Code | Secretariat / Entity Name | Discretionary Budget | MBE | | | WBE | | | Veteran | | |
|------------------|--|------------------------|----------------------|----------------------|-----------------|------------------------|------------------------|-----------------|----------------------|---------------------|-----------------|
| | | | Benchmark | Total Expenditure | % Benchmark Met | Benchmark | Total Expenditure | % Benchmark Met | Benchmark | Total Expenditure | % Benchmark Met |
| ANF | ADMINISTRATION AND FINANCE | \$395,070,469 | \$31,605,638 | \$48,737,271 | 154.20% | \$55,309,866 | \$68,206,764 | 123.32% | \$11,852,114 | \$29,945,654 | 252.66% |
| EED | ECONOMIC DEVELOPMENT | \$9,858,876 | \$788,710 | \$9,205,286 | 1167.13% | \$1,380,243 | \$3,981,663 | 288.48% | \$295,766 | \$25,432 | 8.60% |
| EDU | EDUCATION | \$399,242,138 | \$31,939,371 | \$55,727,029 | 174.48% | \$55,893,899 | \$145,615,553 | 260.52% | \$11,977,264 | \$1,327,452 | 11.08% |
| ENV | ENERGY AND ENVIRONMENTAL AFFAIRS | \$158,476,057 | \$12,678,085 | \$19,774,733 | 155.98% | \$22,186,648 | \$44,967,347 | 202.68% | \$4,754,282 | \$4,309,652 | 90.65% |
| EHS | HEALTH AND HUMAN SERVICES | \$4,447,276,675 | \$355,782,134 | \$465,420,076 | 130.82% | \$622,618,735 | \$1,219,750,197 | 195.91% | \$133,418,300 | \$19,729,732 | 14.79% |
| OCD | HOUSING AND LIVABLE COMMUNITIES | \$565,199,334 | \$45,215,947 | \$36,452,727 | 80.62% | \$79,127,907 | \$81,022,621 | 102.39% | \$16,955,980 | \$881,831 | 5.20% |
| EOL | LABOR AND WORKFORCE DEVELOPMENT | \$60,281,586 | \$4,822,527 | \$20,014,605 | 415.02% | \$8,439,422 | \$35,760,644 | 423.73% | \$1,808,448 | \$22,289 | 1.23% |
| EPS | PUBLIC SAFETY AND SECURITY | \$197,335,832 | \$15,786,867 | \$27,615,222 | 174.93% | \$27,627,016 | \$169,334,147 | 612.93% | \$5,920,075 | \$9,639,774 | 162.83% |
| ITD | TECHNOLOGY SERVICES AND SECURITY | \$96,539,689 | \$7,723,175 | \$16,156,067 | 209.19% | \$13,515,556 | \$17,145,985 | 126.86% | \$2,896,191 | \$371,409 | 12.82% |
| DOT | TRANSPORTATION | \$1,510,107,092 | \$120,808,567 | \$97,643,927 | 80.83% | \$211,414,993 | \$266,702,719 | 126.15% | \$45,303,213 | \$4,473,201 | 9.87% |
| VET | VETERANS' SERVICES | \$16,235,380 | \$1,298,830 | \$933,456 | 71.87% | \$2,272,953 | \$2,168,396 | 95.40% | \$487,061 | \$5,577,652 | 1145.16% |
| | Executive Subtotal | \$7,855,623,127 | \$628,449,850 | \$797,680,399 | 126.93% | \$1,099,787,238 | \$2,054,656,035 | 186.82% | \$235,668,694 | \$76,304,077 | 32.38% |
| CAD | COMMISSION AGAINST DISCRIMINATION | \$1,293,516 | \$103,481 | \$244,258 | 236.04% | \$181,092 | \$371,609 | 205.20% | \$38,805 | \$49 | 0.13% |
| DAC | DISABLED PERSONS PROTECTION COMMISSION | \$1,643,143 | \$131,451 | \$96,275 | 73.24% | \$230,040 | \$216,182 | 93.98% | \$49,294 | \$17,045 | 34.58% |
| MGC | MASSACHUSETTS GAMING COMMISSION | \$7,728,089 | \$618,247 | \$2,890,990 | 467.61% | \$1,081,932 | \$5,212,558 | 481.78% | \$231,843 | \$56,818 | 24.51% |
| GOV | OFFICE OF THE GOVERNOR | \$916,108 | \$73,289 | \$9,445 | 12.89% | \$128,255 | \$11,123 | 8.67% | \$27,483 | \$0 | 0.00% |
| | Non-Executive and Constitutional Subtotal | \$11,580,855 | \$926,468 | \$3,240,968 | 349.82% | \$1,621,320 | \$5,811,472 | 358.44% | \$347,426 | \$73,912 | 21.27% |
| MCCA | MASSACHUSETTS CONVENTION CENTER AUTHORITY | \$70,291,709 | \$5,23,337 | \$22,990,022 | 408.83% | \$9,840,839 | \$10,012,547 | 101.74% | \$2,108,751 | \$143,398 | 6.80% |
| MHA | MASS HOUSING | \$12,806,536 | \$1,024,523 | \$846,548 | 82.63% | \$1,792,915 | \$1,059,623 | 59.10% | \$384,196 | \$49,935 | 85.83% |
| | Quasi-Public Subtotal | \$69,330,743 | \$5,546,459 | \$23,836,570 | 429.76% | \$11,633,754 | \$11,072,170 | 95.17% | \$2,492,947 | \$473,169 | 18.98% |
| | TOTAL | \$7,950,302,227 | \$636,024,178 | \$824,757,938 | 129.67% | \$1,113,042,312 | \$2,071,539,677 | 186.12% | \$238,509,067 | \$76,851,158 | 32.22% |

Table 2: Small Business, Disability and LGBT-owned Business Spending

| Secretariat Code | Secretariat / Entity Name | Discretionary Budget | Small Business | | | Disability | | | LGBT | | |
|------------------|--|------------------------|----------------------|----------------------|-----------------|---------------------|---------------------|-----------------|---------------------|--------------------|-----------------|
| | | | Benchmark | Total Expenditure | % Benchmark Met | Benchmark | Total Expenditure | % Benchmark Met | Benchmark | Total Expenditure | % Benchmark Met |
| ANF | ADMINISTRATION AND FINANCE | \$395,070,469 | \$13,037,325 | \$10,717,519 | 82.21% | \$1,185,211 | \$1,323,091 | 111.63% | \$1,185,211 | \$540,523 | 45.61% |
| EED | ECONOMIC DEVELOPMENT | \$9,858,876 | \$325,343 | \$510,125 | 156.80% | \$29,577 | \$248,757 | 841.06% | \$29,577 | \$328,846 | 1111.85% |
| EDU | EDUCATION | \$399,242,138 | \$13,174,991 | \$42,312,590 | 321.16% | \$1,197,726 | \$792,637 | 66.18% | \$1,197,726 | \$618,892 | 51.67% |
| ENV | ENERGY AND ENVIRONMENTAL AFFAIRS | \$158,476,057 | \$5,229,710 | \$20,953,706 | 400.67% | \$475,428 | \$1,526,455 | 321.07% | \$475,428 | \$295,514 | 62.16% |
| EHS | HEALTH AND HUMAN SERVICES | \$4,447,276,675 | \$146,760,130 | \$158,964,679 | 108.32% | \$13,341,830 | \$13,999,650 | 104.93% | \$13,341,830 | \$3,162,407 | 23.70% |
| OCD | HOUSING AND LIVABLE COMMUNITIES | \$565,199,334 | \$18,651,578 | \$76,749,308 | 411.49% | \$1,695,598 | \$520,271 | 30.68% | \$1,695,598 | \$3,305,201 | 194.93% |
| EOL | LABOR AND WORKFORCE DEVELOPMENT | \$60,281,586 | \$1,989,292 | \$4,816,208 | 242.11% | \$180,845 | \$0 | 0.00% | \$180,845 | \$8,608 | 4.76% |
| EPS | PUBLIC SAFETY AND SECURITY | \$197,335,832 | \$6,512,082 | \$12,029,736 | 184.73% | \$592,007 | \$4,093,727 | 691.50% | \$592,007 | \$444,958 | 75.16% |
| ITD | TECHNOLOGY SERVICES AND SECURITY | \$96,539,689 | \$3,185,810 | \$6,826,762 | 214.29% | \$289,619 | \$1,460,049 | 504.13% | \$289,619 | \$849,072 | 293.17% |
| DOT | TRANSPORTATION | \$1,510,107,092 | \$49,833,534 | \$51,277,392 | 102.90% | \$4,530,321 | \$1,215,884 | 26.84% | \$4,530,321 | \$212,187 | 4.68% |
| VET | VETERANS' SERVICES | \$16,235,380 | \$535,768 | \$855,257 | 159.63% | \$48,706 | \$519,132 | 1065.85% | \$48,706 | \$0 | 0.00% |
| | Executive Subtotal | \$7,855,623,127 | \$259,235,563 | \$386,013,281 | 148.90% | \$23,566,869 | \$25,699,654 | 109.05% | \$23,566,869 | \$9,766,210 | 41.44% |
| CAD | COMMISSION AGAINST DISCRIMINATION | \$1,293,516 | \$42,686 | \$2,232,239 | 5229.44% | \$3,881 | \$0 | 0.00% | \$3,881 | \$1,242 | 32.01% |
| DAC | DISABLED PERSONS PROTECTION COMMISSION | \$1,643,143 | \$54,224 | \$13,067 | 24.10% | \$4,929 | \$3,051 | 61.89% | \$4,929 | \$0 | 0.00% |
| MGC | MASSACHUSETTS GAMING COMMISSION | \$7,728,089 | \$255,027 | \$3,495,089 | 1370.48% | \$23,184 | \$55,165 | 237.94% | \$23,184 | \$192,279 | 829.35% |
| GOV | OFFICE OF THE GOVERNOR | \$916,108 | \$30,232 | \$0 | 0.00% | \$2,748 | \$0 | 0.00% | \$2,748 | \$0 | 0.00% |
| | Non-Executive and Constitutional Subtotal | \$11,580,855 | \$382,168 | \$5,740,394 | 1502.06% | \$34,743 | \$58,216 | 167.56% | \$34,743 | \$193,522 | 557.02% |
| MCCA | MASSACHUSETTS CONVENTION CENTER AUTHORITY | \$70,291,709 | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| MHA | MASS HOUSING | \$12,806,536 | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| | Quasi-Public Subtotal | \$69,330,743 | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| | TOTAL | \$7,936,534,725 | \$259,617,731 | \$391,753,674 | 150.90% | \$23,601,612 | \$25,757,870 | 109.14% | \$23,601,612 | \$9,959,731 | 42.20% |

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 |
|------------------|-------------|--|------------------------|----------------------|-------------------------|-----------------------------------|------------------------------|----------------------|----------------------|-----------------|
| ANF | ADD | DEVELOPMENTAL DISABILITIES COUNCIL | \$70,808 | \$5,665 | \$0.00 | \$0 | \$15,457 | \$15,457 | \$15,457 | 272.88% |
| ANF | ALA | ADMINISTRATIVE LAW APPEALS DIVISION | \$205,580 | \$16,446 | \$8,203.15 | \$11,795 | \$5,688 | \$17,482 | \$25,686 | 156.18% |
| ANF | ANF | EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE | \$27,723,484 | \$2,217,879 | \$4,580,308.18 | \$480,176 | \$1,116,605 | \$1,596,780 | \$6,177,089 | 278.51% |
| ANF | ATB | APPELLATE TAX BOARD | \$4,751 | \$380 | \$2,192.65 | \$0 | \$2,881 | \$2,881 | \$5,073 | 1334.87% |
| ANF | BSB | BUREAU OF THE STATE HOUSE | \$1,531,788 | \$122,543 | \$4,231.27 | \$3,270 | \$31,506 | \$34,776 | \$39,007 | 31.83% |
| ANF | CSC | CIVIL SERVICE COMMISSION | \$11,286 | \$903 | \$2,688.07 | \$0 | \$2,484 | \$2,484 | \$5,172 | 572.82% |
| ANF | DCP | CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION | \$339,300.207 | \$27,144,017 | \$13,234,656.19 | \$22,492,424 | \$1,159,831 | \$23,652,255 | \$36,886,911 | 135.89% |
| ANF | DOR | DEPARTMENT OF REVENUE | \$12,097,990 | \$967,839 | \$3,878,027.05 | \$271,985 | \$65,285 | \$337,270 | \$4,215,297 | 435.54% |
| ANF | GIC | GROUP INSURANCE COMMISSION | \$1,457,076 | \$116,566 | \$283,511.58 | \$1,000 | \$63,278 | \$64,278 | \$347,789 | 298.36% |
| ANF | HRD | HUMAN RESOURCES DIVISION | \$3,372,778 | \$269,822 | \$168,767.82 | \$496 | \$15,182 | \$15,679 | \$184,447 | 68.36% |
| ANF | LIB | GEORGE FINGOLD LIBRARY | \$15,025 | \$1,202 | \$1,109.56 | \$0 | \$663 | \$663 | \$1,772 | 147.44% |
| ANF | OHA | MASSACHUSETTS OFFICE ON DISABILITY | \$12,615 | \$1,009 | \$3,179.12 | \$0 | \$0 | \$0 | \$3,179 | 315.01% |
| ANF | OSD | DIVISION OF OPERATIONAL SERVICES | \$7,244,910 | \$579,593 | \$48,747.91 | \$58,537 | \$55,530 | \$114,068 | \$162,816 | 28.09% |
| ANF | PER | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION | \$1,308,652 | \$104,692 | \$150,464.25 | \$0 | \$78,029 | \$78,029 | \$228,493 | 218.25% |
| ANF | SDO | SUPPLIER DIVERSITY OFFICE | \$94,623 | \$7,570 | \$57,408.60 | \$22,586 | \$741 | \$23,326 | \$80,735 | 1066.54% |
| ANF | TRB | TEACHERS RETIREMENT BOARD | \$618,897 | \$49,512 | \$157,033.70 | \$180,711 | \$20,603 | \$201,314 | \$358,348 | 723.76% |
| | | TOTAL | \$395,070,469 | \$31,605,638 | \$22,580,529.10 | \$23,522,980 | \$2,633,762 | \$26,156,742 | \$48,737,271 | 154.20% |
| CAD | CAD | COMMISSION AGAINST DISCRIMINATION | \$1,293,516 | \$103,481 | \$210,378.43 | \$19,380 | \$14,499 | \$33,879 | \$244,258 | 236.04% |
| | | TOTAL | \$1,293,516 | \$103,481 | \$210,378.43 | \$19,380 | \$14,499 | \$33,879 | \$244,258 | 236.04% |
| DAC | DAC | DISABLED PERSONS PROTECTION COMMISSION | \$1,643,143 | \$131,451 | \$87,821.02 | \$2,463 | \$5,992 | \$8,454 | \$96,275 | 73.24% |
| | | TOTAL | \$1,643,143 | \$131,451 | \$87,821.02 | \$2,463 | \$5,992 | \$8,454 | \$96,275 | 73.24% |
| DOT | DOT | MASSACHUSETTS DEPARTMENT OF TRANSPORTATION | \$1,510,107,092 | \$120,808,567 | \$32,272,217.15 | \$59,289,192 | \$6,082,518 | \$65,371,710 | \$97,643,927 | 80.83% |
| | | TOTAL | \$1,510,107,092 | \$120,808,567 | \$32,272,217.15 | \$59,289,192 | \$6,082,518 | \$65,371,710 | \$97,643,927 | 80.83% |
| EDU | DOE | DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION | \$104,572,316 | \$8,365,785 | \$860,703.27 | \$6,110,402 | \$797,681 | \$6,908,082 | \$7,768,786 | 92.86% |
| EDU | EDU | EXECUTIVE OFFICE OF EDUCATION | \$26,723,313 | \$2,137,865 | \$8,409,268.99 | \$876,936 | \$1,121,624 | \$1,998,560 | \$10,407,829 | 486.83% |
| EDU | EEC | DEPARTMENT OF EARLY EDUCATION & CARE | \$265,825,918 | \$21,266,073 | \$29,915,732.36 | \$1,080,587 | \$5,770,488 | \$6,851,075 | \$36,766,808 | 172.89% |
| EDU | RGT | DEPARTMENT OF HIGHER EDUCATION | \$2,120,591 | \$169,647 | \$288,537.05 | \$39,952 | \$455,117 | \$495,070 | \$783,607 | 461.90% |
| | | TOTAL | \$399,242,138 | \$31,939,371 | \$39,474,241.67 | \$8,107,878 | \$8,144,909 | \$16,252,787 | \$55,727,029 | 174.48% |
| EED | DOB | DIVISION OF BANKS | \$342,485 | \$27,399 | \$10,933.85 | \$0 | \$17,630 | \$17,630 | \$28,563 | 104.25% |
| EED | DOI | DIVISION OF INSURANCE | \$889,691 | \$71,175 | \$3,740.47 | \$14,224 | \$15,956 | \$30,180 | \$33,920 | 47.66% |
| EED | DOS | DIVISION OF STANDARDS | \$209,616 | \$16,769 | \$6,910.20 | \$1,756 | \$9,047 | \$10,803 | \$17,713 | 105.63% |
| EED | EED | EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT | \$3,144,674 | \$251,574 | \$301,916.72 | \$47,203 | \$4,423,358 | \$4,470,561 | \$4,772,478 | 1897.05% |
| EED | MMP | MASSACHUSETTS MARKETING PARTNERSHIP | \$4,031,150 | \$322,492 | \$3,318,902.20 | \$0 | \$10,831 | \$10,831 | \$3,329,733 | 1032.50% |
| EED | REG | DIVISION OF PROFESSIONAL LICENSURE | \$1,197,312 | \$95,785 | \$648,943.12 | \$8,754 | \$16,817 | \$25,571 | \$674,514 | 704.20% |
| EED | SCA | OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION | \$12,510 | \$1,001 | \$1,631.79 | \$12,649 | \$126,351 | \$139,000 | \$140,632 | 14051.79% |
| EED | SEA | OFFICE OF BUSINESS DEVELOPMENT | \$4,803 | \$384 | \$185,045.12 | \$0 | \$14,881 | \$14,881 | \$199,926 | 52031.30% |
| EED | TAC | DEPARTMENT OF TELECOMMUNICATION AND CABLE | \$26,635 | \$2,131 | \$4,693.55 | \$0 | \$3,113 | \$3,113 | \$7,806 | 366.36% |
| | | TOTAL | \$9,858,876 | \$788,710 | \$4,482,717.02 | \$84,586 | \$4,637,983 | \$4,722,569 | \$9,205,286 | 1167.13% |
| EHS | DMH | DEPARTMENT OF MENTAL HEALTH | \$521,819,420 | \$41,745,554 | \$17,536,899.15 | \$2,718,707 | \$7,999,502 | \$10,718,209 | \$28,255,108 | 67.68% |
| EHS | DMR | DEPARTMENT OF DEVELOPMENTAL SERVICES | \$1,615,316,246 | \$129,225,300 | \$98,396,521.52 | \$4,336,438 | \$13,651,935 | \$17,988,373 | \$116,384,895 | 90.06% |
| EHS | DPH | DEPARTMENT OF PUBLIC HEALTH | \$626,444,360 | \$50,115,549 | \$63,363,642.52 | \$2,654,044 | \$8,314,151 | \$10,968,195 | \$74,331,838 | 148.32% |
| EHS | DSS | DEPARTMENT OF CHILDREN AND FAMILIES | \$468,511,819 | \$37,480,946 | \$35,365,946.22 | \$582,687 | \$3,378,633 | \$3,961,320 | \$39,327,267 | 104.93% |
| EHS | DYS | DEPARTMENT OF YOUTH SERVICES | \$68,766,119 | \$5,501,290 | \$6,923,702.90 | \$51,357 | \$746,671 | \$798,028 | \$7,721,731 | 140.36% |
| EHS | EHS | EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES | \$455,735,135 | \$36,458,811 | \$37,815,927.45 | \$8,836,098 | \$16,904,486 | \$25,740,584 | \$63,556,511 | 174.32% |
| EHS | ELD | DEPARTMENT OF ELDER AFFAIRS | \$539,718,910 | \$43,177,513 | \$51,210,506.05 | \$59,015,462 | \$12,625,468 | \$71,640,931 | \$122,851,437 | 284.53% |
| EHS | MCB | MASSACHUSETTS COMMISSION FOR THE BLIND | \$13,298,203 | \$1,063,856 | \$29,209.71 | \$3,257 | \$34,343 | \$37,600 | \$66,810 | 6.28% |
| EHS | MCD | COMMISSION FOR THE DEAF AND HARD OF HEARING | \$4,751,911 | \$380,153 | \$6,063.60 | \$2,052 | \$9,536 | \$11,587 | \$17,651 | 4.64% |
| EHS | MRC | MASSACHUSETTS REHABILITATION COMMISSION | \$80,429,710 | \$6,434,377 | \$9,327,645.66 | \$370,015 | \$456,449 | \$826,464 | \$10,154,110 | 157.81% |
| EHS | ORI | OFFICE FOR REFUGEES AND IMMIGRANTS | \$22,453,738 | \$1,796,299 | \$1,334,148.11 | \$19,265 | \$7,164 | \$26,429 | \$1,360,577 | 75.74% |
| EHS | WEL | DEPARTMENT OF TRANSITIONAL ASSISTANCE | \$30,031,105 | \$2,402,488 | \$583,642.87 | \$44,511 | \$763,988 | \$808,499 | \$1,392,142 | 57.95% |
| | | TOTAL | \$4,447,276,675 | \$355,782,134 | \$321,893,855.76 | \$78,633,895 | \$64,892,326 | \$143,526,221 | \$465,420,076 | 130.82% |
| ENV | AGR | DEPARTMENT OF AGRICULTURAL RESOURCES | \$1,795,080 | \$143,606 | \$126,496.44 | \$22,394 | \$109,253 | \$131,647 | \$258,144 | 179.76% |
| ENV | DCR | DEPARTMENT OF CONSERVATION AND RECREATION | \$110,460,430 | \$8,836,834 | \$2,490,961.23 | \$4,674,759 | \$1,588,974 | \$6,263,733 | \$8,754,694 | 99.07% |
| ENV | DPU | DEPARTMENT OF PUBLIC UTILITIES | \$1,222,595 | \$97,808 | \$65,754.83 | \$38,233 | \$25,415 | \$63,649 | \$129,403 | 132.30% |
| ENV | ENE | DEPARTMENT OF ENERGY RESOURCES | \$1,485,498 | \$118,840 | \$96,235.67 | \$46,230 | \$21,907 | \$68,137 | \$164,373 | 138.31% |
| ENV | ENV | EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS | \$16,893,174 | \$1,351,454 | \$6,835,809.92 | \$557,175 | \$1,459,129 | \$2,016,304 | \$8,852,114 | 655.01% |

| | | | | | | | | | | |
|------|------|--|------------------------|----------------------|-------------------------|----------------------|----------------------|----------------------|----------------------|----------------|
| ENV | EQE | DEPARTMENT OF ENVIRONMENTAL PROTECTION | \$12,088,613 | \$967,089 | \$876,306.98 | \$63,231 | \$331,286 | \$394,517 | \$1,270,824 | 131.41% |
| ENV | FWE | DEPARTMENT OF FISH AND GAME | \$12,779,856 | \$1,022,388 | \$150,351.68 | \$3,447 | \$146,294 | \$149,741 | \$300,093 | 29.35% |
| ENV | SRB | STATE RECLAMATION BOARD | \$1,750,811 | \$140,065 | \$16,551.36 | \$1,560 | \$26,976 | \$28,537 | \$45,088 | 32.19% |
| | | TOTAL | \$158,476,057 | \$12,678,085 | \$10,658,468.11 | \$5,407,030 | \$3,709,235 | \$9,116,265 | \$19,774,733 | 155.98% |
| EOL | EOL | DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT | \$60,281,586 | \$4,822,527 | \$17,933,589.82 | \$1,337,730 | \$743,285 | \$2,081,015 | \$20,014,605 | 415.02% |
| | | TOTAL | \$60,281,586 | \$4,822,527 | \$17,933,589.82 | \$1,337,730 | \$743,285 | \$2,081,015 | \$20,014,605 | 415.02% |
| EPS | CDA | EMERGENCY MANAGEMENT AGENCY | \$18,855,592 | \$1,508,447 | \$9,766.31 | \$6,768 | \$22,695 | \$29,463 | \$39,229 | 2.60% |
| EPS | CHS | CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT | \$539,688 | \$43,175 | \$220,873.76 | \$428 | \$2,959 | \$3,387 | \$224,260 | 519.42% |
| EPS | CJT | MUNICIPAL POLICE TRAINING COMMITTEE | \$1,890,442 | \$151,235 | \$808.08 | \$4,284 | \$224,396 | \$228,680 | \$229,488 | 151.74% |
| EPS | CME | CHIEF MEDICAL EXAMINER | \$2,324,613 | \$185,969 | \$214,022.52 | \$21,173 | \$118,079 | \$139,252 | \$353,275 | 189.96% |
| EPS | DFS | DEPARTMENT OF FIRE SERVICES | \$4,395,596 | \$351,648 | \$34,856.88 | \$18,969 | \$80,636 | \$99,605 | \$134,462 | 38.24% |
| EPS | DOC | DEPARTMENT OF CORRECTION | \$63,782,388 | \$5,102,591 | \$2,260,128.52 | \$1,790,424 | \$864,240 | \$2,654,664 | \$4,914,793 | 96.32% |
| EPS | EPS | EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY | \$28,004,149 | \$2,240,332 | \$17,588,855.99 | \$197,665 | \$184,433 | \$382,098 | \$17,970,954 | 802.16% |
| EPS | MIL | MILITARY DIVISION | \$26,748,240 | \$2,139,859 | \$960,716.72 | \$8,066 | \$55,522 | \$63,588 | \$1,024,305 | 47.87% |
| EPS | PAR | PAROLE BOARD | \$2,351,072 | \$188,086 | \$19,252.29 | \$7,680 | \$43,315 | \$50,995 | \$70,247 | 37.35% |
| EPS | POL | DEPARTMENT OF STATE POLICE | \$47,946,412 | \$3,835,713 | \$1,557,619.95 | \$361,755 | \$604,013 | \$965,768 | \$2,523,388 | 65.79% |
| EPS | SOR | SEX OFFENDER REGISTRY | \$497,639 | \$39,811 | \$115,036.35 | \$298 | \$15,486 | \$15,784 | \$130,820 | 328.60% |
| | | TOTAL | \$197,335,832 | \$15,786,867 | \$22,981,937.37 | \$2,417,510 | \$2,215,774 | \$4,633,284 | \$27,615,222 | 174.93% |
| GOV | GOV | GOVERNORS OFFICE | \$916,108 | \$73,289 | \$2,777.78 | \$0 | \$6,668 | \$6,668 | \$9,445 | 12.89% |
| | | TOTAL | \$916,108 | \$73,289 | \$2,777.78 | \$0 | \$6,668 | \$6,668 | \$9,445 | 12.89% |
| ITD | ITD | EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY | \$96,539,689 | \$7,723,175 | \$9,122,445.28 | \$2,960,575 | \$4,073,046 | \$7,033,622 | \$16,156,067 | 209.19% |
| | | TOTAL | \$96,539,689 | \$7,723,175 | \$9,122,445.28 | \$2,960,575 | \$4,073,046 | \$7,033,622 | \$16,156,067 | 209.19% |
| OCD | OCD | EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES | \$565,199,334 | \$45,215,947 | \$22,848,930.43 | \$311,947 | \$13,291,849 | \$13,603,797 | \$36,452,727 | 80.62% |
| | | TOTAL | \$565,199,334 | \$45,215,947 | \$22,848,930.43 | \$311,947 | \$13,291,849 | \$13,603,797 | \$36,452,727 | 80.62% |
| VET | CHE | VETERANS HOME IN CHELSEA | \$6,347,088 | \$507,767 | \$113,481.15 | \$280,435 | \$46,469 | \$326,904 | \$440,385 | 86.73% |
| VET | HLY | VETERANS HOME IN HOLYOKE | \$2,220,131 | \$177,611 | \$126,318.43 | \$394 | \$47,227 | \$47,621 | \$173,939 | 97.93% |
| VET | VET | EXECUTIVE OFFICE OF VETERANS' SERVICES | \$7,668,160 | \$613,453 | \$131,585.10 | \$76,545 | \$111,001 | \$187,546 | \$319,131 | 52.02% |
| | | TOTAL | \$16,235,380 | \$1,298,830 | \$371,384.68 | \$357,374 | \$204,697 | \$562,071 | \$933,456 | 71.87% |
| MCCA | MCCA | MASSACHUSETTS CONVENTION CENTER AUTHORITY | \$56,524,207 | \$4,521,937 | \$20,203,450.00 | \$2,786,572 | \$0 | \$2,786,572 | \$22,990,022 | 408.83% |
| | | TOTAL | \$56,524,207 | \$4,521,937 | \$20,203,450.00 | \$2,786,572 | \$0 | \$2,786,572 | \$22,990,022 | 408.83% |
| MGC | MGC | MASSACHUSETTS GAMING COMMISSION | \$7,728,089 | \$618,247 | \$1,793,657.29 | \$36,324 | \$1,061,009 | \$1,097,333 | \$2,890,990 | 467.61% |
| | | TOTAL | \$7,728,089 | \$618,247 | \$1,793,657.29 | \$36,324 | \$1,061,009 | \$1,097,333 | \$2,890,990 | 467.61% |
| MHA | MHA | MASSHOUSING | \$12,806,536 | \$1,024,523 | \$846,548.27 | \$0 | \$0 | \$0 | \$846,548 | 82.63% |
| | | TOTAL | \$12,806,536 | \$1,024,523 | \$846,548.27 | \$0 | \$0 | \$0 | \$846,548 | 82.63% |
| | | YEAR TO DATE GRAND TOTAL | \$7,936,534,725 | \$634,922,778 | \$527,764,949.18 | \$185,275,436 | \$111,717,553 | \$296,992,989 | \$824,757,938 | 129.67% |

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 |
|------------------|-------------|--|------------------------|----------------------|------------------------|-----------------------------------|------------------------------|----------------------|------------------------|-----------------|
| ANF | ADD | DEVELOPMENTAL DISABILITIES COUNCIL | \$70,808 | \$9,913 | \$9,683 | \$0 | \$189 | \$189 | \$9,872 | 99.59% |
| ANF | ALA | ADMINISTRATIVE LAW APPEALS DIVISION | \$205,580 | \$28,781 | \$124,937 | \$6,311 | \$7,950 | \$14,262 | \$139,198 | 483.64% |
| ANF | ANF | EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE | \$27,723,484 | \$3,881,288 | \$4,915,421 | \$151,248 | \$380,763 | \$532,010 | \$5,447,431 | 140.35% |
| ANF | ATB | APPELLATE TAX BOARD | \$4,751 | \$665 | \$2,722 | \$324 | \$453 | \$777 | \$3,499 | 526.08% |
| ANF | BSB | BUREAU OF THE STATE HOUSE | \$1,531,788 | \$214,450 | \$56,850 | \$104,090 | \$62,213 | \$166,303 | \$223,152 | 104.06% |
| ANF | CSC | CIVIL SERVICE COMMISSION | \$11,286 | \$1,580 | \$4,025 | \$143 | \$2,097 | \$2,240 | \$6,266 | 396.55% |
| ANF | DCP | CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION | \$339,300,207 | \$47,502,029 | \$18,302,984 | \$34,693,761 | \$1,529,721 | \$36,223,483 | \$54,526,466 | 114.79% |
| ANF | DOR | DEPARTMENT OF REVENUE | \$12,097,990 | \$1,693,719 | \$3,727,735 | \$294,015 | \$151,837 | \$445,852 | \$4,173,587 | 246.42% |
| ANF | GIC | GROUP INSURANCE COMMISSION | \$1,457,076 | \$203,991 | \$293,636 | \$376 | \$67,484 | \$67,860 | \$361,496 | 177.21% |
| ANF | HRD | HUMAN RESOURCES DIVISION | \$3,372,778 | \$472,189 | \$1,074,565 | \$43,229 | \$27,408 | \$70,637 | \$1,145,202 | 242.53% |
| ANF | LIB | GEORGE FINGOLD LIBRARY | \$15,025 | \$2,104 | \$1,110 | \$45 | \$30 | \$75 | \$1,185 | 56.32% |
| ANF | OHA | MASSACHUSETTS OFFICE ON DISABILITY | \$12,615 | \$1,766 | \$1,064 | \$43 | \$0 | \$43 | \$1,107 | 62.70% |
| ANF | OSD | DIVISION OF OPERATIONAL SERVICES | \$7,244,910 | \$1,014,287 | \$705,284 | \$70,009 | \$391,005 | \$461,014 | \$1,166,298 | 114.99% |
| ANF | PER | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION | \$1,308,652 | \$183,211 | \$539,817 | \$14,338 | \$42,805 | \$57,142 | \$596,959 | 325.83% |
| ANF | SDO | SUPPLIER DIVERSITY OFFICE | \$94,623 | \$13,247 | \$38,743 | \$17,327 | \$318 | \$17,645 | \$56,389 | 425.67% |
| ANF | TRB | TEACHERS RETIREMENT BOARD | \$618,897 | \$86,646 | \$303,889 | \$2,293 | \$42,475 | \$44,767 | \$348,657 | 402.39% |
| | | TOTAL | \$395,070,469 | \$55,309,866 | \$30,102,466 | \$35,397,551 | \$2,706,747 | \$38,104,299 | \$68,206,764 | 123.32% |
| CAD | CAD | COMMISSION AGAINST DISCRIMINATION | \$1,293,516 | \$181,092 | \$168,819 | \$154,415 | \$48,376 | \$202,791 | \$371,609 | 205.20% |
| | | TOTAL | \$1,293,516 | \$181,092 | \$168,819 | \$154,415 | \$48,376 | \$202,791 | \$371,609 | 205.20% |
| DAC | DAC | DISABLED PERSONS PROTECTION COMMISSION | \$1,643,143 | \$230,040 | \$172,757 | \$27,841 | \$15,584 | \$43,425 | \$216,182 | 93.98% |
| | | TOTAL | \$1,643,143 | \$230,040 | \$172,757 | \$27,841 | \$15,584 | \$43,425 | \$216,182 | 93.98% |
| DOT | DOT | MASSACHUSETTS DEPARTMENT OF TRANSPORTATION | \$1,510,107,092 | \$211,414,993 | \$138,309,787 | \$120,746,060 | \$7,646,872 | \$128,392,932 | \$266,702,719 | 126.15% |
| | | TOTAL | \$1,510,107,092 | \$211,414,993 | \$138,309,787 | \$120,746,060 | \$7,646,872 | \$128,392,932 | \$266,702,719 | 126.15% |
| EDU | DOE | DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION | \$104,572,316 | \$14,640,124 | \$9,056,788 | \$884,935 | \$3,193,152 | \$4,078,087 | \$13,134,875 | 89.72% |
| EDU | EDU | EXECUTIVE OFFICE OF EDUCATION | \$26,723,313 | \$3,741,264 | \$5,486,348 | \$522,924 | \$421,155 | \$944,079 | \$6,430,427 | 171.88% |
| EDU | EEC | DEPARTMENT OF EARLY EDUCATION & CARE | \$265,825,918 | \$37,215,629 | \$108,203,015 | \$3,860,825 | \$13,095,564 | \$16,956,389 | \$125,159,404 | 336.31% |
| EDU | RGT | DEPARTMENT OF HIGHER EDUCATION | \$2,120,591 | \$296,883 | \$327,671 | \$31,086 | \$532,091 | \$563,176 | \$890,847 | 300.07% |
| | | TOTAL | \$399,242,138 | \$55,893,899 | \$123,073,822 | \$5,299,769 | \$17,241,962 | \$22,541,731 | \$145,615,553 | 260.52% |
| EED | DOB | DIVISION OF BANKS | \$342,485 | \$47,948 | \$10,741 | \$1,758 | \$4,627 | \$6,385 | \$17,126 | 35.72% |
| EED | DOI | DIVISION OF INSURANCE | \$889,691 | \$124,557 | \$7,831 | \$10,408 | \$11,989 | \$22,397 | \$30,229 | 24.27% |
| EED | DOS | DIVISION OF STANDARDS | \$209,616 | \$29,346 | \$2,620 | \$2,475 | \$2,216 | \$4,691 | \$7,311 | 24.91% |
| EED | EED | EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT | \$3,144,674 | \$440,254 | \$708,428 | \$25,549 | \$1,365,128 | \$1,390,677 | \$2,099,105 | 476.79% |
| EED | MMP | MASSACHUSETTS MARKETING PARTNERSHIP | \$4,031,150 | \$564,361 | \$302,993 | \$3,571 | \$79,593 | \$83,164 | \$386,157 | 68.42% |
| EED | REG | DIVISION OF PROFESSIONAL LICENSURE | \$1,197,312 | \$167,624 | \$535,507 | \$9,299 | \$114,514 | \$123,814 | \$659,321 | 393.33% |
| EED | SCA | OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION | \$12,510 | \$1,751 | \$485,045 | \$74,078 | \$25,938 | \$100,016 | \$585,061 | 33404.91% |
| EED | SEA | OFFICE OF BUSINESS DEVELOPMENT | \$4,803 | \$672 | \$186,198 | \$0 | \$3,304 | \$3,305 | \$189,503 | 28182.09% |
| EED | TAC | DEPARTMENT OF TELECOMMUNICATION AND CABLE | \$26,635 | \$3,729 | \$5,179 | \$233 | \$2,438 | \$2,671 | \$7,849 | 210.50% |
| | | TOTAL | \$9,858,876 | \$1,380,243 | \$2,244,543 | \$127,373 | \$1,609,747 | \$1,737,120 | \$3,981,663 | 288.48% |
| EHS | DMH | DEPARTMENT OF MENTAL HEALTH | \$521,819,420 | \$73,054,719 | \$163,988,820 | \$652,201 | \$7,992,408 | \$8,644,610 | \$172,633,429 | 236.31% |
| EHS | DMR | DEPARTMENT OF DEVELOPMENTAL SERVICES | \$1,615,316,246 | \$226,144,274 | \$463,067,390 | \$8,232,960 | \$14,342,739 | \$22,575,699 | \$485,643,089 | 214.75% |
| EHS | DPH | DEPARTMENT OF PUBLIC HEALTH | \$626,444,360 | \$87,702,210 | \$132,753,723 | \$7,446,802 | \$16,317,528 | \$23,764,330 | \$156,518,052 | 178.47% |
| EHS | DSS | DEPARTMENT OF CHILDREN AND FAMILIES | \$468,511,819 | \$65,591,655 | \$96,492,132 | \$661,784 | \$4,176,931 | \$4,838,715 | \$101,330,847 | 154.49% |
| EHS | DYS | DEPARTMENT OF YOUTH SERVICES | \$68,766,119 | \$9,627,257 | \$19,901,503 | \$80,014 | \$1,706,541 | \$1,786,555 | \$21,688,058 | 225.28% |
| EHS | EHS | EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES | \$455,735,135 | \$63,802,919 | \$49,183,849 | \$4,918,442 | \$13,555,465 | \$18,473,906 | \$67,657,756 | 106.04% |
| EHS | ELD | DEPARTMENT OF ELDER AFFAIRS | \$539,718,910 | \$75,560,647 | \$106,854,107 | \$72,592,979 | \$13,786,835 | \$86,379,814 | \$193,233,921 | 255.73% |
| EHS | MCB | MASSACHUSETTS COMMISSION FOR THE BLIND | \$13,298,203 | \$1,861,748 | \$2,471,645 | \$16,956 | \$60,038 | \$76,994 | \$2,548,639 | 136.89% |
| EHS | MCD | COMMISSION FOR THE DEAF AND HARD OF HEARING | \$4,751,911 | \$665,267 | \$1,834,874 | \$10,414 | \$1,859 | \$12,273 | \$1,847,147 | 277.65% |
| EHS | MRC | MASSACHUSETTS REHABILITATION COMMISSION | \$80,429,710 | \$11,260,159 | \$9,587,615 | \$245,606 | \$941,652 | \$1,187,258 | \$10,774,873 | 95.69% |
| EHS | ORI | OFFICE FOR REFUGEES AND IMMIGRANTS | \$22,453,738 | \$3,143,523 | \$451,347 | \$68,613 | \$375,375 | \$443,988 | \$895,335 | 28.48% |
| EHS | WEL | DEPARTMENT OF TRANSITIONAL ASSISTANCE | \$30,031,105 | \$4,204,355 | \$2,375,787 | \$345,076 | \$2,258,187 | \$2,603,263 | \$4,979,050 | 118.43% |
| | | TOTAL | \$4,447,276,675 | \$622,618,735 | \$1,048,962,792 | \$95,271,846 | \$75,515,558 | \$170,787,405 | \$1,219,750,197 | 195.91% |
| ENV | AGR | DEPARTMENT OF AGRICULTURAL RESOURCES | \$1,795,080 | \$251,311 | \$161,449 | \$68,824 | \$105,203 | \$174,027 | \$335,476 | 133.49% |
| ENV | DCR | DEPARTMENT OF CONSERVATION AND RECREATION | \$110,460,430 | \$15,464,460 | \$12,725,641 | \$12,610,917 | \$5,056,801 | \$17,667,718 | \$30,393,358 | 196.54% |
| ENV | DPU | DEPARTMENT OF PUBLIC UTILITIES | \$1,222,595 | \$171,163 | \$15,713 | \$38,558 | \$14,644 | \$53,201 | \$68,915 | 40.26% |
| ENV | ENE | DEPARTMENT OF ENERGY RESOURCES | \$1,485,498 | \$207,970 | \$384,218 | \$114,185 | \$509,983 | \$624,168 | \$1,008,385 | 484.87% |

| | | | | | | | | | | |
|------|------|--|------------------------|------------------------|------------------------|----------------------|----------------------|----------------------|------------------------|----------------|
| ENV | ENV | EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS | \$16,893,174 | \$2,365,044 | \$3,603,776 | \$503,153 | \$804,322 | \$1,307,475 | \$4,911,251 | 207.66% |
| ENV | EQE | DEPARTMENT OF ENVIRONMENTAL PROTECTION | \$12,088,613 | \$1,692,406 | \$3,911,509 | \$87,594 | \$574,960 | \$662,553 | \$4,574,062 | 270.27% |
| ENV | FWE | DEPARTMENT OF FISH AND GAME | \$12,779,856 | \$1,789,180 | \$3,153,780 | \$65,247 | \$340,336 | \$405,583 | \$3,559,364 | 198.94% |
| ENV | SRB | STATE RECLAMATION BOARD | \$1,750,811 | \$245,114 | \$54,815 | \$2,540 | \$59,180 | \$61,720 | \$116,535 | 47.54% |
| | | TOTAL | \$158,476,057 | \$22,186,648 | \$24,010,901 | \$13,491,017 | \$7,465,429 | \$20,956,446 | \$44,967,347 | 202.68% |
| EOL | EOL | DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT | \$60,281,586 | \$8,439,422 | \$33,572,238 | \$233,484 | \$1,954,922 | \$2,188,406 | \$35,760,644 | 423.73% |
| | | TOTAL | \$60,281,586 | \$8,439,422 | \$33,572,238 | \$233,484 | \$1,954,922 | \$2,188,406 | \$35,760,644 | 423.73% |
| EPS | CDA | EMERGENCY MANAGEMENT AGENCY | \$18,855,592 | \$2,639,783 | \$539,849 | \$71,698 | \$43,123 | \$114,821 | \$654,670 | 24.80% |
| EPS | CHS | CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT | \$539,688 | \$75,556 | \$149,360 | \$13,093 | \$16,228 | \$29,322 | \$178,682 | 236.49% |
| EPS | CJT | MUNICIPAL POLICE TRAINING COMMITTEE | \$1,890,442 | \$264,662 | \$158,962 | \$10,083 | \$168,272 | \$178,355 | \$337,316 | 127.45% |
| EPS | CME | CHIEF MEDICAL EXAMINER | \$2,324,613 | \$325,446 | \$232,954 | \$19,778 | \$114,624 | \$134,401 | \$367,355 | 112.88% |
| EPS | DFS | DEPARTMENT OF FIRE SERVICES | \$4,395,596 | \$615,383 | \$703,839 | \$26,027 | \$276,775 | \$302,802 | \$1,006,640 | 163.58% |
| EPS | DOC | DEPARTMENT OF CORRECTION | \$63,782,388 | \$8,929,534 | \$2,605,447 | \$1,540,306 | \$3,966,570 | \$5,506,876 | \$8,112,323 | 90.85% |
| EPS | EPS | EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY | \$28,004,149 | \$3,920,581 | \$3,269,409 | \$666,192 | \$445,274 | \$1,111,465 | \$4,380,874 | 111.74% |
| EPS | MIL | MILITARY DIVISION | \$26,748,240 | \$3,744,754 | \$2,017,462 | \$7,587 | \$314,472 | \$322,059 | \$2,339,520 | 62.47% |
| EPS | PAR | PAROLE BOARD | \$2,351,072 | \$329,150 | \$60,826 | \$6,929 | \$34,206 | \$41,135 | \$101,961 | 30.98% |
| EPS | POL | DEPARTMENT OF STATE POLICE | \$47,946,412 | \$6,712,498 | \$2,044,250 | \$147,911,456 | \$1,881,024 | \$149,792,480 | \$151,836,731 | 2262.00% |
| EPS | SOR | SEX OFFENDER REGISTRY | \$497,639 | \$69,669 | \$5,318 | \$3,417 | \$9,340 | \$12,756 | \$18,075 | 25.94% |
| | | TOTAL | \$197,335,832 | \$27,627,016 | \$11,787,675 | \$150,276,565 | \$7,269,907 | \$157,546,472 | \$169,334,147 | 612.93% |
| GOV | GOV | GOVERNORS OFFICE | \$916,108 | \$128,255 | \$11,053 | \$70 | \$0 | \$70 | \$11,123 | 8.67% |
| | | TOTAL | \$916,108 | \$128,255 | \$11,053 | \$70 | \$0 | \$70 | \$11,123 | 8.67% |
| ITD | ITD | EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY | \$96,539,689 | \$13,515,556 | \$9,844,183 | \$4,718,108 | \$2,583,694 | \$7,301,802 | \$17,145,985 | 126.86% |
| | | TOTAL | \$96,539,689 | \$13,515,556 | \$9,844,183 | \$4,718,108 | \$2,583,694 | \$7,301,802 | \$17,145,985 | 126.86% |
| OCD | OCD | EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES | \$565,199,334 | \$79,127,907 | \$66,268,419 | \$3,198,362 | \$11,555,841 | \$14,754,203 | \$81,022,621 | 102.39% |
| | | TOTAL | \$565,199,334 | \$79,127,907 | \$66,268,419 | \$3,198,362 | \$11,555,841 | \$14,754,203 | \$81,022,621 | 102.39% |
| VET | CHE | VETERANS HOME IN CHELSEA | \$6,347,088 | \$888,592 | \$153,979 | \$472,682 | \$269,028 | \$741,710 | \$895,689 | 100.80% |
| VET | HLY | VETERANS HOME IN HOLYOKE | \$2,220,131 | \$310,818 | \$152,416 | \$35,288 | \$262,635 | \$297,923 | \$450,339 | 144.89% |
| VET | VET | EXECUTIVE OFFICE OF VETERANS' SERVICES | \$7,668,160 | \$1,073,542 | \$498,439 | \$55,154 | \$268,775 | \$323,929 | \$822,368 | 76.60% |
| | | TOTAL | \$16,235,380 | \$2,272,953 | \$804,834 | \$563,124 | \$800,438 | \$1,363,562 | \$2,168,396 | 95.40% |
| MCCA | MCCA | MASSACHUSETTS CONVENTION CENTER AUTHORITY | \$70,291,709 | \$9,840,839 | \$6,102,826 | \$3,909,721 | \$0 | \$3,909,721 | \$10,012,547 | 101.74% |
| | | TOTAL | \$70,291,709 | \$9,840,839 | \$6,102,826 | \$3,909,721 | \$0 | \$3,909,721 | \$10,012,547 | 101.74% |
| MGC | MGC | MASSACHUSETTS GAMING COMMISSION | \$7,728,089 | \$1,081,932 | \$4,968,369 | \$31,746 | \$212,443 | \$244,189 | \$5,212,558 | 481.78% |
| | | TOTAL | \$7,728,089 | \$1,081,932 | \$4,968,369 | \$31,746 | \$212,443 | \$244,189 | \$5,212,558 | 481.78% |
| MHA | MHA | MASSHOUSING | \$12,806,536 | \$1,792,915 | \$1,059,623 | \$0 | \$0 | \$0 | \$1,059,623 | 59.10% |
| | | TOTAL | \$12,806,536 | \$1,792,915 | \$1,059,623 | \$0 | \$0 | \$0 | \$1,059,623 | 59.10% |
| | | YEAR TO DATE GRAND TOTAL | \$7,936,534,725 | \$1,111,114,862 | \$1,501,465,105 | \$433,447,052 | \$136,627,520 | \$570,074,572 | \$2,071,539,677 | 186.12% |

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 |
|------------------|-------------|--|------------------------|----------------------|---------------------|-----------------------------------|------------------------------|---------------------|---------------------|-----------------|
| ANF | ADD | DEVELOPMENTAL DISABILITIES COUNCIL | \$70,808 | \$2,124 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | ALA | ADMINISTRATIVE LAW APPEALS DIVISION | \$205,580 | \$6,167 | \$0 | \$26,650 | \$0 | \$26,650 | \$26,650 | 432.11% |
| ANF | ANF | EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE | \$27,723,484 | \$831,705 | \$577,619 | \$122,500 | \$54,027 | \$176,527 | \$754,147 | 90.67% |
| ANF | ATB | APPELLATE TAX BOARD | \$4,751 | \$143 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | BSB | BUREAU OF THE STATE HOUSE | \$1,531,788 | \$45,954 | \$0 | \$29 | \$1,265 | \$1,294 | \$1,294 | 2.82% |
| ANF | CSC | CIVIL SERVICE COMMISSION | \$11,286 | \$339 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | DCP | CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION | \$339,300,207 | \$10,179,006 | \$17,747,018 | \$11,168,476 | \$19,696 | \$11,188,173 | \$28,935,191 | 284.26% |
| ANF | DOR | DEPARTMENT OF REVENUE | \$12,097,990 | \$362,940 | \$0 | \$34,121 | \$15,792 | \$49,912 | \$49,912 | 13.75% |
| ANF | GIC | GROUP INSURANCE COMMISSION | \$1,457,076 | \$43,712 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | HRD | HUMAN RESOURCES DIVISION | \$3,372,778 | \$101,183 | \$10,702 | \$3 | \$180 | \$183 | \$10,885 | 10.76% |
| ANF | LIB | GEORGE FINGOLD LIBRARY | \$15,025 | \$451 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | OHA | MASSACHUSETTS OFFICE ON DISABILITY | \$12,615 | \$378 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | OSD | DIVISION OF OPERATIONAL SERVICES | \$7,244,910 | \$217,347 | \$93,742 | \$959 | \$22,089 | \$23,047 | \$116,790 | 53.73% |
| ANF | PER | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION | \$1,308,652 | \$39,260 | \$0 | \$0 | \$46,870 | \$46,870 | \$46,870 | 119.39% |
| ANF | SDO | SUPPLIER DIVERSITY OFFICE | \$94,623 | \$2,839 | \$2,993 | \$0 | \$0 | \$0 | \$2,993 | 105.42% |
| ANF | TRB | TEACHERS RETIREMENT BOARD | \$618,897 | \$18,567 | \$923 | \$0 | \$0 | \$0 | \$923 | 4.97% |
| | | TOTAL | \$395,070,469 | \$11,852,114 | \$18,432,997 | \$11,352,738 | \$159,919 | \$11,512,657 | \$29,945,654 | 252.66% |
| CAD | CAD | COMMISSION AGAINST DISCRIMINATION | \$1,293,516 | \$38,805 | \$0 | \$3 | \$46 | \$49 | \$49 | 0.13% |
| | | TOTAL | \$1,293,516 | \$38,805 | \$0 | \$3 | \$46 | \$49 | \$49 | 0.13% |
| DAC | DAC | DISABLED PERSONS PROTECTION COMMISSION | \$1,643,143 | \$49,294 | \$1,782 | \$0 | \$15,263 | \$15,263 | \$17,045 | 34.58% |
| | | TOTAL | \$1,643,143 | \$49,294 | \$1,782 | \$0 | \$15,263 | \$15,263 | \$17,045 | 34.58% |
| DOT | DOT | MASSACHUSETTS DEPARTMENT OF TRANSPORTATION | \$1,510,107,092 | \$45,303,213 | \$1,664,550 | \$2,514,667 | \$293,983 | \$2,808,651 | \$4,473,201 | 9.87% |
| | | TOTAL | \$1,510,107,092 | \$45,303,213 | \$1,664,550 | \$2,514,667 | \$293,983 | \$2,808,651 | \$4,473,201 | 9.87% |
| EDU | DOE | DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION | \$104,572,316 | \$3,137,169 | \$0 | \$1,700 | \$92,121 | \$93,821 | \$93,821 | 2.99% |
| EDU | EDU | EXECUTIVE OFFICE OF EDUCATION | \$26,723,313 | \$801,699 | \$0 | \$307,429 | \$571,064 | \$878,493 | \$878,493 | 109.58% |
| EDU | EEC | DEPARTMENT OF EARLY EDUCATION & CARE | \$265,825,918 | \$7,974,778 | \$795 | \$4,132 | \$348,114 | \$352,246 | \$353,041 | 4.43% |
| EDU | RGT | DEPARTMENT OF HIGHER EDUCATION | \$2,120,591 | \$63,618 | \$0 | \$2,096 | \$0 | \$2,096 | \$2,096 | 3.30% |
| | | TOTAL | \$399,242,138 | \$11,977,264 | \$795 | \$315,358 | \$1,011,299 | \$1,326,657 | \$1,327,452 | 11.08% |
| EED | DOB | DIVISION OF BANKS | \$342,485 | \$10,275 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EED | DOI | DIVISION OF INSURANCE | \$889,691 | \$26,691 | \$0 | \$0 | \$45 | \$45 | \$45 | 0.17% |
| EED | DOS | DIVISION OF STANDARDS | \$209,616 | \$6,288 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EED | EED | EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT | \$3,144,674 | \$94,340 | \$0 | \$7,598 | \$17,641 | \$25,239 | \$25,239 | 26.75% |
| EED | MMP | MASSACHUSETTS MARKETING PARTNERSHIP | \$4,031,150 | \$120,934 | \$0 | \$0 | \$4 | \$4 | \$4 | 0.00% |
| EED | REG | DIVISION OF PROFESSIONAL LICENSURE | \$1,197,312 | \$35,919 | \$143 | \$0 | \$0 | \$0 | \$143 | 0.40% |
| EED | SCA | OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION | \$12,510 | \$375 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EED | SEA | OFFICE OF BUSINESS DEVELOPMENT | \$4,803 | \$144 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.11% |
| EED | TAC | DEPARTMENT OF TELECOMMUNICATION AND CABLE | \$26,635 | \$799 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$9,858,876 | \$295,766 | \$143 | \$7,598 | \$17,691 | \$25,289 | \$25,432 | 8.60% |
| EHS | DMH | DEPARTMENT OF MENTAL HEALTH | \$521,819,420 | \$15,654,583 | \$677,238 | \$1,447 | \$529,500 | \$530,948 | \$1,208,185 | 7.72% |
| EHS | DMR | DEPARTMENT OF DEVELOPMENTAL SERVICES | \$1,615,316,246 | \$48,459,487 | \$1,066,635 | \$1,671 | \$912,217 | \$913,887 | \$1,980,522 | 4.09% |
| EHS | DPH | DEPARTMENT OF PUBLIC HEALTH | \$626,444,360 | \$18,793,331 | \$574,077 | \$6,069 | \$12,024,620 | \$12,030,690 | \$12,604,766 | 67.07% |
| EHS | DSS | DEPARTMENT OF CHILDREN AND FAMILIES | \$468,511,819 | \$14,055,355 | \$0 | \$23,361 | \$178,018 | \$201,379 | \$201,379 | 1.43% |
| EHS | DYS | DEPARTMENT OF YOUTH SERVICES | \$68,766,119 | \$2,062,984 | \$479,650 | \$280 | \$104,518 | \$104,799 | \$584,448 | 28.33% |
| EHS | EHS | EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES | \$455,735,135 | \$13,672,054 | \$815,112 | \$1,967,827 | \$88,453 | \$2,056,280 | \$2,871,392 | 21.00% |
| EHS | ELD | DEPARTMENT OF ELDER AFFAIRS | \$539,718,910 | \$16,191,567 | \$0 | \$0 | \$2,567 | \$2,567 | \$2,567 | 0.02% |
| EHS | MCB | MASSACHUSETTS COMMISSION FOR THE BLIND | \$13,298,203 | \$398,946 | \$0 | \$31 | \$525 | \$557 | \$557 | 0.14% |
| EHS | MCD | COMMISSION FOR THE DEAF AND HARD OF HEARING | \$4,751,911 | \$142,557 | \$0 | \$7,145 | \$275 | \$7,420 | \$7,420 | 5.21% |
| EHS | MRC | MASSACHUSETTS REHABILITATION COMMISSION | \$80,429,710 | \$2,412,891 | \$93,422 | \$162,603 | \$4,878 | \$167,481 | \$260,903 | 10.81% |
| EHS | ORI | OFFICE FOR REFUGEES AND IMMIGRANTS | \$22,453,738 | \$673,612 | \$0 | \$0 | \$1,107 | \$1,107 | \$1,107 | 0.16% |
| EHS | WEL | DEPARTMENT OF TRANSITIONAL ASSISTANCE | \$30,031,105 | \$900,933 | \$0 | \$65 | \$6,420 | \$6,485 | \$6,485 | 0.72% |
| | | TOTAL | \$4,447,276,675 | \$133,418,300 | \$3,706,132 | \$2,170,499 | \$13,853,100 | \$16,023,599 | \$19,729,732 | 14.79% |
| ENV | AGR | DEPARTMENT OF AGRICULTURAL RESOURCES | \$1,795,080 | \$53,852 | \$188,163 | \$0 | \$3,820 | \$3,820 | \$191,983 | 356.50% |
| ENV | DCR | DEPARTMENT OF CONSERVATION AND RECREATION | \$110,460,430 | \$3,313,813 | \$1,233,283 | \$2,050,630 | \$53,025 | \$2,103,656 | \$3,336,939 | 100.70% |
| ENV | DPU | DEPARTMENT OF PUBLIC UTILITIES | \$1,222,595 | \$36,678 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ENV | ENE | DEPARTMENT OF ENERGY RESOURCES | \$1,485,498 | \$44,565 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |

| | | | | | | | | | | |
|------|------|--|------------------------|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------|
| ENV | ENV | EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS | \$16,893,174 | \$506,795 | \$32,708 | \$22,431 | \$2,505 | \$24,935 | \$57,643 | 11.37% |
| ENV | EQE | DEPARTMENT OF ENVIRONMENTAL PROTECTION | \$12,088,613 | \$362,658 | \$457,695 | \$0 | \$7,303 | \$7,303 | \$464,998 | 128.22% |
| ENV | FWE | DEPARTMENT OF FISH AND GAME | \$12,779,856 | \$383,396 | \$246,369 | \$2,232 | \$2,266 | \$4,497 | \$250,866 | 65.43% |
| ENV | SRB | STATE RECLAMATION BOARD | \$1,750,811 | \$52,524 | \$5,338 | \$0 | \$1,885 | \$1,885 | \$7,222 | 13.75% |
| | | TOTAL | \$158,476,057 | \$4,754,282 | \$2,163,556 | \$2,075,293 | \$70,804 | \$2,146,097 | \$4,309,652 | 90.65% |
| EOL | EOL | DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT | \$60,281,586 | \$1,808,448 | \$13,752 | \$6,329 | \$2,207 | \$8,537 | \$22,289 | 1.23% |
| | | TOTAL | \$60,281,586 | \$1,808,448 | \$13,752 | \$6,329 | \$2,207 | \$8,537 | \$22,289 | 1.23% |
| EPS | CDA | EMERGENCY MANAGEMENT AGENCY | \$18,855,592 | \$565,668 | \$14,500 | \$550 | \$597 | \$1,147 | \$15,647 | 2.77% |
| EPS | CHS | CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT | \$539,688 | \$16,191 | \$0 | \$11 | \$1,305 | \$1,315 | \$1,315 | 8.13% |
| EPS | CJT | MUNICIPAL POLICE TRAINING COMMITTEE | \$1,890,442 | \$56,713 | \$0 | \$0 | \$8 | \$8 | \$8 | 0.01% |
| EPS | CME | CHIEF MEDICAL EXAMINER | \$2,324,613 | \$69,738 | \$11,866 | \$0 | \$42,567 | \$42,567 | \$54,432 | 78.05% |
| EPS | DFS | DEPARTMENT OF FIRE SERVICES | \$4,395,596 | \$131,868 | \$7,100 | \$0 | \$29,941 | \$29,941 | \$37,041 | 28.09% |
| EPS | DOC | DEPARTMENT OF CORRECTION | \$63,782,388 | \$1,913,472 | \$907,144 | \$10,068 | \$166,387 | \$176,455 | \$1,083,600 | 56.63% |
| EPS | EPS | EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY | \$28,004,149 | \$840,124 | \$192,749 | \$78,002 | \$48,840 | \$126,841 | \$319,590 | 38.04% |
| EPS | MIL | MILITARY DIVISION | \$26,748,240 | \$802,447 | \$4,789,797 | \$0 | \$617 | \$617 | \$4,790,414 | 596.98% |
| EPS | PAR | PAROLE BOARD | \$2,351,072 | \$70,532 | \$0 | \$0 | \$4,781 | \$4,781 | \$4,781 | 6.78% |
| EPS | POL | DEPARTMENT OF STATE POLICE | \$47,946,412 | \$1,438,392 | \$1,013,041 | \$1,821,318 | \$498,587 | \$2,319,905 | \$3,332,945 | 231.71% |
| EPS | SOR | SEX OFFENDER REGISTRY | \$497,639 | \$14,929 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$197,335,832 | \$5,920,075 | \$6,936,197 | \$1,909,948 | \$793,629 | \$2,703,577 | \$9,639,774 | 162.83% |
| GOV | GOV | GOVERNORS OFFICE | \$916,108 | \$27,483 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$916,108 | \$27,483 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ITD | ITD | EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY | \$96,539,689 | \$2,896,191 | \$0 | \$295,305 | \$76,104 | \$371,409 | \$371,409 | 12.82% |
| | | TOTAL | \$96,539,689 | \$2,896,191 | \$0 | \$295,305 | \$76,104 | \$371,409 | \$371,409 | 12.82% |
| OCD | OCD | DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT | \$565,199,334 | \$16,955,980 | \$0 | \$1,905 | \$879,926 | \$881,831 | \$881,831 | 5.20% |
| | | TOTAL | \$565,199,334 | \$16,955,980 | \$0 | \$1,905 | \$879,926 | \$881,831 | \$881,831 | 5.20% |
| VET | CHE | VETERANS HOME IN CHELSEA | \$6,347,088 | \$190,413 | \$116,577 | \$21 | \$264,770 | \$264,791 | \$381,368 | 200.29% |
| VET | HLY | VETERANS HOME IN HOLYOKE | \$2,220,131 | \$66,604 | \$93,363 | \$0 | \$271,504 | \$271,504 | \$364,866 | 547.81% |
| VET | VET | EXECUTIVE OFFICE OF VETERANS' SERVICES | \$7,668,160 | \$230,045 | \$4,765,143 | \$5,219 | \$61,055 | \$66,274 | \$4,831,417 | 2100.21% |
| | | TOTAL | \$16,235,380 | \$487,061 | \$4,975,082 | \$5,240 | \$597,329 | \$602,569 | \$5,577,652 | 1145.16% |
| MCCA | MCCA | MASSACHUSETTS CONVENTION CENTER AUTHORITY | \$70,291,709 | \$2,108,751 | \$49,935 | \$93,463 | \$0 | \$93,463 | \$143,398 | 6.80% |
| | | TOTAL | \$70,291,709 | \$2,108,751 | \$49,935 | \$93,463 | \$0 | \$93,463 | \$143,398 | 6.80% |
| MGC | MGC | MASSACHUSETTS GAMING COMMISSION | \$7,728,089 | \$231,843 | \$44,295 | \$10,870 | \$1,654 | \$12,523 | \$56,818 | 24.51% |
| | | TOTAL | \$7,728,089 | \$231,843 | \$44,295 | \$10,870 | \$1,654 | \$12,523 | \$56,818 | 24.51% |
| MHA | MHA | MASSHOUSING | \$12,806,536 | \$384,196 | \$329,771 | \$0 | \$0 | \$0 | \$329,771 | 85.83% |
| | | TOTAL | \$12,806,536 | \$384,196 | \$329,771 | \$0 | \$0 | \$0 | \$329,771 | 85.83% |
| | | YEAR TO DATE GRAND TOTAL | \$7,936,534,725 | \$238,096,042 | \$38,318,987 | \$20,759,218 | \$17,772,953 | \$38,532,171 | \$76,851,158 | 32.28% |

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 |
|------------------|-------------|--|------------------------|----------------------|----------------------|-----------------------------------|------------------------------|-------------------|----------------------|-----------------|
| ANF | ADD | DEVELOPMENTAL DISABILITIES COUNCIL | \$70,808 | \$2,337 | \$10,836 | \$0 | \$0 | \$0 | \$10,836 | 463.75% |
| ANF | ALA | ADMINISTRATIVE LAW APPEALS DIVISION | \$205,580 | \$6,784 | \$57,730 | \$0 | \$0 | \$0 | \$57,730 | 850.95% |
| ANF | ANF | EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE | \$27,723,484 | \$914,875 | \$889,951 | \$0 | \$0 | \$0 | \$889,951 | 97.28% |
| ANF | ATB | APPELLATE TAX BOARD | \$4,751 | \$157 | \$1,980 | \$0 | \$0 | \$0 | \$1,980 | 1262.98% |
| ANF | BSB | BUREAU OF THE STATE HOUSE | \$1,531,788 | \$50,549 | \$95,661 | \$0 | \$0 | \$0 | \$95,661 | 189.24% |
| ANF | CSC | CIVIL SERVICE COMMISSION | \$11,286 | \$372 | \$732 | \$0 | \$0 | \$0 | \$732 | 196.47% |
| ANF | DCP | CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION | \$339,300,207 | \$11,196,907 | \$9,317,119 | \$0 | \$0 | \$0 | \$9,317,119 | 83.21% |
| ANF | DOR | DEPARTMENT OF REVENUE | \$12,097,990 | \$399,234 | \$98,910 | \$0 | \$0 | \$0 | \$98,910 | 24.78% |
| ANF | GIC | GROUP INSURANCE COMMISSION | \$1,457,076 | \$48,084 | \$763 | \$0 | \$0 | \$0 | \$763 | 1.59% |
| ANF | HRD | HUMAN RESOURCES DIVISION | \$3,372,778 | \$111,302 | \$86,670 | \$0 | \$0 | \$0 | \$86,670 | 77.87% |
| ANF | LIB | GEORGE FINGOLD LIBRARY | \$15,025 | \$496 | \$1,070 | \$0 | \$0 | \$0 | \$1,070 | 215.80% |
| ANF | OHA | MASSACHUSETTS OFFICE ON DISABILITY | \$12,615 | \$416 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | OSD | DIVISION OF OPERATIONAL SERVICES | \$7,244,910 | \$239,082 | \$45,944 | \$0 | \$0 | \$0 | \$45,944 | 19.22% |
| ANF | PER | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION | \$1,308,652 | \$43,186 | \$1,184 | \$0 | \$0 | \$0 | \$1,184 | 2.74% |
| ANF | SDO | SUPPLIER DIVERSITY OFFICE | \$94,623 | \$3,123 | \$71,830 | \$0 | \$0 | \$0 | \$71,830 | 2300.38% |
| ANF | TRB | TEACHERS RETIREMENT BOARD | \$618,897 | \$20,424 | \$37,139 | \$0 | \$0 | \$0 | \$37,139 | 181.85% |
| | | TOTAL | \$395,070,469 | \$13,037,325 | \$10,717,519 | \$0 | \$0 | \$0 | \$10,717,519 | 82.21% |
| CAD | CAD | COMMISSION AGAINST DISCRIMINATION | \$1,293,516 | \$42,686 | \$2,232,239 | \$0 | \$0 | \$0 | \$2,232,239 | 5229.44% |
| | | TOTAL | \$1,293,516 | \$42,686 | \$2,232,239 | \$0 | \$0 | \$0 | \$2,232,239 | 5229.44% |
| DAC | DAC | DISABLED PERSONS PROTECTION COMMISSION | \$1,643,143 | \$54,224 | \$13,067 | \$0 | \$0 | \$0 | \$13,067 | 24.10% |
| | | TOTAL | \$1,643,143 | \$54,224 | \$13,067 | \$0 | \$0 | \$0 | \$13,067 | 24.10% |
| DOT | DOT | MASSACHUSETTS DEPARTMENT OF TRANSPORTATION | \$1,510,107,092 | \$49,833,534 | \$51,277,392 | \$0 | \$0 | \$0 | \$51,277,392 | 102.90% |
| | | TOTAL | \$1,510,107,092 | \$49,833,534 | \$51,277,392 | \$0 | \$0 | \$0 | \$51,277,392 | 102.90% |
| EDU | DOE | DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION | \$104,572,316 | \$3,450,886 | \$5,196,899 | \$0 | \$0 | \$0 | \$5,196,899 | 150.60% |
| EDU | EDU | EXECUTIVE OFFICE OF EDUCATION | \$26,723,313 | \$881,869 | \$575,554 | \$0 | \$0 | \$0 | \$575,554 | 65.27% |
| EDU | EEC | DEPARTMENT OF EARLY EDUCATION & CARE | \$265,825,918 | \$8,772,255 | \$36,454,194 | \$0 | \$0 | \$0 | \$36,454,194 | 415.56% |
| EDU | RGT | DEPARTMENT OF HIGHER EDUCATION | \$2,120,591 | \$69,979 | \$85,944 | \$0 | \$0 | \$0 | \$85,944 | 122.81% |
| | | TOTAL | \$399,242,138 | \$13,174,991 | \$42,312,590 | \$0 | \$0 | \$0 | \$42,312,590 | 321.16% |
| EED | DOB | DIVISION OF BANKS | \$342,485 | \$11,302 | \$15,358 | \$0 | \$0 | \$0 | \$15,358 | 135.88% |
| EED | DOI | DIVISION OF INSURANCE | \$889,691 | \$29,360 | \$41,596 | \$0 | \$0 | \$0 | \$41,596 | 141.68% |
| EED | DOS | DIVISION OF STANDARDS | \$209,616 | \$6,917 | \$7,121 | \$0 | \$0 | \$0 | \$7,121 | 102.94% |
| EED | EED | EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT | \$3,144,674 | \$103,774 | \$389,532 | \$0 | \$0 | \$0 | \$389,532 | 375.37% |
| EED | MMP | MASSACHUSETTS MARKETING PARTNERSHIP | \$4,031,150 | \$133,028 | \$26,012 | \$0 | \$0 | \$0 | \$26,012 | 19.55% |
| EED | REG | DIVISION OF PROFESSIONAL LICENSURE | \$1,197,312 | \$39,511 | \$24,237 | \$0 | \$0 | \$0 | \$24,237 | 61.34% |
| EED | SCA | OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION | \$12,510 | \$413 | \$2,138 | \$0 | \$0 | \$0 | \$2,138 | 517.98% |
| EED | SEA | OFFICE OF BUSINESS DEVELOPMENT | \$4,803 | \$158 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EED | TAC | DEPARTMENT OF TELECOMMUNICATION AND CABLE | \$26,635 | \$879 | \$4,130 | \$0 | \$0 | \$0 | \$4,130 | 469.92% |
| | | TOTAL | \$9,858,876 | \$325,343 | \$510,125 | \$0 | \$0 | \$0 | \$510,125 | 156.80% |
| EHS | DMH | DEPARTMENT OF MENTAL HEALTH | \$521,819,420 | \$17,220,041 | \$11,493,152 | \$0 | \$0 | \$0 | \$11,493,152 | 66.74% |
| EHS | DMR | DEPARTMENT OF DEVELOPMENTAL SERVICES | \$1,615,316,246 | \$53,305,436 | \$40,328,517 | \$0 | \$0 | \$0 | \$40,328,517 | 75.66% |
| EHS | DPH | DEPARTMENT OF PUBLIC HEALTH | \$626,444,360 | \$20,672,664 | \$56,843,599 | \$0 | \$0 | \$0 | \$56,843,599 | 274.97% |
| EHS | DSS | DEPARTMENT OF CHILDREN AND FAMILIES | \$468,511,819 | \$15,460,890 | \$5,353,650 | \$0 | \$0 | \$0 | \$5,353,650 | 34.63% |
| EHS | DYS | DEPARTMENT OF YOUTH SERVICES | \$68,766,119 | \$2,269,282 | \$1,047,710 | \$0 | \$0 | \$0 | \$1,047,710 | 46.17% |
| EHS | EHS | EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES | \$455,735,135 | \$15,039,259 | \$6,827,726 | \$0 | \$0 | \$0 | \$6,827,726 | 45.40% |
| EHS | ELD | DEPARTMENT OF ELDER AFFAIRS | \$539,718,910 | \$17,810,724 | \$17,166,842 | \$0 | \$0 | \$0 | \$17,166,842 | 96.38% |
| EHS | MCB | MASSACHUSETTS COMMISSION FOR THE BLIND | \$13,298,203 | \$438,841 | \$1,507,614 | \$0 | \$0 | \$0 | \$1,507,614 | 343.54% |
| EHS | MCD | COMMISSION FOR THE DEAF AND HARD OF HEARING | \$4,751,911 | \$156,813 | \$57,814 | \$0 | \$0 | \$0 | \$57,814 | 36.87% |
| EHS | MRC | MASSACHUSETTS REHABILITATION COMMISSION | \$80,429,710 | \$2,654,180 | \$12,466,595 | \$0 | \$0 | \$0 | \$12,466,595 | 469.70% |
| EHS | ORI | OFFICE FOR REFUGEES AND IMMIGRANTS | \$22,453,738 | \$740,973 | \$2,504,149 | \$0 | \$0 | \$0 | \$2,504,149 | 337.95% |
| EHS | WEL | DEPARTMENT OF TRANSITIONAL ASSISTANCE | \$30,031,105 | \$991,026 | \$3,367,311 | \$0 | \$0 | \$0 | \$3,367,311 | 339.78% |
| | | TOTAL | \$4,447,276,675 | \$146,760,130 | \$158,964,679 | \$0 | \$0 | \$0 | \$158,964,679 | 108.32% |
| ENV | AGR | DEPARTMENT OF AGRICULTURAL RESOURCES | \$1,795,080 | \$59,238 | \$595,023 | \$0 | \$0 | \$0 | \$595,023 | 1004.47% |
| ENV | DCR | DEPARTMENT OF CONSERVATION AND RECREATION | \$110,460,430 | \$3,645,194 | \$10,659,172 | \$0 | \$0 | \$0 | \$10,659,172 | 292.42% |
| ENV | DPU | DEPARTMENT OF PUBLIC UTILITIES | \$1,222,595 | \$40,346 | \$591,374 | \$0 | \$0 | \$0 | \$591,374 | 1465.77% |
| ENV | ENE | DEPARTMENT OF ENERGY RESOURCES | \$1,485,498 | \$49,021 | \$532,672 | \$0 | \$0 | \$0 | \$532,672 | 1086.61% |
| ENV | ENV | EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS | \$16,893,174 | \$557,475 | \$2,287,571 | \$0 | \$0 | \$0 | \$2,287,571 | 410.35% |
| ENV | EQE | DEPARTMENT OF ENVIRONMENTAL PROTECTION | \$12,088,613 | \$398,924 | \$2,013,016 | \$0 | \$0 | \$0 | \$2,013,016 | 504.61% |
| ENV | FWE | DEPARTMENT OF FISH AND GAME | \$12,779,856 | \$421,735 | \$4,270,860 | \$0 | \$0 | \$0 | \$4,270,860 | 1012.69% |

| | | | | | | | | | | |
|------|------|--|------------------------|----------------------|----------------------|------------|------------|------------|----------------------|-----------------|
| ENV | SRB | STATE RECLAMATION BOARD | \$1,750,811 | \$57,777 | \$4,017 | \$0 | \$0 | \$0 | \$4,017 | 6.95% |
| | | TOTAL | \$158,476,057 | \$5,229,710 | \$20,953,706 | \$0 | \$0 | \$0 | \$20,953,706 | 400.67% |
| EOL | EOL | DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT | \$60,281,586 | \$1,989,292 | \$4,816,208 | \$0 | \$0 | \$0 | \$4,816,208 | 242.11% |
| | | TOTAL | \$60,281,586 | \$1,989,292 | \$4,816,208 | \$0 | \$0 | \$0 | \$4,816,208 | 242.11% |
| EPS | CDA | EMERGENCY MANAGEMENT AGENCY | \$18,855,592 | \$622,235 | \$169,446 | \$0 | \$0 | \$0 | \$169,446 | 27.23% |
| EPS | CHS | CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT | \$539,688 | \$17,810 | \$30,800 | \$0 | \$0 | \$0 | \$30,800 | 172.94% |
| EPS | CJT | MUNICIPAL POLICE TRAINING COMMITTEE | \$1,890,442 | \$62,385 | \$226,299 | \$0 | \$0 | \$0 | \$226,299 | 362.75% |
| EPS | CME | CHIEF MEDICAL EXAMINER | \$2,324,613 | \$76,712 | \$439,544 | \$0 | \$0 | \$0 | \$439,544 | 572.98% |
| EPS | DFS | DEPARTMENT OF FIRE SERVICES | \$4,395,596 | \$145,055 | \$848,087 | \$0 | \$0 | \$0 | \$848,087 | 584.67% |
| EPS | DOC | DEPARTMENT OF CORRECTION | \$63,782,388 | \$2,104,819 | \$5,155,155 | \$0 | \$0 | \$0 | \$5,155,155 | 244.92% |
| EPS | EPS | EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY | \$28,004,149 | \$924,137 | \$1,143,490 | \$0 | \$0 | \$0 | \$1,143,490 | 123.74% |
| EPS | MIL | MILITARY DIVISION | \$26,748,240 | \$882,692 | \$2,111,259 | \$0 | \$0 | \$0 | \$2,111,259 | 239.18% |
| EPS | PAR | PAROLE BOARD | \$2,351,072 | \$77,585 | \$78,312 | \$0 | \$0 | \$0 | \$78,312 | 100.94% |
| EPS | POL | DEPARTMENT OF STATE POLICE | \$47,946,412 | \$1,582,232 | \$1,807,156 | \$0 | \$0 | \$0 | \$1,807,156 | 114.22% |
| EPS | SOR | SEX OFFENDER REGISTRY | \$497,639 | \$16,422 | \$20,189 | \$0 | \$0 | \$0 | \$20,189 | 122.94% |
| | | TOTAL | \$197,335,832 | \$6,512,082 | \$12,029,736 | \$0 | \$0 | \$0 | \$12,029,736 | 184.73% |
| GOV | GOV | GOVERNORS OFFICE | \$916,108 | \$30,232 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$916,108 | \$30,232 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ITD | ITD | EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY | \$96,539,689 | \$3,185,810 | \$6,826,762 | \$0 | \$0 | \$0 | \$6,826,762 | 214.29% |
| | | TOTAL | \$96,539,689 | \$3,185,810 | \$6,826,762 | \$0 | \$0 | \$0 | \$6,826,762 | 214.29% |
| OCD | OCD | DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT | \$565,199,334 | \$18,651,578 | \$76,749,308 | \$0 | \$0 | \$0 | \$76,749,308 | 411.49% |
| | | TOTAL | \$565,199,334 | \$18,651,578 | \$76,749,308 | \$0 | \$0 | \$0 | \$76,749,308 | 411.49% |
| VET | CHE | VETERANS HOME IN CHELSEA | \$6,347,088 | \$209,454 | \$387,287 | \$0 | \$0 | \$0 | \$387,287 | 184.90% |
| VET | HLY | VETERANS HOME IN HOLYOKE | \$2,220,131 | \$73,264 | \$183,008 | \$0 | \$0 | \$0 | \$183,008 | 249.79% |
| VET | VET | EXECUTIVE OFFICE OF VETERANS' SERVICES | \$7,668,160 | \$253,049 | \$284,961 | \$0 | \$0 | \$0 | \$284,961 | 112.61% |
| | | TOTAL | \$16,235,380 | \$535,768 | \$855,257 | \$0 | \$0 | \$0 | \$855,257 | 159.63% |
| MCCA | MCCA | MASSACHUSETTS CONVENTION CENTER AUTHORITY | \$70,291,709 | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| | | TOTAL | \$70,291,709 | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| MGC | MGC | MASSACHUSETTS GAMING COMMISSION | \$7,728,089 | \$255,027 | \$3,495,089 | \$0 | \$0 | \$0 | \$3,495,089 | 1370.48% |
| | | TOTAL | \$7,728,089 | \$255,027 | \$3,495,089 | \$0 | \$0 | \$0 | \$3,495,089 | 1370.48% |
| MHA | MHA | MASSHOUSING | \$12,806,536 | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| | | TOTAL | \$12,806,536 | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| | | YEAR TO DATE GRAND TOTAL | \$7,936,534,725 | \$259,617,731 | \$391,753,674 | \$0 | \$0 | \$0 | \$391,753,674 | 150.90% |

Appendix F: Disability 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 |
|------------------|-------------|--|------------------------|---------------------|--------------------|-----------------------------------|------------------------------|---------------------|---------------------|-----------------|
| ANF | ADD | DEVELOPMENTAL DISABILITIES COUNCIL | \$70,808 | \$212 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | ALA | ADMINISTRATIVE LAW APPEALS DIVISION | \$205,580 | \$617 | \$0 | \$26,650 | \$0 | \$26,650 | \$26,650 | 4321.14% |
| ANF | ANF | EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE | \$27,723,484 | \$83,170 | \$0 | \$116,066 | \$56,967 | \$173,033 | \$173,033 | 208.05% |
| ANF | ATB | APPELLATE TAX BOARD | \$4,751 | \$14 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | BSB | BUREAU OF THE STATE HOUSE | \$1,531,788 | \$4,595 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | CSC | CIVIL SERVICE COMMISSION | \$11,286 | \$34 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | DCP | CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION | \$339,300,207 | \$1,017,901 | \$1,066,724 | \$9,945 | \$4,705 | \$14,650 | \$1,081,374 | 106.24% |
| ANF | DOR | DEPARTMENT OF REVENUE | \$12,097,990 | \$36,294 | \$0 | \$21,600 | \$0 | \$21,600 | \$21,600 | 59.51% |
| ANF | GIC | GROUP INSURANCE COMMISSION | \$1,457,076 | \$4,371 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | HRD | HUMAN RESOURCES DIVISION | \$3,372,778 | \$10,118 | \$711 | \$0 | \$0 | \$0 | \$711 | 7.02% |
| ANF | LIB | GEORGE FINGOLD LIBRARY | \$15,025 | \$45 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | OHA | MASSACHUSETTS OFFICE ON DISABILITY | \$12,615 | \$38 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | OSD | DIVISION OF OPERATIONAL SERVICES | \$7,244,910 | \$21,735 | \$0 | \$785 | \$15,023 | \$15,809 | \$15,809 | 72.73% |
| ANF | PER | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION | \$1,308,652 | \$3,926 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | SDO | SUPPLIER DIVERSITY OFFICE | \$94,623 | \$284 | \$2,993 | \$0 | \$0 | \$0 | \$2,993 | 1054.21% |
| ANF | TRB | TEACHERS RETIREMENT BOARD | \$618,897 | \$1,857 | \$923 | \$0 | \$0 | \$0 | \$923 | 49.69% |
| | | TOTAL | \$395,070,469 | \$1,185,211 | \$1,071,350 | \$175,046 | \$76,695 | \$251,742 | \$1,323,091 | 111.63% |
| CAD | CAD | COMMISSION AGAINST DISCRIMINATION | \$1,293,516 | \$3,881 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$1,293,516 | \$3,881 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| DAC | DAC | DISABLED PERSONS PROTECTION COMMISSION | \$1,643,143 | \$4,929 | \$0 | \$0 | \$3,051 | \$3,051 | \$3,051 | 61.89% |
| | | TOTAL | \$1,643,143 | \$4,929 | \$0 | \$0 | \$3,051 | \$3,051 | \$3,051 | 61.89% |
| DOT | DOT | MASSACHUSETTS DEPARTMENT OF TRANSPORTATION | \$1,510,107,092 | \$4,530,321 | \$894,441 | \$106,707 | \$214,736 | \$321,443 | \$1,215,884 | 26.84% |
| | | TOTAL | \$1,510,107,092 | \$4,530,321 | \$894,441 | \$106,707 | \$214,736 | \$321,443 | \$1,215,884 | 26.84% |
| EDU | DOE | DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION | \$104,572,316 | \$313,717 | \$0 | \$1,700 | \$91,974 | \$93,674 | \$93,674 | 29.86% |
| EDU | EDU | EXECUTIVE OFFICE OF EDUCATION | \$26,723,313 | \$80,170 | \$0 | \$274,649 | \$293,085 | \$567,735 | \$567,735 | 708.16% |
| EDU | EEC | DEPARTMENT OF EARLY EDUCATION & CARE | \$265,825,918 | \$797,478 | \$0 | \$0 | \$131,229 | \$131,229 | \$131,229 | 16.46% |
| EDU | RGT | DEPARTMENT OF HIGHER EDUCATION | \$2,120,591 | \$6,362 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$399,242,138 | \$1,197,726 | \$0 | \$276,349 | \$516,288 | \$792,637 | \$792,637 | 66.18% |
| EED | DOB | DIVISION OF BANKS | \$342,485 | \$1,027 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EED | DOI | DIVISION OF INSURANCE | \$889,691 | \$2,669 | \$0 | \$0 | \$45 | \$45 | \$45 | 1.69% |
| EED | DOS | DIVISION OF STANDARDS | \$209,616 | \$629 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EED | EED | EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT | \$3,144,674 | \$9,434 | \$0 | \$7,477 | \$241,092 | \$248,569 | \$248,569 | 2634.81% |
| EED | MMP | MASSACHUSETTS MARKETING PARTNERSHIP | \$4,031,150 | \$12,093 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EED | REG | DIVISION OF PROFESSIONAL LICENSURE | \$1,197,312 | \$3,592 | \$143 | \$0 | \$0 | \$0 | \$143 | 3.98% |
| EED | SCA | OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION | \$12,510 | \$38 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EED | SEA | OFFICE OF BUSINESS DEVELOPMENT | \$4,803 | \$14 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EED | TAC | DEPARTMENT OF TELECOMMUNICATION AND CABLE | \$26,635 | \$80 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$9,858,876 | \$29,577 | \$143 | \$7,477 | \$241,137 | \$248,614 | \$248,757 | 841.06% |
| EHS | DMH | DEPARTMENT OF MENTAL HEALTH | \$521,819,420 | \$1,565,458 | \$1,483,063 | \$1,072 | \$400,366 | \$401,439 | \$1,884,502 | 120.38% |
| EHS | DMR | DEPARTMENT OF DEVELOPMENTAL SERVICES | \$1,615,316,246 | \$4,845,949 | \$497,952 | \$529 | \$753,810 | \$754,339 | \$1,252,291 | 25.84% |
| EHS | DPH | DEPARTMENT OF PUBLIC HEALTH | \$626,444,360 | \$1,879,333 | \$133,401 | \$0 | \$7,273,300 | \$7,273,300 | \$7,406,701 | 394.11% |
| EHS | DSS | DEPARTMENT OF CHILDREN AND FAMILIES | \$468,511,819 | \$1,405,535 | \$0 | \$21,979 | \$157,305 | \$179,285 | \$179,285 | 12.76% |
| EHS | DYS | DEPARTMENT OF YOUTH SERVICES | \$68,766,119 | \$206,298 | \$453,838 | \$0 | \$8,516 | \$8,516 | \$462,354 | 224.12% |
| EHS | EHS | EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES | \$455,735,135 | \$1,367,205 | \$227,192 | \$1,893,625 | \$518,852 | \$2,412,477 | \$2,639,669 | 193.07% |
| EHS | ELD | DEPARTMENT OF ELDER AFFAIRS | \$539,718,910 | \$1,619,157 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EHS | MCB | MASSACHUSETTS COMMISSION FOR THE BLIND | \$13,298,203 | \$39,895 | \$0 | \$0 | \$2,343 | \$2,343 | \$2,343 | 5.87% |
| EHS | MCD | COMMISSION FOR THE DEAF AND HARD OF HEARING | \$4,751,911 | \$14,256 | \$0 | \$7,127 | \$0 | \$7,127 | \$7,127 | 49.99% |
| EHS | MRC | MASSACHUSETTS REHABILITATION COMMISSION | \$80,429,710 | \$241,289 | \$0 | \$162,603 | \$700 | \$163,303 | \$163,303 | 67.68% |
| EHS | ORI | OFFICE FOR REFUGEES AND IMMIGRANTS | \$22,453,738 | \$67,361 | \$0 | \$0 | \$260 | \$260 | \$260 | 0.39% |
| EHS | WEL | DEPARTMENT OF TRANSITIONAL ASSISTANCE | \$30,031,105 | \$90,093 | \$0 | \$0 | \$1,814 | \$1,814 | \$1,814 | 2.01% |
| | | TOTAL | \$4,447,276,675 | \$13,341,830 | \$2,795,446 | \$2,086,936 | \$9,117,268 | \$11,204,204 | \$13,999,650 | 104.93% |
| ENV | AGR | DEPARTMENT OF AGRICULTURAL RESOURCES | \$1,795,080 | \$5,385 | \$164,163 | \$0 | \$3,803 | \$3,803 | \$167,966 | 3119.00% |
| ENV | DCR | DEPARTMENT OF CONSERVATION AND RECREATION | \$110,460,430 | \$331,381 | \$100,732 | \$1,043,856 | \$23,366 | \$1,067,222 | \$1,167,954 | 352.45% |
| ENV | DPU | DEPARTMENT OF PUBLIC UTILITIES | \$1,222,595 | \$3,668 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ENV | ENE | DEPARTMENT OF ENERGY RESOURCES | \$1,485,498 | \$4,456 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ENV | ENV | EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS | \$16,893,174 | \$50,680 | \$32,708 | \$4,217 | \$605 | \$4,822 | \$37,530 | 74.05% |

| | | | | | | | | | | |
|------|------|--|------------------------|---------------------|--------------------|--------------------|---------------------|---------------------|---------------------|-----------------|
| ENV | EQE | DEPARTMENT OF ENVIRONMENTAL PROTECTION | \$12,088,613 | \$36,266 | \$0 | \$0 | \$1,645 | \$1,645 | \$1,645 | 4.53% |
| ENV | FWE | DEPARTMENT OF FISH AND GAME | \$12,779,856 | \$38,340 | \$142,085 | \$2,232 | \$1,707 | \$3,938 | \$146,023 | 380.87% |
| ENV | SRB | STATE RECLAMATION BOARD | \$1,750,811 | \$5,252 | \$5,338 | \$0 | \$0 | \$0 | \$5,338 | 101.62% |
| | | TOTAL | \$158,476,057 | \$475,428 | \$445,026 | \$1,050,305 | \$31,125 | \$1,081,430 | \$1,526,455 | 321.07% |
| EOL | EOL | DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT | \$60,281,586 | \$180,845 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$60,281,586 | \$180,845 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EPS | CDA | EMERGENCY MANAGEMENT AGENCY | \$18,855,592 | \$56,567 | \$0 | \$447 | \$0 | \$447 | \$447 | 0.79% |
| EPS | CHS | CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT | \$539,688 | \$1,619 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EPS | CJT | MUNICIPAL POLICE TRAINING COMMITTEE | \$1,890,442 | \$5,671 | \$0 | \$0 | \$8 | \$8 | \$8 | 0.13% |
| EPS | CME | CHIEF MEDICAL EXAMINER | \$2,324,613 | \$6,974 | \$0 | \$0 | \$145 | \$145 | \$145 | 2.08% |
| EPS | DFS | DEPARTMENT OF FIRE SERVICES | \$4,395,596 | \$13,187 | \$0 | \$0 | \$25,417 | \$25,417 | \$25,417 | 192.75% |
| EPS | DOC | DEPARTMENT OF CORRECTION | \$63,782,388 | \$191,347 | \$3,654 | \$9,983 | \$134,305 | \$144,288 | \$147,942 | 77.32% |
| EPS | EPS | EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY | \$28,004,149 | \$84,012 | \$0 | \$69,158 | \$0 | \$69,158 | \$69,158 | 82.32% |
| EPS | MIL | MILITARY DIVISION | \$26,748,240 | \$80,245 | \$3,454,028 | \$0 | \$449 | \$449 | \$3,454,478 | 4304.93% |
| EPS | PAR | PAROLE BOARD | \$2,351,072 | \$7,053 | \$0 | \$0 | \$276 | \$276 | \$276 | 3.92% |
| EPS | POL | DEPARTMENT OF STATE POLICE | \$47,946,412 | \$143,839 | \$349,371 | \$2,134 | \$44,351 | \$46,485 | \$395,856 | 275.21% |
| EPS | SOR | SEX OFFENDER REGISTRY | \$497,639 | \$1,493 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$197,335,832 | \$592,007 | \$3,807,054 | \$81,722 | \$204,951 | \$286,673 | \$4,093,727 | 691.50% |
| GOV | GOV | GOVERNORS OFFICE | \$916,108 | \$2,748 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$916,108 | \$2,748 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ITD | ITD | EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY | \$96,539,689 | \$289,619 | \$0 | \$273,017 | \$1,187,032 | \$1,460,049 | \$1,460,049 | 504.13% |
| | | TOTAL | \$96,539,689 | \$289,619 | \$0 | \$273,017 | \$1,187,032 | \$1,460,049 | \$1,460,049 | 504.13% |
| OCD | OCD | DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT | \$565,199,334 | \$1,695,598 | \$0 | \$0 | \$520,271 | \$520,271 | \$520,271 | 30.68% |
| | | TOTAL | \$565,199,334 | \$1,695,598 | \$0 | \$0 | \$520,271 | \$520,271 | \$520,271 | 30.68% |
| VET | CHE | VETERANS HOME IN CHELSEA | \$6,347,088 | \$19,041 | \$0 | \$0 | \$252,062 | \$252,062 | \$252,062 | 1323.77% |
| VET | HLY | VETERANS HOME IN HOLYOKE | \$2,220,131 | \$6,660 | \$5,854 | \$0 | \$255,998 | \$255,998 | \$261,852 | 3931.47% |
| VET | VET | EXECUTIVE OFFICE OF VETERANS' SERVICES | \$7,668,160 | \$23,004 | \$0 | \$5,219 | \$0 | \$5,219 | \$5,219 | 22.69% |
| | | TOTAL | \$16,235,380 | \$48,706 | \$5,854 | \$5,219 | \$508,060 | \$513,279 | \$519,132 | 1065.85% |
| MCCA | MCCA | MASSACHUSETTS CONVENTION CENTER AUTHORITY | \$70,291,709 | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| | | TOTAL | \$70,291,709 | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| MGC | MGC | MASSACHUSETTS GAMING COMMISSION | \$7,728,089 | \$23,184 | \$44,295 | \$10,870 | \$0 | \$10,870 | \$55,165 | 237.94% |
| | | TOTAL | \$7,728,089 | \$23,184 | \$44,295 | \$10,870 | \$0 | \$10,870 | \$55,165 | 237.94% |
| MHA | MHA | MASSHOUSING | \$12,806,536 | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| | | TOTAL | \$12,806,536 | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| | | YEAR TO DATE GRAND TOTAL | \$7,936,534,725 | \$23,601,612 | \$9,063,607 | \$4,073,648 | \$12,620,614 | \$16,694,262 | \$25,757,870 | 109.14% |

Appendix G: LGBT 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 |
|------------------|-------------|--|------------------------|---------------------|------------------|-----------------------------------|------------------------------|--------------------|--------------------|-----------------|
| ANF | ADD | DEVELOPMENTAL DISABILITIES COUNCIL | \$70,808 | \$212 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | ALA | ADMINISTRATIVE LAW APPEALS DIVISION | \$205,580 | \$617 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | ANF | EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE | \$27,723,484 | \$83,170 | \$0 | \$0 | \$19,890 | \$19,890 | \$19,890 | 23.91% |
| ANF | ATB | APPELLATE TAX BOARD | \$4,751 | \$14 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | BSB | BUREAU OF THE STATE HOUSE | \$1,531,788 | \$4,595 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | CSC | CIVIL SERVICE COMMISSION | \$11,286 | \$34 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | DCP | CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION | \$339,300,207 | \$1,017,901 | \$0 | \$470,688 | \$0 | \$470,688 | \$470,688 | 46.24% |
| ANF | DOR | DEPARTMENT OF REVENUE | \$12,097,990 | \$36,294 | \$0 | \$0 | \$29,491 | \$29,491 | \$29,491 | 81.26% |
| ANF | GIC | GROUP INSURANCE COMMISSION | \$1,457,076 | \$4,371 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | HRD | HUMAN RESOURCES DIVISION | \$3,372,778 | \$10,118 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | LIB | GEORGE FINGOLD LIBRARY | \$15,025 | \$45 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | OHA | MASSACHUSETTS OFFICE ON DISABILITY | \$12,615 | \$38 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | OSD | DIVISION OF OPERATIONAL SERVICES | \$7,244,910 | \$21,735 | \$1,820 | \$0 | \$0 | \$0 | \$1,820 | 8.37% |
| ANF | PER | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION | \$1,308,652 | \$3,926 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ANF | SDO | SUPPLIER DIVERSITY OFFICE | \$94,623 | \$284 | \$18,624 | \$0 | \$11 | \$11 | \$18,635 | 6564.61% |
| ANF | TRB | TEACHERS RETIREMENT BOARD | \$618,897 | \$1,857 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$395,070,469 | \$1,185,211 | \$20,444 | \$470,688 | \$49,392 | \$520,079 | \$540,523 | 45.61% |
| CAD | CAD | COMMISSION AGAINST DISCRIMINATION | \$1,293,516 | \$3,881 | \$0 | \$0 | \$1,242 | \$1,242 | \$1,242 | 32.01% |
| | | TOTAL | \$1,293,516 | \$3,881 | \$0 | \$0 | \$1,242 | \$1,242 | \$1,242 | 32.01% |
| DAC | DAC | DISABLED PERSONS PROTECTION COMMISSION | \$1,643,143 | \$4,929 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$1,643,143 | \$4,929 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| DOT | DOT | MASSACHUSETTS DEPARTMENT OF TRANSPORTATION | \$1,510,107,092 | \$4,530,321 | \$145,389 | \$0 | \$66,798 | \$66,798 | \$212,187 | 4.68% |
| | | TOTAL | \$1,510,107,092 | \$4,530,321 | \$145,389 | \$0 | \$66,798 | \$66,798 | \$212,187 | 4.68% |
| EDU | DOE | DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION | \$104,572,316 | \$313,717 | \$4,560 | \$0 | \$848 | \$848 | \$5,408 | 1.72% |
| EDU | EDU | EXECUTIVE OFFICE OF EDUCATION | \$26,723,313 | \$80,170 | \$0 | \$0 | \$141,184 | \$141,184 | \$141,184 | 176.11% |
| EDU | EEC | DEPARTMENT OF EARLY EDUCATION & CARE | \$265,825,918 | \$797,478 | \$0 | \$56,112 | \$143,468 | \$199,580 | \$199,580 | 25.03% |
| EDU | RGT | DEPARTMENT OF HIGHER EDUCATION | \$2,120,591 | \$6,362 | \$272,720 | \$0 | \$0 | \$0 | \$272,720 | 4286.86% |
| | | TOTAL | \$399,242,138 | \$1,197,726 | \$277,280 | \$56,112 | \$285,499 | \$341,612 | \$618,892 | 51.67% |
| EED | DOB | DIVISION OF BANKS | \$342,485 | \$1,027 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EED | DOI | DIVISION OF INSURANCE | \$889,691 | \$2,669 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EED | DOS | DIVISION OF STANDARDS | \$209,616 | \$629 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EED | EED | EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT | \$3,144,674 | \$9,434 | \$0 | \$0 | \$1,675 | \$1,675 | \$1,675 | 17.76% |
| EED | MMP | MASSACHUSETTS MARKETING PARTNERSHIP | \$4,031,150 | \$12,093 | \$142,126 | \$0 | \$0 | \$0 | \$142,126 | 1175.23% |
| EED | REG | DIVISION OF PROFESSIONAL LICENSURE | \$1,197,312 | \$3,592 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EED | SCA | OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION | \$12,510 | \$38 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EED | SEA | OFFICE OF BUSINESS DEVELOPMENT | \$4,803 | \$14 | \$185,045 | \$0 | \$0 | \$0 | \$185,045 | 1284226.16% |
| EED | TAC | DEPARTMENT OF TELECOMMUNICATION AND CABLE | \$26,635 | \$80 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$9,858,876 | \$29,577 | \$327,171 | \$0 | \$1,675 | \$1,675 | \$328,846 | 1111.85% |
| EHS | DMH | DEPARTMENT OF MENTAL HEALTH | \$521,819,420 | \$1,565,458 | \$129,510 | \$1,547 | \$22,345 | \$23,892 | \$153,402 | 9.80% |
| EHS | DMR | DEPARTMENT OF DEVELOPMENTAL SERVICES | \$1,615,316,246 | \$4,845,949 | \$0 | \$1,714 | \$26,231 | \$27,944 | \$27,944 | 0.58% |
| EHS | DPH | DEPARTMENT OF PUBLIC HEALTH | \$626,444,360 | \$1,879,333 | \$44,000 | \$1,771,306 | \$56,194 | \$1,827,500 | \$1,871,500 | 99.58% |
| EHS | DSS | DEPARTMENT OF CHILDREN AND FAMILIES | \$468,511,819 | \$1,405,535 | \$0 | \$2,842 | \$35,033 | \$37,875 | \$37,875 | 2.69% |
| EHS | DYS | DEPARTMENT OF YOUTH SERVICES | \$68,766,119 | \$206,298 | \$0 | \$307 | \$1,755 | \$2,062 | \$2,062 | 1.00% |
| EHS | EHS | EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES | \$455,735,135 | \$1,367,205 | \$0 | \$0 | \$521,051 | \$521,051 | \$521,051 | 38.11% |
| EHS | ELD | DEPARTMENT OF ELDER AFFAIRS | \$539,718,910 | \$1,619,157 | \$0 | \$0 | \$117,185 | \$117,185 | \$117,185 | 7.24% |
| EHS | MCB | MASSACHUSETTS COMMISSION FOR THE BLIND | \$13,298,203 | \$39,895 | \$0 | \$0 | \$4,815 | \$4,815 | \$4,815 | 12.07% |
| EHS | MCD | COMMISSION FOR THE DEAF AND HARD OF HEARING | \$4,751,911 | \$14,256 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EHS | MRC | MASSACHUSETTS REHABILITATION COMMISSION | \$80,429,710 | \$241,289 | \$360,920 | \$2 | \$47,761 | \$47,763 | \$408,683 | 169.37% |
| EHS | ORI | OFFICE FOR REFUGEES AND IMMIGRANTS | \$22,453,738 | \$67,361 | \$0 | \$0 | \$11,449 | \$11,449 | \$11,449 | 17.00% |
| EHS | WEL | DEPARTMENT OF TRANSITIONAL ASSISTANCE | \$30,031,105 | \$90,093 | \$0 | \$0 | \$6,442 | \$6,442 | \$6,442 | 7.15% |
| | | TOTAL | \$4,447,276,675 | \$13,341,830 | \$534,430 | \$1,777,717 | \$850,260 | \$2,627,977 | \$3,162,407 | 23.70% |
| ENV | AGR | DEPARTMENT OF AGRICULTURAL RESOURCES | \$1,795,080 | \$5,385 | \$88,071 | \$0 | \$0 | \$0 | \$88,071 | 1635.42% |
| ENV | DCR | DEPARTMENT OF CONSERVATION AND RECREATION | \$110,460,430 | \$331,381 | \$0 | \$0 | \$1,600 | \$1,600 | \$1,600 | 0.48% |
| ENV | DPU | DEPARTMENT OF PUBLIC UTILITIES | \$1,222,595 | \$3,668 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ENV | ENE | DEPARTMENT OF ENERGY RESOURCES | \$1,485,498 | \$4,456 | \$96,236 | \$0 | \$3,259 | \$3,259 | \$99,495 | 2232.58% |

| | | | | | | | | | | |
|------|------|--|------------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| ENV | ENV | EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS | \$16,893,174 | \$50,680 | \$64,275 | \$0 | \$24,406 | \$24,406 | \$88,681 | 174.98% |
| ENV | EQE | DEPARTMENT OF ENVIRONMENTAL PROTECTION | \$12,088,613 | \$36,266 | \$16,589 | \$0 | \$364 | \$364 | \$16,953 | 46.75% |
| ENV | FWE | DEPARTMENT OF FISH AND GAME | \$12,779,856 | \$38,340 | \$700 | \$0 | \$15 | \$15 | \$715 | 1.86% |
| ENV | SRB | STATE RECLAMATION BOARD | \$1,750,811 | \$5,252 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$158,476,057 | \$475,428 | \$265,871 | \$0 | \$29,643 | \$29,643 | \$295,514 | 62.16% |
| EOL | EOL | DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT | \$60,281,586 | \$180,845 | \$0 | \$0 | \$8,608 | \$8,608 | \$8,608 | 4.76% |
| | | TOTAL | \$60,281,586 | \$180,845 | \$0 | \$0 | \$8,608 | \$8,608 | \$8,608 | 4.76% |
| EPS | CDA | EMERGENCY MANAGEMENT AGENCY | \$18,855,592 | \$56,567 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EPS | CHS | CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT | \$539,688 | \$1,619 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EPS | CJT | MUNICIPAL POLICE TRAINING COMMITTEE | \$1,890,442 | \$5,671 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EPS | CME | CHIEF MEDICAL EXAMINER | \$2,324,613 | \$6,974 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EPS | DFS | DEPARTMENT OF FIRE SERVICES | \$4,395,596 | \$13,187 | \$0 | \$0 | \$18 | \$18 | \$18 | 0.14% |
| EPS | DOC | DEPARTMENT OF CORRECTION | \$63,782,388 | \$191,347 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EPS | EPS | EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY | \$28,004,149 | \$84,012 | \$441,947 | \$0 | \$2,243 | \$2,243 | \$444,190 | 528.72% |
| EPS | MIL | MILITARY DIVISION | \$26,748,240 | \$80,245 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EPS | PAR | PAROLE BOARD | \$2,351,072 | \$7,053 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EPS | POL | DEPARTMENT OF STATE POLICE | \$47,946,412 | \$143,839 | \$0 | \$0 | \$750 | \$750 | \$750 | 0.52% |
| EPS | SOR | SEX OFFENDER REGISTRY | \$497,639 | \$1,493 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$197,335,832 | \$592,007 | \$441,947 | \$0 | \$3,011 | \$3,011 | \$444,958 | 75.16% |
| GOV | GOV | GOVERNORS OFFICE | \$916,108 | \$2,748 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$916,108 | \$2,748 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| ITD | ITD | EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY | \$96,539,689 | \$289,619 | \$0 | \$0 | \$849,072 | \$849,072 | \$849,072 | 293.17% |
| | | TOTAL | \$96,539,689 | \$289,619 | \$0 | \$0 | \$849,072 | \$849,072 | \$849,072 | 293.17% |
| OCD | OCD | DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT | \$565,199,334 | \$1,695,598 | \$3,173,627 | \$243 | \$131,332 | \$131,575 | \$3,305,201 | 194.93% |
| | | TOTAL | \$565,199,334 | \$1,695,598 | \$3,173,627 | \$243 | \$131,332 | \$131,575 | \$3,305,201 | 194.93% |
| VET | CHE | SOLDIERS' HOME IN MASSACHUSETTS | \$6,347,088 | \$19,041 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| VET | HLY | SOLDIERS' HOME IN HOLYOKE | \$2,220,131 | \$6,660 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| VET | VET | EXECUTIVE OFFICE OF VETERANS' SERVICES | \$7,668,160 | \$23,004 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| | | TOTAL | \$16,235,380 | \$48,706 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| MCCA | MCCA | MASSACHUSETTS CONVENTION CENTER AUTHORITY | \$70,291,709 | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| | | TOTAL | \$70,291,709 | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| MGC | MGC | MASSACHUSETTS GAMING COMMISSION | \$7,728,089 | \$23,184 | \$190,931 | \$0 | \$1,348 | \$1,348 | \$192,279 | 829.35% |
| | | TOTAL | \$7,728,089 | \$23,184 | \$190,931 | \$0 | \$1,348 | \$1,348 | \$192,279 | 829.35% |
| MHA | MHA | MASSHOUSING | \$12,806,536 | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| | | TOTAL | \$12,806,536 | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| | | YEAR TO DATE GRAND TOTAL | \$7,936,534,725 | \$23,601,612 | \$5,377,091 | \$2,304,760 | \$2,277,880 | \$4,582,640 | \$9,959,731 | 42.20% |

Appendix H: Vendor List – Direct Spending

The following is a list of diverse and small businesses with which the Commonwealth departments did business directly in FY2025, including certifications held during the year. Additional notations: *Company certification no longer valid at the time of report publication.

1-STOP DESIGN SHOP, INC.
 21ST CENTURY MANAGEMENT SERVICES, INC. D/B/A: 21ST CENTURY HOME CARE
 908 DEVICES INC.
 A M APPRAISAL ASSOCIATES, INC
 A PLUS CONSTRUCTION SERVICES CORP
 A.R. BELLI, INC.
 A W GIFFORD INC
 A-1 BATTERY & ELECTRIC INC
 A1 DATASHRED, LLC
 ABBEY RD HOME CARE SERVICES, INC.
 ABIDE, INC.
 ACADEMIC DISCOVERIES, INC.
 ACCELARE INC
 ACCESS INVESTIGATIONS INC
 ACE TEMPERATURE CONTROL
 ACK MARINE & GENERAL CONTRACTING, LLC
 ACRO SERVICE CORPORATION
 ACTION APPAREL INC.
 ACTION FOR BOSTON COMMUNITY DEVELOPMENT, INC. (ABCD)
 ACTION INC
 ACTIVITAS INCORPORATED
 ADAMS PLUMBING & HEATING, INC.
 ADAMSON INDUSTRIES CORP.
 ADAPTIVISION INC
 ADOLESCENT CONSULTATION
 ADS ENVIRONMENTAL ENGINEERING, LLC
 ADVANCE AIR & HEAT CO., INC.
 ADVANCED ALARM SYSTEMS INC
 ADVANCED COURT REPORTING, LLC
 ADVANCED PRESENTATION SYSTEMS, INC. D/B/A: CCS PRESENTATION SYSTEMS
 AETNA FIRE ALARM SERVICE CO., INC.
 AFTON PARTNERS LLC
 A I ENGINEERS, INC.
 AIDS PROJECT WORCESTER INC
 AIR CLEANING SPECIALISTS OF NE
 ALIANZA DV SERVICES INC.
 ALICE GRAHAM-BROWN
 ALL OUT ADVENTURES INC
 ALL-COMM TECHNOLOGIES INC
 ALLEN & MAJOR ASSOCIATES INC.
 ALLIANCE DETECTIVE & SECURITY SERVICE, INC.
 ALLIANCE HOME CARE VISITING NURSE AGENCY, INC.
 ALLIED HEALTH CARE, INC.
 ALL-TECH ELECTRIC INC.
 AMAKA CONSULTING AND EVALUATION SERVICES, LLC
 AMERICAN CHINESE CHRISTIAN EDUCATIONAL SOCIAL SERVICES, INC.
 AMERICAN ENVIRONMENTAL, INC.
 AMERICAN MOVING & INSTALLATION, INC.
 AMERICAN SERVICE CO INC
 AMERICAN SPORT FLOORS INC
 AMERICAN TRANSLATION PARTNERS, INC.
 AMY SOBEL
 AMY WELLS
 ANGELA M BENSON
 ANNESE ELECTRICAL SERVICES, INC.
 ANTONELLIS CONSTRUCTION, INC.

APC DEVELOPMENT GROUP, INC
 APEX HEALTHCARE SERVICES, INC.
 APOLLO SAFETY INC
 APPLIED ENGINEERING MANAGEMENT CORPORATION
 APPLIED FORM + SPACE, LLC
 AQUATIC RESTORATION CONSULTING, LLC
 ARCHAEOLOGICAL AND HISTORICAL SERVICES, INC.
 ARCHIPELAGO STRATEGIES GROUP, INC. D/B/A: ASG
 ARGUS COMMUNICATIONS, INC.
 ARMEDIA, LLC
 ARMOR DOOR & LOCK INC
 ARTEMIS PAINTING, LLC
 ARTHUR T BROSNAN JR
 ASIAN AMERICAN CIVIC ASSOCIATION, INC.
 ASIAN TASK FORCE AGAINST DOMESTIC VIOLENCE
 ASSABET MACK SERVICE INC
 ASSOCIACAO CABO VERDIANA DE BROCKTON, INC. D/B/A: THE IMMIGRANT ASSISTANCE CENTER OF GREATER BROCKTO
 ASSOCIATION OF HAITIAN WOMEN
 ATANE ENGINEERS, P.C.
 ATKINSON CARPET INSTALLATION CO INC
 ATL CONSTRUCTION INC
 ATLANTIC EQUIPMENT LLC
 ATLANTIC HEARING CARE INC
 ATTENTIVE HOME CARE, INC.
 AUDIOLOGY & HEARING SOLUTIONS INC
 AURA STAFFING PARTNERS CHICAGO, LLC
 AURIBUS CONSULTING LLC
 AUTISM HOUSING PATHWAYS, INC.
 AXIOM PARTNERS INC
 AYALA LIVNY CONSULTING LLC
 B C CONSTRUCTION CO INC
 B2B HOLDINGS INC
 BANKS II QUAN AND ASSOCIATES, INC.
 BARBARA G JONES
 BARBRA PERRY D/B/A: BLADES SMALL ENGINE REPAIR
 BARGMANN HENDRIE & ARCHETYPE, INC.
 BAY COLONY GROUP INC
 BAY STATE ALARM SECURITY INC
 BAY STATE BUILDING SPECIALTIES INC
 BAY STATE COMMUNITY SERVICES
 BAY STATE ENVELOPE, INC. D/B/A: BSE PRINT SOLUTIONS
 BAYADA HOME HEALTH CARE INC
 BAYLINE INC
 BAYSIDE ENGINEERING INC
 BAYSTATE INTERPRETERS, INC
 BAYSTATE MOBILE VETERINARY SERVICES
 BBE CORPORATION
 BC TENT & AWNING CO INC
 BEAR EXCAVATION, LLC
 BEAVERBROOK STEP, INC.
 BEHAVIORAL HEALTH NETWORK, INC.
 BELCHERTOWN DAY SCHOOL
 BEME WATER SYSTEM SOL INC
 BENOIT INTERPRETING SERVICES, INC.
 BERKSHIRE AREA HEALTH EDUCATION CENTER, INC.
 BERKSHIRE FAMILY YOUNG MENS CHRSTN ASSOC
 BERKSHIRE HILLS MUSIC ACADEMY

BERKSHIRE SOUTH REGIONAL
 BERKSHIRE TRAINING AND EMPLOYMENT, INC.
 BESTPRO CLEANING, LLC
 BETTERSECTOR, LLC
 BETTS PLUMBING & HEATING SUPPLY, INC.
 BEVCO ASSOCIATES, INC.
 BEVERLY CHILDREN'S LEARNING CENTERS, INC.
 BIDDOS ONLINE, INC.
 BIERMANN SERVICES, INC.
 BIG GAME OUTFITTERS, INC.
 BIGELOW NURSERIES, INC.
 BILL TOMPKINS CORPORATION
 BIOMARINE RESEARCH CORP
 BLACKPRINT EDUCATION CONSULTING
 BLUE TACTICAL LLC
 BMCA INC
 BORDERLAND PARTNERS LLC
 BOSHCO INC
 ASSOCIATION ASIAN: YOUTH ESSENTIAL SERVICES, (YES) INC.
 BOSTON BOX LUNCH AND CATERING D/B/A: APPLE SPICE OF GREATER BOSTON
 BOSTON BUSINESS PRINTING INC
 BOSTON CHAIR MASSAGE, INC.
 BOSTON CHINATOWN NEIGHBORHOOD CENTER, INC.
 BOSTON COMMUNITY PEDIATRICS, INC.
 BOSTON GREEN FUEL CO INC
 BOSTON MAILING, CO. INC.
 BOWLINK TECHNOLOGIES INC
 BOYS & GIRLS CLUB FAMILY CENTER, INC.
 BOYS & GIRLS CLUB OF
 BOYS & GIRLS CLUBS OF METRO SOUTH
 BOYS AND GIRLS CLUB OF GREATER LOWELL
 BOYS AND GIRLS CLUBS OF METROWEST INC
 BRAND COMPANY INC
 BRENNAN CONSULTING, INC.
 BRIDGING INDEPENDENT LIVING TOGETHER, INC.
 BRIECOR INC
 BRIGHAM INDUSTRIES, INC.
 BRISTOL AGING & WELLNESS, INC.
 BRITE-LITE ELEC CO INC
 BROCKTON AREA MULTI SERVICES, INC.
 BROCKTON NEIGHBORHOOD HEALTH CENTER, INC.
 BROOKVIEW HOUSE, INC.
 BRUCE FORTUNATO
 BUILDING BRIDGES THROUGH MUSIC
 BUILDING FOR OUR FUTURE, LLC
 BULLDOG FIRE APPARATUS
 BURNELL CONTROLS INC
 BUYER ADVERTISING, INC.
 C & A CONSTRUCTION COMPANY, INC.
 C & C CONSULTING ENGINEERS, LLC
 C&C JANITORIAL SUPPLIES, INC.
 C. A. CROWLEY ENGINEERING, INC.
 C&K ROOFING, INC.
 C4 INNOVATIONS, LLC
 CAIN 176 CORP
 CAM OFFICE SERVICES, INC.
 CAMBRIDGE COMMUNITY CENTER, INC.

CAMELOT TOOLS, LLC
 CAMPROMO PARTNERS LLC
 CAPUANO PRIVATE HOME CARE INC
 CARACAS CONSTRUCTION CORPORATION
 CARE REMEDY, INC.
 CAREY AUTO INC
 CARIBBEAN FOUND OF BOSTON INC
 CARING HEALTH CENTER, INC.
 CARROLL COMMUNICATIONS GROUP, LLC
 CASA ESPERANZA, INC.
 CASA MYRNA VAZQUEZ, INC.
 CASABLANCA SERVICES INC
 CASEY HALL TRAINING ASSOCIATES, LLC
 CASNA EDUCATIONAL CONSULTING, LLC
 CASSIDY CORP.
 CASTLE ROCK ASSOCIATES, INC.
 CAUSEMEDIA, INC. D/B/A: MORE ADVERTISING
 CAVENDISH SCOTT EAST INC
 CDD LANDSCAPING & BOBCAT SERVICE, INC.
 CDW CONSULTANTS, INC.
 CELESTE N. DERECHO, PH.D.
 CELESTE R WILSON
 CENTER FOR COASTAL STUDIES
 CENTER FOR COLLABORATIVE EDUCATION, INC.
 CENTER FOR ECOTECHNOLOGY, INC.
 CENTER FOR HUMAN DEVELOPMENT, INC.
 CENTER OF HOPE FOUNDATION, INC.
 CENTRAL BOSTON ELDER SERVICES INC
 CENTRAL MASSACHUSETTS AREA HEALTH EDUCATION CENTER, INC.
 CENTRO LAS AMERICAS, INC.
 CENTURY HOMECARE, LLC
 CENTURY PAVING & CONST CORP
 CHARTER CONTRACTING COMPANY, LLC
 CHELMSFORD AUTO ELECTRIC INC
 CHEM NUT EQUIPMENT INC.
 CHEVIN FLEET SOLUTIONS LLC
 CHICOPEE CHILD DEVELOPMENT
 CHILD DEVELOPMENT AND EDUCATION, INC.
 CHILD WELFARE LEAGUE OF
 CHILDREN'S SERVICES OF ROXBURY, INC.
 CHILDREN'S TRUST, INC.
 CHIRON STRATEGY GROUP, LLC
 CHOICE COMMUNITY SUPPORTS INC
 CHRISTINE R. MILLER D/B/A: OCEANS PROMOTIONS
 CITIWORKS, CORP.
 CITIZEN SECURITY CORP
 CITIZENS INN INC
 CITY ENTERPRISE, INC.
 CITY EXPRESS INC
 CITY POINT PARTNERS, LLC
 CITY SEALCOATING, INC.
 CIVITECTS, P.C.
 CLEAN CUT SOLUTIONS, LLC
 CLF VENTURES INC
 CLIVUS NEW ENGLAND INC
 CLOVITY, INC.
 C.M. CLEANING COMPANY, INC.
 COASTAL MARINE CONSTRUCTION, LLC

CODMAN SQUARE HEALTH CENTER, INC.
COHEN CLEARY, PC
COLD SPRING ENV CONSULT
COLE VALLEY CONSTRUCTION, LLC
COLETTE PHILLIPS COMMUNICATIONS, INC.
COLLECTIVE INSIGHT, LLC
COLLINS CONSTRUCTION CO., INC.
COLONIAL TRAVELER MOTOR COURT,
COLORTRIEVE SYSTEMS INC.
COMEAU EXCAVATING, INC.
COMMODORE BUILDERS, LLC
COMMONWEALTH ENGINEERS & CONSULTANTS, INC.
COMMONWEALTH FAMILY CHILDCARE, INC.
COMMONWEALTH INFORMATICS, INC.
COMMUNICATEHEALTH, INC.
COMMUNITY ACTION PIONEER VALLEY, INC.
COMMUNITY ADOLESCENT RESOURCE &AMP;AMP;
EDUCATION CENTER, INC. (C.A.R.E.) D/B/A: THE CARE CE
COMMUNITY AUTISM RESOURCES, INC.
COMMUNITY CARING CLINIC, LLC
COMMUNITY DAY CARE CENTER OF LAWRENCE, INC. D/B/A: THE
COMMUNITY GROUP
COMMUNITY NETWORKS CORPORATION
COMMUNITY REHAB CARE, INC.
COMMUNITY WORKSHOPS INC
COMPREHENSIVE ENVIRONMENTAL, INC. D/B/A: CEI
COMPUNNEL SOFTWARE GROUP, INC. D/B/A: COMPUNNEL INC. /
COMPUNNEL HEALTHCARE
CONECO ENGINEERS & SCIENTISTS INC
CONGREGACION LEON DE JUDA
CONLON PRODUCTS INC
CONSIDER IT DUNN INC
CONTINENTAL RESOURCES INC
COOLSOFIT, LLC
COPLEY COURT REPORTING INC
COREY A ELIAS
CORPORATION FOR PUBLIC MGMT
CORRTECH, INC.
CRAFTING MINDS GROUP, LLC
CRAYON CAMPUS INC.
CRAYON CAMPUS LEARNING CTR INC.
CREATIVE OFFICE PAVILION, LLC
CREATIVE TOUCH DESIGNS, LLC
CRISPUS ATTUCKS CHILDREN'S CENTER
CROSSROADS FOR KIDS INC
CSS ARCHITECTS, INC.
CULLEN MECHANICAL, INC.
CULTURE COACH INTERNATIONAL, INC.
D B I WASTE SYSTEMS INC
D2 EMERGENCY MANAGEMENT CONSULTING, LLC
DAGLE ELECTRICAL CONSTRUCTION CORP.
DANDREO BROS GEN CONTRACT & MASONRY LLC
DARTER SPECIALTIES, INC.
DAVEN CORP.
DAWOOD ENGINEERING, INC.
DAYMARK ENERGY ADVISORS, INC
DEBOISE CONTRACTORS COMPANY, INC.
REIDY ASSOCIATES
DEBRA POASTER
DEDHAM SPORTSMENS CENTER INC
DEFENSE INVESTIGATORS GROUP INC
DEFTHANDS
DELUCCA FENCE COMPANY, INC.
DENNISON MEMORIAL COMMUNITY CENTER
DEVALLES MEMORIAL FAMILY SERVICE CENTER, INC.
DEVELOPMENTAL DISABILITIES
DEVELOPMENTAL EVALUATION ADJUSTMENT FACILITIES, INC. D/B/A
DEAF, INC.
DG MARSHALL ASSOCIATES INC

DHK ARCHITECTS, INC.
DIETZ & COMPANY ARCHITECTS, INC.
DILLON BOILER SERVICES CO INC
DIMOCK COMMUNITY HEALTH CENTER
DISABILITY POLICY CONSORTIUM INC
DISABILITY RESOURCE CENTER INC
DMA HEALTH STRATEGIES, INC.
DODSON & FLINKER INC
DOMINIC J GERVASI
DONLON DRAPER INC
DOROTHEA M ROURKE
DOVE, INC. D/B/A: DOMESTIC VIOLENCE ENDED INC.
DRAIN SHOOTER, INC.
DSA DETECTION LLC
E C DIVERS INC
E COAST REFINISH & SURFACE STRIPPING INC
E J M LOGISTICS LLC
E.T.& L. CORP.
E W SYKES
EAGLE HILL CONSULTING, LLC
EAGLE PRINT AND PROMOTION, LLC D/B/A: PROFORMA EAGLE PRINT
AND PROMOTION
EARLY LEARNING CHILD CARE, INC.
EAST BOSTON ECUMENICAL
EAST BOSTON SOCIAL CENTERS INC
ECOLOGIC ENTOMOLOGY LLC
ECONOMIC MOBILITY PATHWAYS, INC.
EDGEMERE CONSULTING CORPORATION
EDGEWOOD DESIGN + ARCHITECTURE, INC.
EDUCATION RESOURCE STRATEGIES, INC.
EDWARD M. KENNEDY COMMUNITY HEALTH CENTER, INC.
EDWARD PAIGE CORPORATION
ELECTRICAL ENGINEERING & SVC CO
ELECTRONIC SECURITY & CONTROL SYSTEMS, INC.
ELITE ENVELOPE AND GRAPHICS
ELIX CINTRON
ELLIE'S PET BARN INC
ELLIS EARLY LEARNING, INC.
EMBREE & WHITE INC
EMH RECOVERY INC
EMMAUS, INC.
EMPIRE HISTORICAL MASONRY RESTORATIONS, INC.
END MASS OVERDOSE, INC
ENLACE DE FAMILIAS DE HOLYOKE/HOLYOKE FAMILY NETWORK, INC.
ENVIRONMENTAL PARTNERS GRP INC
ENVIROTECH LABORATORIES INC
EPSILON ASSOCIATES INC
EXPRESS YOURSELF, INC.
ESL AND TOEFL ASSOCIATES, THE
ESPRIT_PARTNERSHIP FOR INDEPENDENCE INC
E-SQUARED CONSULTING CORPORATION D/B/A: E-SQUARED
ENGINEERING
EXCELL CONSTRUCTION CORPORATION
EXPERFY, INC.
FAIRFAX DATA SYSTEMS, INC.
FALCON CORRECTIONAL AND COMMUNITY SERVICES, INC. D/B/A:
FALCON, INC.
FAMILY INDEPENDENCE, INC.
FDR CENTER FOR P & O
FEDNOR TRANSPORTATION, LLC
FENNICK MCCREDIE ARCHITECTURE, LTD.
FERRARA SPRING WORKS, INC.
F.H. CANN & ASSOCIATES, INC.
FINEGOLD ALEXANDER ARCHITECTS, INC.
FINEPOINT ASSOCIATES, LLC
FIRE SYSTEMS INC
FIRST CHURCH IN CAMBRIDGE
FLN-MAR RUBBER & PLASTICS INC
FLOWETIK, LLC

FOOTCARE BY NURSES, LLC
FOWLER PRINTING & GRAPHICS, INC.
FRANK LABELLES SALES
FRANK P MCCARTIN CO INC
FRANKLIN CTY & NO QUABBIN CHDS ADVOCACY
FRANKLIN TWO, INC.
FRASER ENGINEERING COMPANY, INC.
FRIENDS OF CHILDREN INC
G & L LABORATORIES CORPORATION
G A BLANCO & SONS, INC.
GT EXCAVATING CORPORATION
GAAMHA, INC.
GANDARA MENTAL HEALTH CENTER, INC.
GARLAND CONSTRUCTION CORP
GARRE CONSTRUCTION, LLC
GENERAL AIR CONDITIONING & HEATING, INC.
GENERAL SUPPLY & METALS INC
GENESIS CLUB HOUSE INC
GIA HOME CARE SERVICES, LLC
GIFFORD STREET WELLNESS CENTER, LLC
GIRL SCOUTS OF CENTRAL & WESTERN MA INC
GIRLS INC OF THE VALLEY
GIRLS INCORPORATED OF GREATER LOWELL
GIRLS INCORPORATED OF LYNN
GLADYS ALLEN BRIGHAM COMMUNITY CENTER
GLASS & MIRROR, INC.
GLOBAL DIGITINE, LLC D/B/A: ARCPOINT LABS OF SOUTHBORO -
FRAMINGHAM
GLOBAL LINK LANGUAGE SERVICES, INC.
GLOUCESTER MARINE RAILWAYS CO
GM2 ASSOCIATES, INC.
GOLDEN HEART HOME HEALTHCARE, LLC
GOOD HOPE WELLNESS INCORPORATED
GOODWILL INDUSTRIES
GORDON INDUSTRIES INC.
GOVERNMENT SCIENTIFIC SOURCE
GRANT STEEL CO INC
GREATER BOSTON CHINESE GOLDEN AGE CENTER, INC.
GREATER HOLYOKE YMCA
GREATER MILFORD EYE ASSOC INC
GREATER NORTH SHORE LINK, INC.
GREEN INTERNATIONAL AFFILIATES, INC.
GREENFIELD GLASS CO, INC.
GUARDIAN ANGEL SENIOR SERVICES, INC.
GUARDIAN ENERGY MANAGEMENT SOLUTIONS
GUARDRAIL SOLUTIONS, LLC
GUERRIERE & HALNON INC
GUIDEWIRE, INC.
HAIR IT IS BARBERSHOP, LLC
HAITIAN AMERICAN PUBLIC HEALTH INITIATIVE, INC.
HALYARD, LLC
HANRAHAN CONSULTING LLC
HAPPY DAY CHILD CARE
HARBORCOV, INC.
HAYDEN SAFE & LOCK CO INC
HAYWOOD ASSOCIATES INC
HBC NEW ENGLAND HEARING INSTRUMENTS LLC
HEALING ABUSE WORKING FOR CHANGE, INC. (HAWC)
HEALTH IMPERATIVES, INC.
HEALTH QUARTERS
HEALTH TRAINING EDUCATIONAL SERVS INC
HEARTH, INC.
HELENE-KARL ARCHITECTS, INC.
HENRY GENERAL CONTRACTORS, INC.
HERCULES SLR (US) INC
HFSE, INC.
HIGGINS ENERGY ALTERNATIVES
HIGH 5 ADVENTURE LEARNING

HIGH QUALITY LANDSCAPE CONSTRUCTION, INC. D/B/A: NEW
ENGLAND TREE MASTERS
HILDEBRAND FAM SELF HELP CTR
HOLYOKE HEALTH CENTER, INC.
HOPE RESTORED HUMAN SERVICES, INC.
HORSLEY & WITTEN INC
HOUSING FAMILIES INC.
HOUSINGTOHOME, LLC
HRV CONFORMANCE VERIFICATION ASSOCIATES, INC.
HUB GLASS SERVICES, INC.
HUMAN IN COMMON, LLC
HUMAN SERVICE FORUM, INC.
HUNTER SYSTEMS GROUP INC
HYDRA TECH, INC
HYGGEMAIL, LLC D/B/A: MINUTEMAN PRESS OF NATICK
IBC OFFSHORE, INC.
ICON ARCHITECTURE, INC.
IDEAL OFFICE SOLUTIONS LLC
IDIOMA EDUCATION & CONSULTING, LLC
IMMIGRANT FAMILY SERVICES INSTITUTE (IFSI), INC.
INDEPENDENCE ASSOCIATES INC
INDEPENDENCE HOUSE, INC.
INDUS TRANSLATION SERVICES, INC.
INDUSTRIAL STEEL & BOIL SERV
INFRASTRUCTURE, LTD.
INNO4 LLC
INNOVATIVE CLAIMS STRATEGIES, LLC
INNOVATIVE PSYCHOLOGICAL SERVICES, INC.
INQUILINOS BORICUAS EN ACCION, INC.
INSTITUTE FOR MULTI-SENSORY EDUCATION, LLC
INSTITUTE FOR HEALTH AND RECOVERY
INSTITUTE FOR HUMAN CENTERED DESIGN, INC.
INTERCULTURAL PRODUCTIONS, LLC
INTERNATIONAL HUNTER EDUC ASSC
INTERNATIONAL INSTITUTE OF GR LAWR
INTERNATIONAL PROTECTIVE SERVICES, INC.
INTERPRETERS AND TRANSLATORS, INC.
INTERSEMINARIAN- PROJECT PLACE, INC.
MAUCH GROUP, LLC, THE
IRISH TRUCKING, LLC
IRON HORSE STRUCTURES
IRON TREE SERVICE LLC
IRONMAN INC
ISLAND ENERGY INC
ISLAND HEALTH INC.
SOLOMON MCCOWN & COMPANY, INC.
IT MANTRA, LLC
ITERATORS LLC
J & R PRE-CAST INC
J D&D CONSTRUCTION INC
J DEMARCO, INC.
J. L. RAYMAAKERS & SONS, INC.
J M BOOTH & ASSOCIATES, INC
J M EQUIPMENT CO INC
J P RIVARD TRAILER SALES INC
J TROPEANO, INC.
JACKRABBIT DESIGN, INC.
JAMAICA PLAIN NEIGHBORHOOD DEVELOPMENT CORPORATION
JAMIE CAPLAN CONSULTING, LLC
JCN PARTNERS INC
JEANNE GEIGER CRISIS CENTER, INC.
JEFF OLLIVIERE'S CARPETS
JET SECURITY, LLC
JEWN ENTERPRISE, INC.
JG HOME HEALTH CARE SERVICES
JIMENEZ & SON CONSTRUCTION CO., INC.
JIRCONSULTING LLC
JKH ENTERPRISES LLC
JOHN ASHFORD LINK HOUSE INC

JOHN H. CANTO LANDSCAPE & BOBCAT SERVICES, INC.
 JOHN DALTON
 JOHN F KENNEDY FAMILY SERV CENTER INC
 JOHN F URATO
 JONES ARCHITECTURE INC
 JORDAN ENTERPRISES, INC. D/B/A: SD VISUAL IMAGES
 JOSEPH A LAVALLÉE
 JOY SQUARED DESIGN, INC.
 J'S AUTOMOTIVE WAREHOUSE INC
 JS CONTRACTORS INC
 JSSJR ENTERPRISES INC
 JULES CATERING, INC.
 JULIE DONNELLY
 JULIES FAMILY LEARNING PROG INC
 JUST DRAINS INC
 JUSTICE RESOURCE INSTITUTE INC
 K N E CORPORATION
 KS CORPORATION
 KAREN L SANDLER
 KATHERINE FLAHERTY
 KEANE FIRE & SAFETY EQUIPMENT CO., INC.
 KEVILLE ENTERPRISES, INC.
 KIDS UNLIMITED SERVICES, INC.
 KING OPTICAL CO INC
 KJR CONSULTING LLC
 KLEM TRACTOR, INC. D/B/A: KLEM'S
 KLOPFER MARTIN DESIGN GROUP, LLC
 KMA, LLC
 KNEELAND CONSTRUCTION COMPANY
 KOBO UTILITY CONSTRUCTION CORP
 KT & T DISTRIBUTORS, INC.
 KYRAN RESEARCH ASSOCIATES, INC.
 KYYBA, INC.
 KYYBA TECH, INC.
 LP COLLEGE, INC.
 LA ALIANZA HISPANA, INC.
 LAILONNIE J. KEENE D/B/A: KEENKUT LANDSCAPING
 LAMSON ENGINEERING CORPORATION
 LANCASTER PACKAGING, INC.
 LANCELOT JANITORIAL & PAPER PRODUCTS, INC.
 LANCESOFT, INC.
 LANDSCAPEXPRESS INC
 LANE PRINTING CO., INC.
 LANGUAGE BRIDGE, LLC
 LAST CALL MEDIA INC
 LATIN AMERICAN HEALTH ALLIANCE, INC.
 LEDGES SCHOOL & RESIDENT INC
 LEERS WEINZAPFEL ASSOCIATES, INC.
 LEGACY PROMOTIONAL PRODUCTS, INC. D/B/A: ALL SPORTS HEROES
 LEMELIN ENVIRONMENTAL SERVICES, INC.
 LEONARD C MINNIS
 LEONE MARKETING SOLUTIONS, INC.
 LESLIE SAUL AND ASSOCIATES, INC.
 LETS GO TECHNOLOGY INC
 LETTERMAN WHITE CONSULTING, LLC
 LEVITAN & ASSOCIATES INC
 LIFE NEEDS CO-OP INC
 LIFEPAATH, INC.
 LIFT & CARE SYSTEMS INC
 LIGHTHOUSE WELLNESS AND HEALTH EDUCATION
 LIKARR INC
 LIN ASSOCIATES, INC.
 LINDA M PALMER APRN BC LLC
 LISA MARIE PHIPPS D/B/A: LMP COURT REPORTING
 LITTLE FOLKS COMMUNITY DAY CARE CENTER, INC.
 LITTLE PEOPLE'S COLLEGE, INC.
 LIVING INDEPENDENTLY FOR EQUALITY INC
 LIZAK BUS SERVICE INC
 LJ TRANSPORTATION SERVICES LLC

LIG ASSOCIATES INC
 LML GREEN DRY CLEANING LLC
 LMM ASPHALT, INC.
 LN WESTGATE, LLC
 LOA ENTERPRISES, INC. D/B/A: ADVANCED GLASS & MIRROR
 LOWELL ASSOC FOR THE BLIND
 LOWELL DAY NURSERY ASSOC
 LOWELL HOUSE INC
 LUCOS TRANSPORTATION, LLC
 LUMINOSITY BEHAVIORAL HEALTH SVCS INC
 LVJ TRAILERS & EQUIPMENT LLC
 LYNN SHELTER ASSOCIATION INC
 M & M CONTRACT CLEANING INC
 M & R CONSULTANTS CORP.
 M.E. O'BRIEN & SONS, INC.
 M.O. L.I.F.E., INC.
 M. L. SCHMITT INC
 MACKAY CONST SERVICES INC
 MADISON PARK DEVELOPMENT CORPORATION
 MAESTRANZI BROS INC
 MANSFIELD PAPER COMPANY, INC.
 MARIE R DUNN
 MARK A BOLDRIGHINI
 MARKET STREET RESEARCH, INC.
 MARKINGS, INC.
 MARY JO SCHWIE LOUGHRAN
 EDLIGHTEN SOLUTIONS
 MARYANN THOMPSON D/B/A: MARYANN THOMPSON ARCHITECTS
 MASS ASSOC OF HEALTH BOARDSINC
 MASS CORRECTIONAL EDUCATION ASSOCIATION
 MASSACHUSETTS HEALTH QUALITY PARTNERS
 MASS TANK INSPECTIONS SERVICES LLC
 MASSACHUSETTS ASSOCIATION OF
 MASSACHUSETTS COASTAL RAILROAD, LLC
 MASSACHUSETTS COUNCIL ON GAMING AND HEALTH, INC.
 MASSACHUSETTS HEALTH OFFICERS
 MASSACHUSETTS PUBLIC HEALTH
 MASSACHUSETTS WOODLANDS INSTITUTE
 MAYNE OF CAPE COD INC.
 MEDICAL EVALUATION SPECIALIST LLC
 MEDUVI, LLC
 MENTAL HEALTH ASSOCIATION, INC.
 METRO EQUIPMENT CORP.
 METROWEST LEGAL SERVICES, INC.
 MG PRODUCTS, LLC
 MICHAEL GIUNTA
 MICHAEL J SHEPARD,P.C.
 MICHAEL R JOHNSON
 MICROTEK, INC.
 MIDTOWN HOME HEALTH SERVICES, INC.
 MILFORD AUDIOLOGYCENTER
 MILHENCH, INC. D/B/A: MILHENCH SUPPLY
 MILLENNIUM PRINTING CORPORATION
 MILLER DYER SPEARS, INC.
 MINASIAN BECKER LLC
 MINDBOARD, INC.
 MISSION FIRST CONSULTING, LLC
 MJ HENRY & ASSOCIATES, INC
 MONAGHAN PRINTING CO., INC.
 MONROE TRACTOR & IMPLEMENT CO. INC.
 MORAIS CONTRACTORS, INC.
 MORALES GENERAL CONTRACTING, INC.
 MOSS ELECTRICAL SERVICE INC
 MOTHERS FOR JUSTICE AND EQUALITY, INC.
 MULTICULTURAL NEURBEHAVIORAL
 MULTICULTURAL WELLNESS CENTER, INC.
 MURPHY SPECIALTY INC
 MYRNA S GREENFIELD
 MYSTIC LEARNING CENTER INC

MYSTIC RIVER WATERSHED ASSOC INC
 NABS, INC.
 NAMI OF MASSACHUSETTS
 NANCY RAMER
 NASHOBA SECURITY, INC.
 NATIONAL PAINTING SERVICE, LLC
 NATIONAL VAN BUILDERS INC
 NAVA PBC
 NEIGHBORHOOD HOUSING SRV OF S SHORE INC.
 NEPM ENTERPRISES, INC.
 NEPTUNE UNIFORMS & EQUIPMENT INC
 NEUROSOPIH, INC.
 NEW BEDFORD WOMEN'S CENTER, INC.
 NEW CHAPTER HOME IMPROVEMENT, LLC
 NEW ENGLAND AFTERCARE
 NEW ENGLAND BUILDERS AND
 NEW ENGLAND DOOR CLOSER INC
 NEW ENGLAND LABORERS TRAINING
 NEW ENGLAND PROPERTY RESOLUTION TEAM, LLC D/B/A: SERVPRO OF
 ALLSTON, BRIGHTON & BROOKLINE
 NEW ENGLAND SCHOOL SERVICESINC
 NEW ENGLAND SIGN SERVICES, INC.
 NEW HOPE, INC.
 NEW LIFE COUNSELING & WELLNESS CENTER, INC.
 NEW NORTH CITIZENS COUNCIL, INC.
 NEW ORLEANS TELEPORT, INC.
 NIEMIEC MARINE INC
 NITSCH ENGINEERING, INC.
 MINDMOXIE, LLC
 NORFOLK POWER EQUIPMENT, INC.
 NORTH CHARLES MENTAL HEALTH
 NORTH SHORE HEALTH PROJECT INC
 NORTH SHORE COUNSELING CENTER
 NORTH SHORE FAMILY DAY CARE, INC.
 NORTH SHORE MOTOR SPORTS
 NORTH SHORE VET COUNSELING SER
 NORTH SUFFOLK COMMUNITY SERVICES INC
 NORTHEAST DOCUMENT CONSERVATION CENTER
 NORTHEAST ENVIRONMENTAL LABORATORY, INC.
 NORTHEAST RESCUE SYSTEMS INC
 NORTHEAST SURVEY CONSULTANTS PC
 NORTHEAST TRAFFIC CONTROL SERVICES, INC. (D)
 NORTHEAST WASTE MANAGEMENT
 NORTHERN BERKSHIRE COMMUNITY
 NORTHSIDE MARINA
 NORTHSTAR LEARNING CENTERS, INC.
 NOVAK EDUCATIONAL CONSULTING, INC.
 NURTURY, INC. D/B/A: NURTURY EARLY EDUCATION
 OAKDALE FOUNDATION, INC.
 OCCUPATIONAL REHAB GROUP
 OCEAN STATE SIGNAL CO, INC.
 OCONNOR REAL ESTATE ASSOCS INC
 OFFSHOOTS, INC.
 OHS TRAINING & CONSULTING, INC.
 OLD COLONY ELDER SERVICES, INC.
 OMAMA SERVICES INCORPORATED D/B/A: OMAMA HOME
 HEALTHCARE
 ON THE RISE INC
 ON THE WATER LLC
 ONE SOURCE CONSTRUCTION, LLC
 OPEN THE DOOR, INC.
 O'REILLY TALBOT & OKUN ASSOCIATES, INC.
 ORIGINATION, INC
 ORTHOPEDIC TRAUMA P C
 ORTHOTICS & PROSTHETICS LABS
 OSCAR U. DIAZ D/B/A: OSCAR DIAZ TRUCKING
 OUR DEAF SURVIVORS CENTER, INC
 OVERTURE PARTNERS, LLC
 OX BOW MARINA INC

PARALLAX CONSULTING LLC
 PARENT VILLAGES, INC.
 PARENTS HELPING PARENTS
 PARK CLEANERS, INC.
 PARTNERS FOR A HEALTHIER COMMUNITY, INC. D/B/A: PUBLIC HEALTH
 INSTITUTE OF WESTERN MASSACHUSETTS
 PARTNERS INTERPRETING LLC
 PATHWAYS FOR CHANGE, INC.
 PATIENT CENTERED MEDICAL CARE, INC.
 PATRICIA A FORD
 PEOPLE PLACES AND SPACES, LLC
 PERENNIAL EDUCATION CONSULTING LLC
 PERFORMANCE PLUMBING AND HEATING, INC.
 PERRY, DEAN, ROGERS & PARTNERS, ARCHITECTS, INC.
 PERSPECTIVES HEALTH SERVICES, LLC
 PETERSEN LACHANCE REGAN PINO, LLC
 PETROLEUM MANAGEMENT SERVICE I
 PHYSICALLY FIT PHYSICAL THERAPY, INC.
 PICKET FENCES INCORPORATED
 PINNACLE ADVISORY GROUP, INC.
 PIONEER LANDSCAPES INC
 PIONEER VALLEY DOOR COMPANY
 PIONEER VALLEY EYE ASSOC P C
 PIQUETTE & HOWARD ELECTRIC SERVICE INC
 PITTSFIELD TIRE & AUTO SERVICE
 PJ SYSTEMS, INC. D/B/A: HIQ COMPUTERS
 PLASTIC CARD SYSTEMS, INC.
 PLYMOUTH AREA COALITION FOR
 PMA CONSULTANTS, LLC
 PODGURSKI CORPORATION
 POSITIVE ACTION AGAINST CHEMICAL ADDICTION, INC.
 POTTER'S PRINTING, INC. D/B/A: CAMBRIDGE OFFSET PRINTING
 POWER WASHER SALES, LLC
 POWEROPTIONS, INC.
 PR RESTAURANTS LLC
 PRECISE PAVING INC.
 PRECISION FITNESS EQUIPMENT INC
 PRIME HOME HEALTH AND COMPANION CARE, INC.
 PRO PAVING & EXCAVATING, INC.
 PRO SOUND SERVICE INC
 PROAV SYSTEMS, INC.
 PROJECT HOPE BOSTON, INC
 PROJECT RIGHT INC
 PROVEN BEHAVIOR SOLUTIONS, LLC
 PROVERB, LLC
 QUADRANT HEALTH STRATEGIES, INC.
 R I BAKER CO INC
 R P O'CONNELL INC
 R P SAXON, INC.
 RADIANT LEAF, LLC
 RAINBOW CHILD
 RANGER SECURITY AND EMERGENCY PREPAREDNESS, LLC
 RANSFORD ENVIRONMENTAL SOLUTIONS, INC.
 RAPID FLOW INC
 RAPPORT INTERNATIONAL, LLC
 RAW MATERIAL RECOVERY CORPORATION
 RAY HALUCH, INC.
 RAY SERVICES, INC.
 RAYMOND A BELANGER JR
 RAZZ-M-TAZZ PROMOTIONS, LLC
 REACH INC
 REALWOOD, INC. D/B/A: HANSON GRAIN AND DEVINE FEED & PET
 RECOVERY HOMES COLLABORATIVE INC
 RECREATIONAL DIMENSIONS
 REDISHRED OF NEW ENGLAND INC
 REFUGEE & IMMIGRANT ASSIST. CENTER
 REGINA VILLA ASSOCIATES, INC.
 REHABILITATION & HEALTH, INC.
 REIDARS MANUFACTURING INC

RELIANCE ENGINEERS, LLC
 RENAUD ELECTRIC & COMMUNICATIONS INC
 RENAUD HVAC & CONTROLS INC
 RENE L COTE SONS INC
 RENNIE CTR ED RESEARCH & POLICY
 RESILIENCE CENTER OF FRANKLIN COUNTY, INC
 RETROFIT-TECHNOLOGIES, INC.
 REYNOLDS COMPANY
 RICK PIERMARINI INC
 RICKES ASSOCIATES, INC.
 RIVERBROOK RESIDENCE, INC.
 R.J. NARDONE CONSTRUCTION, INC.
 ROBBINS CHILDREN'S PROGRAMS, INC.
 ROBERT B DOYLE
 FERNANDES LINE CONSTRUCTION
 ROBERT M RYAN
 ROBERT MCGILLIVRAY
 ROBERT T MERCERS SEA & SKI INC
 ROBERTO F FELIZ
 ROBIN F LUBEROFF
 ROMAN MUSIC THERAPY SERVICES, LLC
 ROOTWISE LEADERSHIP, LLC
 ROSE INTERNATIONAL, INC.
 ROXBURY YOUTHWORKS, INC.
 RTD LOGISTICS, LLC D/B/A: SKYCOM COURIER
 RUSTIC FIRE PROTECTION INC
 DUCKS IN A ROW CONSULTING
 SAAM ARCHITECTURE, LLC
 SAFE EXIT INITIATIVE (SEI) INC.
 SALCEDO-MARX, INC.
 SALS CUSTOM DRY CLEANING INC
 SAVILINX, LLC
 SCHOOLWORKS LLC
 SCOPE MEDICAL, LLC
 SCORE4MORE, INC
 SDG AUTO BODY INC
 SEASONAL FOOD BRANDS, LLC
 SEASONS UNION CATERING, INC.
 SECOND SOLUTIONS, INC
 SECOND STEP, INC. THE
 SENIOR CARE INC
 SERAPHIC SPRINGS HEALTH CARE AGENCY, INC.
 SERVICENET, INC.
 SERV-U STORES OF WESTERN MASS
 SHADLEY ASSOCIATES, P.C.
 SHANAHAN SOUND & ELECTRONICS, INC.
 SHARP TOOL COMPANY INC.
 SHEREE L ESTES
 SHI INTERNATIONAL CORP.
 SHIREWIRE GLOBAL SALES AND DISTRIBUTION, LLC
 SLA LOGISTICS, LLC
 SMITH MARINE, INC.
 SOCIAL FINANCE, INC.
 SOJOURNER HOUSE INC
 SOLTRIX TECHNOLOGY SOLUTIONS, INC.
 SOMERVILLE HOMELESS COALITION
 SOUTH COASTAL COUNTIES LEGAL SRVCS INC
 SOUTH COVE COMMUNITY HEALTH CENTER, INC.
 SOUTH SHORE GENERATOR SERVICE, INC.
 SOUTH SHORE RECOVERY HOME, INC.
 SOUTH SHORE SUPPORT SERVICES, INC.
 SOUTH SIDE SALES & SERVICE INC

SOVEREIGN CONSULTING, INC.
 SPANISH AMERICAN CENTER, INC.
 SPED STRATEGIES, LLC
 SPEECH AND LANGUAGE THERAPY SERVICES, INC.
 SPINELLI RAVIOLI MFG CO INC
 SPLIT EXCAVATING, INC.
 SPRINGFIELD DAY NURSERY CORPORATION D/B/A: SQUARE ONE
 SPRUCE TECHNOLOGY, INC.
 SRCPI, INC.
 STANDARD MODERN COMPANY, INC.
 STANLEY STREET TREATMENT AND RESOURCES, INC.
 STAR BUILDING SERVICES, INC.
 STARLUNA CONSULTING, LLC
 STEERE ENGINEERING, INC.
 STELLAR CORPORATION
 STELLAR SERVICES, INC.
 STEPHENS ASSOCIATES CONSULTING ENGINEERS, LLC
 STERI-TECH MEDICAL INNOVATIONS, LLC
 STERLING BUSINESS PRODUCTS, INC. D/B/A: STERLING PRINTING
 STEVE'S SHOP, INC.
 STONE & BERG COMPANY, INC.
 STONEWALL SOLUTIONS, LLC
 STRATEGIC COMMUNICATIONS, LLC
 STRATEGIC ENVIRONMENTAL SERVICES, INC.
 STRATEGIC SOLUTIONS GROUP LLC
 STRATEGY MATTERS, LLC
 STRUCTURE CONSULTING GROUP, INC.
 STUDIO ENEE, INC.
 STUDIO G ARCHITECTS, INC.
 STUTMAN CONTRACTING, INC.
 SUMCO ECO-CONTRACTING LLC
 SUNRISE PROSTHETICS & ORTHOTICS, INC.
 SUPPORTED, LLC
 SUPPORTIVE CARE, INC.
 SURFLAND BAIT & TACKLE LLC
 SUSAN B BRAUS
 SWBAILEY CONSULTING, LLC
 SYNAPSE ENERGY ECONOMICS INC
 SYSTEM CUSTOM CONSULTANTS, LLC
 T & M LANDSCAPE, INC.
 TALEVI AND HAESCHE, LLC
 TAMBO'S KITCHEN, INC.
 TAPESTRY HEALTH SYSTEM, INC.
 TAPROOT EMBODIED PRACTICE, LLC
 TAYLOR & BURNS, INC.
 TAYLOR DAVIS LANDSCAPE COMPANY, INC. D/B/A: NORTHEAST
 ENVIRONMENTAL SOLUTIONS
 TECHNOSTAFF LLC
 TERENCE A BLANCHARD
 ACORN GROUP, INC. THE, D/B/A: ACORN NATURALISTS
 THE ADDICTION TREATMENT OF NE
 THE ANTHEM GROUP
 THE AULSON COMPANY INC
 THE BOAT GUY INC
 THE CENTER FOR HOPE AND HEALING, INC.
 THE CENTER FOR TEEN EMPOWERMENT INC
 THE COMMUNITY ARTCENTER INC
 COMPUTER MERCHANT, LTD. THE
 EDINBURG CENTER, INC., THE
 EDWARDS GROUP, LLC, THE
 THE FOOD BANK OF WESTERN
 THE GUN PARLOR INC

INSTITUTE FOR EDUCATION AND PROFESSIONAL DEVELOPMENT, INC.,
 THE
 LATINO HEALTH INSURANCE PROGRAM, INC., THE
 THE LEARNING KNOLL INC
 MAVERICK GROUP, INC., THE
 THE NARROW GATE ARCHITECTURE LTD
 THE NORTHEAST INDEPENDENT
 THE RIPPLES GROUP, LLC
 THE ROBINSON GREEN BERETTA CORP.
 THE SALEM MISSION INC
 THE SALVATION ARMY
 THE SUBURBAN HOMEMAKING & MATE
 TEACHER COLLABORATIVE, INC., THE
 THE TRAINING ASSOCIATES CORPORATION
 THE TRANSFORMATION CENTER INC
 THE VOCATIONAL ADVANCEMENT CENTER
 THERMO DYNAMICS INTERNATIONAL INC
 THIRD SECTOR NEW ENGLAND, INC. D/B/A: TSNE
 THOMAS J BROTHERS JR.
 THOMAS P. RYLAND CO, INC.
 THREE LANTERN MARINE AND FISHING CO. INC
 THRYV CONSULTING, INC.
 SHAFIIS', INC.
 TITAN ROOFING, INC.
 TLC TRUST
 TLK SPORTS, LLC
 TOBIAS & BATTITE INC
 TOMMYS TAXI INC
 TOMO360, LLC
 TOOL & EQUIPMENT CONNECTION INC
 TOOLE DESIGN GROUP, LLC
 TOOLS UNLIMITED, INC.
 TOPAZ ENGINEERING SUPPLY INC
 TOWARD INDEPENDENT LIVING AND LEARNING, INC.
 TOWN TRANSPORTATION LLC
 TRACY SHEEHAN
 TRAFINFO COMMUNICATIONS, INC.
 TRANSACTION ASSOCIATES, INC.
 TRANSFLUENCI, LLC
 TRANSITION HOUSE, INC.
 TRANSITIONS CENTERS INC
 TRIPPIS UNIFORMS INC
 TRIVERUS CONSULTING, LLC
 TRUAX CORPORATION
 TSM DESIGN, INC.
 TULLY CONSTRUCTION CORP
 TURNER STEEL CO INC
 TURY RESEARCH CONSULTING
 TYBORSKI APPRAISAL & CONSULTANT SERVS
 UCP OF WESTERN MASSACHUSETTS INC
 ULTRA AUTOMOTIVE INC
 UNITED ELEVATOR COMPANY, INC.
 UNITED MEDICAL WASTE MGMT
 UNITED PROSTHETICS INC
 URBAN LEAGUE OF EASTERN MASSACHUSETTS, INC. (D)
 USA COURIERS, INC.
 UTEC, INC.
 VALLEY GREEN SHREDDING, LLC
 VALUING OUR CHILDREN, INC.
 VAV INTERNATIONAL, INC.
 VENTURA GRAIN CO INC

VENTURE COMMUNITY SERVICES, INC.
 VETERANS BUSINESS SUPPLY, INC.
 VETERANS DEVELOPMENT CORPORATION
 VETERANS NORTHEAST OUTREACH
 VICTOR A LEWIS
 VICTORY HUMAN SERVICES, INC.
 VIETNAM VETERANS WORKSHOP, INC. D/B/A: NEW ENGLAND CENTER
 AND HOME FOR VETERANS
 VILLAGE PRESCHOOL INC
 VINTAGE PROPERTIES, INC.
 VISI FLASH RENTALS EASTERN INC
 VMS UNITED ROAD TOWING INC
 W.S. ANDERSON, INC.
 WAKEFIELD MOVING & STORAGE SERVICES LLC
 WATERMARK ENVIRONMENTAL INC
 WAYPOINT ADVENTURE INC
 WAYSIDE TRANS CORP
 WELD POWER SERVICE COMPANY INC
 WELLSRING HOUSE INC
 WEST END DAY NURSERY OF NEW BEDFORD, INC.
 WEST WORK, LLC
 WESTERN MASS POWER EQUIPMENT, INC.
 WESTERN MASSACHUSETTS TRAINING CONSORTIUM
 WESTLAKE HOLDING INC
 WESTNET, INC.
 WESTON & SAMPSON CMR, INC.
 WHITE BRIDGE SOLUTIONS LLC
 WHITTIER STREET HEALTH CENTER COMMITTEE, INC.
 WILKEM SCIENTIFIC, LTD.
 WILLIAM PEAR ARCHITECTS INC
 WILLIAMSON ELECTRICAL COMPANY, INC.
 WILLOW BLOSSOM LEARNING CENTER, INC.
 WINDWALKER GROUP, LLC F/K/A: TAINO CONSULTING GROUP, LLC
 WINTERGREEN KENNELS LTD
 WOLF MECHANICAL, LLC
 WOLPERT DISPOSAL INC
 WOMEN'S MONEY MATTERS INC
 WOODS HOLE GROUP INC
 WORAD INC
 WORCESTER COMPREHENSIVE CHILDCARE SERVICES, INC.
 WORCESTER COUNTY MECHANICS ASSOCIATION
 WORK OPPORTUNITY CENTER INC
 WORKPLACE RESOURCE, LTD
 WRAPAROUND FAMILY SERVICES INC.
 XFACT, INC.
 YARESAFO HAIR, LLC D/B/A: SAFO HAIR
 YMCA OF THE NORTH SHORE INC
 YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF BOSTON, INC. D/B/A:
 YWCA BOSTON
 YOUNG WOMEN'S CHRIST ASSOC LOWELL
 YOUNG WOMEN'S CHRISTIAN ASSOC A/K/A: YWCA OF MALDEN
 YUAN3 CHIH4 EDUCATION, INC.
 YWCA CENTRAL MASSACHUSETTS, INC.
 YWCA NORTHEASTERN MASSACHUSETTS, INC.
 YWCA OF SOUTHEASTERN MASS
 ZAGARAN INC
 ZAZ RESTAURANT & CATERING CORPORATION
 ZELUS CONSULTING GROUP, LLC
 ZONA TRAFFIC SYSTEMS, INC.
 ZONES, LLC

Appendix I: 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.

12 PORTER STREET DEVELOPMENT, LLC
 IMPACT FIRST, LLC
 1-STOP DESIGN SHOP, INC.
 24-7 U.S.A. CLEANING, LLC
 3LB GAMES, INC.
 4 CONSULTING, INC.
 4 INSURANCE, LLC
 413 PLUMBING & HEATING, INC.
 43 STRATEGIC CONSULTING, LLC
 451 MARKETING LLC
 813 CONSULTANTS, LLC
 84 LUMBER COMPANY
 96PT., LLC
 A COMER ELECTRICAL SERVICES, INC., D/B/A: ACES
 A I ENGINEERS, INC.
 A JOHNS JOHN
 A PHONE JACK SYSTEMS, INC.
 A&I CONCRETE CURBS & UTILITIES CONTRACTORS, INC.
 A. L. JACKSON & COMPANY, P.A.
 A.J. NESTI MATERIALS, LLC
 A1 DATASHRED, LLC
 AARDVARK GEOTECHNICAL ENGINEERING & TESTING, INC.
 AAXIOM CONCRETE SAWING, LLC
 ABBOTT AND COMPANY, LLC
 ABBY HOMECARE SOLUTIONS, LLC
 ABC HOME & HEALTHCARE PROFESSIONALS, INC.
 ABC SPECIALTEES
 ABC/PACKAGE EXPRESS, INC.
 ABCO PRODUCTS, INC.
 ABIDE, INC.
 ABILITY-GO LLC
 ABLE ASSOCIATES, INC.
 ABLE INDUSTRIAL SWEEPING, INC.
 ABRAMS INSURANCE AND FINANCIAL SERVICES, LLC
 ABRIDGE INFO SYSTEMS, INC.
 ABSOLUTE CARPET & UPHOLSTERY CARE
 AC DISASTER CONSULTING, LLC
 AC FRESH INTERIORS, LLC D/B/A: WHITE COTTAGE
 ACA COMPUTER INTEGRATOR, INC.
 ACADA COMMUNICATIONS, LLC
 ACADEMIC DISCOVERIES, INC.
 ACADEMY ENERGY GROUP LLC
 ACCLAIM SYSTEMS, INC.
 ACCOUNTAIDES, INC.
 ACCU-CLEAN, INC.
 ACE CREATIVE, LLC
 ACM GROUP, INC. D/B/A: ATLANTIC-ACM
 ACME ABATEMENT CONTRACTOR, INC.
 ACORN GROUP, INC. THE, D/B/A: ACORN NATURALISTS
 ACTION FOR BOSTON COMMUNITY DEVELOPMENT, INC. (ABCD)
 ACUTE INDUSTRY, LLC
 ADAM GRAPHIC CORPORATION
 ADAMO CHRISTINE GRACE
 ADAMS & RUXTON CONSTRUCTION COMPANY
 ADAMS PLUMBING & HEATING, INC.
 ADF CLEANING SERVICES
 ADINA ASTOR CONSULTING
 ADNAC CONTRACTING SERVICES, LLC
 ADONAI ALLIANCE HOME HEALTHCARE AGENCY, INC.
 ADONAI SPRING WATER, INC.

ADVANCE AIR & HEAT CO., INC.
 ADVANCE TELEMESAGE SERVICE, INC.
 ADVANCED DATA RISK MANAGEMENT
 ADVANCED PRESENTATION SYSTEMS, INC. D/B/A: CCS PRESENTATION SYSTEMS
 ADVANCED SCAFFOLD SERVICES OF NEW ENGLAND, LLC
 ADVANCED SECURITY SERVICES, INC.
 ADVANTAGE GLASS HOLDING CO., LLC
 AD-VANTAGE, INC.
 ADVANTECH CONSULTANTS MSP, INC.
 AERODYNE MECHANICAL CONTRACTORS, INC.
 AETNA FIRE ALARM SERVICE CO., INC.
 AFFORDABLE LEAD INSPECTIONS
 AFIT STAFFING, INC.
 AGENCY LANDSCAPE + PLANNING, LLC
 AIR CONTROL SYSTEMS, INC. D/B/A: COMMERCIAL AIR CONTROL
 AIRFIG PRODUCTIONS, LLC
 AIR-MART, INC. D/B/A: AIR-MART HEATING AND COOLING
 AIROSMITH, INC. D/B/A: AIROSMITH DEVELOPMENT
 AK HEALTH SOLUTIONS, LLC
 AKAL ENGINEERING, INC.
 ALARES LLC
 ALBANESE BROTHERS, INC.
 ALBANY INFORMATION TECHNOLOGY GROUP, LLC
 ALEXIS DESIGN
 ALGAR CONSTRUCTION CORP.
 ALK CONSULTING LLC
 ALL RESTORATION SOLUTIONS INC
 ALL SPORTS HEROES UNIFORMS, SPORTING GOODS & PROMOTIONS, INC.
 ALL STAR STAFFING, LLC
 ALL STATE WASTE, INC.
 ALL TIME SERVICE, INC.
 ALLEZ CONSULTING, INC. D/B/A: Z-TECH
 ALLIANCE DETECTIVE & SECURITY SERVICE, INC.
 ALLIANCE HOME CARE VISITING NURSE AGENCY, INC.
 ALLIANCE PRINT GROUP, INC.
 ALLSOURCE FIRE SUPPLY, INC.
 ALMEIDA FAMILY CLEANING, LLC
 ALTECH SERVICES, INC.
 ALTIERI EVENTS, LLC D/B/A: AE EVENTS
 ALTITUDE INDUSTRIES CORPORATION
 ALUMINUM & GLASS CONCEPTS, INC.
 ALVES FUELS, INC.
 AM CLEANING, INC.
 AMAKA CONSULTING AND EVALUATION SERVICES, LLC
 AMARAL GROUP, LLC, THE
 AMAZING LOVE, LLC
 AMERICAN BUSINESS SOLUTIONS, INC.
 AMERICAN EARTH PRODUCTS, INC.
 AMERICAN ENVIRONMENTAL, INC.
 AMERICAN FINISH SYSTEM, INC.
 AMERICAN GREEN BUILDING SERVICES, INC.
 AMERICAN MOVING & INSTALLATION, INC.
 AMERICAN RESIDUALS & TALENT, INC.
 AMERICAN TELE-CONNECT SERVICES, INC.
 AMERICAN TRANSLATION PARTNERS, INC.
 AMESBURY INDUSTRIAL SUPPLY CO., INC.
 AMIR NOW INCORPORATED
 AMK ELECTRIC, LLC

AMR CONSULTING, LLC D/B/A: A-TYPE MARKETING & DESIGN LLC
 AMR DESIGNS
 AMW MARKETING
 AMY D CONNER D/B/A: PREMIUMS'R US
 AMY KVISTAD DESIGN
 ANALYTIX BUSINESS SOLUTIONS, LLC
 ANAWAN STUDIOS, LLC
 ANDERSON CLEANING, INC.
 ANDREA'S POLICE SUPPLY, INC.
 ANDREW ASSOCIATES, INC.
 ANNA FARRINGTON
 ANNESE ELECTRICAL SERVICES, INC.
 ANNEX TRANSIT, LLC D/B/A: ANNEX HEALTH SOLUTIONS
 ANSEL, DANA
 ANTONELLIS CONSTRUCTION, INC.
 ANTRA, INC.
 APC DEVELOPMENT GROUP INC
 APEX HEALTHCARE SERVICES, INC.
 APEXBUILDS, LLC
 API INDUSTRIES, INC. D/B/A: ALUF PLASTICS
 APPLIED ECONOMICS CLINIC, INC.
 APPLIED SELF DIRECTION, LLC
 APRIL L. MARLBOROUGH D/B/A: EXECUTECH
 AQUEDUCT TECHNOLOGIES, INC.
 AQUEST, LLC
 AQUINAS CONSULTING, LLC
 ARBOR ASSOCIATES, INC.
 ARCHIPELAGO STRATEGIES GROUP, INC. D/B/A: ASG
 ARCHITECTURAL PRODUCTS, INC.
 ARIGATO SUSHI, INC.
 ARIMANN BUILDING SERVICES, INC.
 ARORA ENGINEERS, LLC
 ARROW TIME CONSULTANTS, LLC
 ART ENGINEERING CORPORATION
 ARTEMIS ASSOCIATES, LLC
 ARTEMIS PAINTING, LLC
 ASA ENVIRONMENTAL PRODUCTS, INC.
 ASIA TRADING INT'L, LLC D/B/A UNIPRO INTERNATIONAL
 ASIAN AMERICAN CIVIC ASSOCIATION, INC.
 ASIAN COMMUNITY DEVELOPMENT CORPORATION
 ASIAN TASK FORCE AGAINST DOMESTIC VIOLENCE
 ASSOCIATED ALARM SYSTEMS, INC.
 ASSOCIATED CAREER NETWORK, LLC
 ATANE ENGINEERS, P.C.
 ATKINSON CARPET INSTALLATION CO., INC. D/B/A: ATKINSON CARPET AND FLOORING
 ATLANTIC BAY CONTRACTING CO., INC.
 ATLANTIC BRIDGE & ENGINEERING, INC.
 ATLANTIC TESTING LABORATORIES, LIMITED
 ATLAS BARREL AND PALLET CORP
 ATLAS RELIEF SERVICES, INC.
 ATRIUM STAFFING, LLC
 ATTENTIVE HOME CARE, INC.
 AUDIO CHEMISTS, INC.
 AULSON COMPANY, INC. (THE)
 AURA INSULATORS, LLC
 AUTISM HOUSING PATHWAYS, INC.
 AVCO CONSULTING, INC.
 AVID IRONWORKS, INC.
 AXELON SERVICES CORP

AXESS MEDICAL, LLC
 AXIOM ACTUARIAL CONSULTING, LLC
 AXIOM COMPANY, LLC, THE
 AYOTTE & KING FOR TILE, INC.
 AZHVAS, INC.
 AZTEC TECHNOLOGIES, INC.
 B&F HOME CARE SERVICES, INC. D/B/A: VISITING ANGELS
 B&J SUPER DEEP CLEANING CORP
 B. ALPHA CONSTRUCTION, LLC
 B+A-C, LLC
 B2B HOLDINGS, INC.
 BACK BAY CONCRETE, CORP.
 BALD HILL BUILDERS, LLC
 BALLAST ADVISORY, LLC
 BALLOON CITY OF BOSTON, INC.
 BANKS II QUAN AND ASSOCIATES, INC.
 BANNER ENVIRONMENTAL SERVICES, INC.
 BARBER DRYWALL, INC.
 BARBRA PERRY D/B/A: BLADES SMALL ENGINE REPAIR
 BARNOWL ADVISORY GROUP, INC.
 BARRETT PLANNING GROUP, LLC
 BARTEN & ASSOCIATES, LLC
 BARTON'S ANGELS, INC.
 BASIL TREE INC., THE
 BASS ASSOCIATES, INC.
 BATALLAS ELECTRIC, INC.
 BAY COLONY GROUP, INC.
 BAY SHORE STAFFING, INC.
 BAY STATE ALARM SECURITY, INC.
 BAY STATE COMMUNITY SERVICES
 BAY STATE ENVELOPE, INC. D/B/A: BSE PRINT SOLUTIONS
 BAY STATE PROPERTY SERVICES, INC. D/B/A: CITY WIDE OF BOSTON
 BAY STATE WATER WORKS SUPPLY, INC.
 BAYSTATE HOME GUARD, INC.
 BAYSTATE INTERPRETERS, INC
 BAYTOWNIES, LLC
 BBCG, LLC D/B/A: VANTAGE GRAPHICS
 BBE CORPORATION
 BE SAFER AT HOME, INC.
 BEAVERBROOK STEP, INC.
 BEEMORE PRODUCTIONS
 BEHAVIORAL HEALTH INDUSTRY NEWS, INC. D/B/A: OPEN MINDS
 BEHAVIORAL HEALTH NETWORK, INC.
 BELGRAVE BUSINESS GROUP, INC. D/B/A: PUROCLEAN CERTIFIED RESTORATION SPECIALIST
 BELLAMY GROUP, INC.
 BENCHMARK OFFICE SYSTEMS, INC.
 BENEFICENT, LLC
 BERKSHIRE RESOURCES FOR INTEGRATION OF DIVERSE GROUPS AND EDUCATION, INC.
 BERNICE F. LORD, CPA
 BESTPRO CLEANING, LLC
 BETHEL GROUP, LLC
 BETIS GROUP, INC.
 BETTE HOFFMAN D/B/A: YOLO
 BETTER TOGETHER BRAIN TRUST
 BETTERSECTOR, LLC
 BETTS PLUMBING & HEATING SUPPLY, INC.
 BIDDOS ONLINE, INC.
 BIERMANN SERVICES, INC.

BIG GAME OUTFITTERS, INC.
BIGELOW NURSERIES, INC.
BIMSHA CORPORATION
BKN MANAGEMENT SOLUTIONS, LLC
BLACKHIVE CORP, INC.
BLANCO ELECTRIC, LLC
BLUE MONKEY PROMOTIONS, LLC
BLUE SAGE CONSULTING, INC.
BLUE STAR GLASS TEXAS, LLC
BLUEFROG OF WESTERN MASS, LLC
BMCA, INC.
BOOKKEEPING PLUS MORE
BOS LEGAL GROUP, LLC
BOSTON BOX LUNCH AND CATERING D/B/A: APPLE SPICE OF GREATER BOSTON
BOSTON CHAIR MASSAGE, INC.
BOSTON CHINATOWN NEIGHBORHOOD CENTER, INC.
BOSTON CONCRETE FORMS, INC.
BOSTON INDIA HOLDINGS, INC. D/B/A: TALENTBURST, INC.
BOSTON OPTIMAL TECHNOLOGIES, LLC
BOSTON SERVICES, LLC
BOYS & GIRLS CLUB FAMILY CENTER, INC.
BRADFORD CARPET CO INC
BREDY NETWORK MANAGEMENT CORPORATION
BRENNAN CONSULTING, INC.
BRIDGING INDEPENDENT LIVING TOGETHER, INC.
BRIGHAM INDUSTRIES, INC.
BRIGHTNOON HEALTHCARE, LLC
BRILJENT, LLC
BRI'S SWEET TREATS, LLC
BROADSIDE BOOKSHOP, INC.
BROCHU PEST SOLUTIONS LLC
BROCKTON AREA MULTI SERVICES, INC.
BROCO OIL, INC. D/B/A: BROCO ENERGY, LLC
BRONNER GROUP, LLC
BROOKSCO, LLC
BROSS GROUP, LLC
BROWN COMPUTER SOLUTIONS, INC.
BROWN, RICHARDSON & ROWE, INC.
BRYANT ASSOCIATES, INC.
BSST SOFTWARE GROUP, INC. D/B/A: BOSTON GROUP, THE
BUCHER AND CHRISTIAN CONSULTING, INC.
BUDGET SERVICES AND SUPPLIES LLC
BUILDING ENCLOSURE ASSOCIATES, LLC
BUILDING FOR OUR FUTURE, LLC
BUILT BY KASS, LLC
BUONO PEST CONTROL CO., INC.
BUY THE YARD, LLC
BUYER ADVERTISING, INC.
C & A CONSTRUCTION COMPANY, INC.
C & C CONSULTING ENGINEERS, LLC
C & C CONTRACTORS, LLC
C T S SERVICES, INC.
C&C JANITORIAL SUPPLIES, INC.
C&D ELECTRONICS, INC.
C. A. CROWLEY ENGINEERING, INC.
C. R. LEVESQUE TRUCKING CORP.
C.E. COMMUNICATION SERVICES, INC.
C.F. MEDICAL, INC.
C.M. CLEANING COMPANY, INC.
C.V.D. PAVING, CORP.
C4 INNOVATIONS, LLC
C4CABLE, LLC
CAAN FENCE, INC.
CAH & ASSOCIATES LLC
CAM COMPANY, LLC, THE
CAM OFFICE SERVICES, INC.
CAMBIRE CONSULTING
CAMBRIDGE COMPUTER SERVICES, INC. D/B/A: FOURTH HAT ASSOCIATES , CCS, CAMBRIDGE COMPUTER
CAMBRIDGE STREET CONSULTING LLC
CAMELOT ENTERPRISES, INC.

CAMINITI CONSULTING COMPANY, INC.
CAMPBELL-MCCABE WORLDWIDE, LLC
CANAAH TECH SOLUTIONS, LLC
CAPITAL STRATEGIC SOLUTIONS, LLC
CAPTION FIRST, INC.
CARACAS CONSTRUCTION CORPORATION
CARBON COLORS, LLC
CARDINAL COACHES, LLC
CARDINAL GRAPHIC DESIGN
CARDINAL HEALTH 110, LLC
CARIBBEAN FOUNDATION OF BOSTON, INC., THE
CARIBE COMMUNICATIONS & PUBLICATIONS INC., D/B/A: EL MUNDO BOSTON
CARL-LOUIS & CO., INC.
CARMEL MOVERS, INC.
CAROLYN COONEY & ASSOCIATES
CAROLYN'S TRANSPORT, LLC
CASA ESPERANZA, INC.
CASNA EDUCATIONAL CONSULTING, LLC
CASSANDRA KILEY CONSULTING, LLC
CASTLE GROUP, INC., THE
CAT STEEL, LLC
CATALYST CONSULTING GROUP, INC.
CAULFIELD ENVIRONMENTAL
CAUSEMEDIA, INC. D/B/A: MORE ADVERTISING
CBA LANDSCAPE ARCHITECTS, LLC
CCK2 CLEANING SERVICES
CCM EDUCATION GROUP, LLC
CDS CONTRACTING SERVICES, LLC
CDW CONSULTANTS, INC.
CEC BUSINESS SOLUTIONS, INC.
CELES10 TRANSPORTATION SERVICES, LLC
CELSE ENTERPRISE, LLC
CEMAT CONTRACTING CO., INC.
CENTER FOR ECOTECHNOLOGY, INC.
CENTER FOR HUMAN DEVELOPMENT, INC.
CENTER OF HOPE FOUNDATION, INC.
CENTRAL BOSTON ELDER SERVICES, INC.
CENTRAL ELECTRICAL SPECIALTY, CORP.
CENTRAL MASSACHUSETTS AREA HEALTH EDUCATION CENTER, INC.
CENTRAL RADIO APPLIANCE BEDDING, INC.
CENTRAL SOURCE, INC.
CENTUM SEARCH, LLC
CERO COOPERATIVE, INC.
CERTIFIED CONNECTIONS, INC.
CERTIFIED SAFETY MANUFACTURING, INC.
CHANDA CARE, INC.
CHAPMAN CONSTRUCTION GROUP, INC.
CHARTER CONTRACTING COMPANY, LLC
CHESS ENGINEERING, LLC
CHICOPEE INDUSTRIAL CONTRACTORS, INC.
CHILD DEVELOPMENT AND EDUCATION, INC.
CHILDREN'S SERVICES OF ROXBURY, INC.
CHILLER TECHNOLOGY, INC.
CHOCOLATE THERAPY, INC.
CHOICE RECOVERY COACHING, INC.
CHOICE SERVICES CORP.
CHRISTINE R. MILLER D/B/A: OCEANS PROMOTIONS
CIRRUS STRUCTURAL ENGINEERING, LLC
CITY FRESH FOODS, INC.
CITY POINT PARTNERS, LLC
CITY SEALCOATING, INC.
CITYSCAPES PLANTCARE, INC.
CITYWRIGHT, LLC
CKS INTERIORS, INC.
CLARITY PARTNERS, LLC
CLARK MEDIA CORP., D/B/A: RESPONSIVE TRANSLATION SERVICES
CLAYTON LLC D/B/A: BLUEBIRD GRAPHIC SOLUTIONS
CLC CONSULTING, LLC
CLEAN PROPERTIES ENGINEERING, INC.
CLEAN TECH SYSTEMS, INC.
CLEANX, INC.

CLIMATE ADVISORY, LLC
CLOTHES LINE, INC., THE D/B/A: HI VIZ & WORK WEAR
CLUTCH SOLUTIONS, LLC
CM FACILITY SERVICES, LLC
CMC SHADES AND SPECIALTIES, LLC
COAST AND HARBOR ASSOCIATES, INC.
COASTAL MARINE CONSTRUCTION, LLC
CODMAN SQUARE HEALTH CENTER, INC.
CODMAN SQUARE NEIGHBORHOOD DEVELOPMENT CORP
COLLABORATIVE, INC., THE
COLLECTIVE INSIGHT, LLC
COLLEEN HANCOCK DBA: CLEAN TEAM (THE)
COLLINS CONSTRUCTION CO., INC.
COLLINS-CROCHIERE CONSTRUCTION SERVICES, INC.
COLOR WHEEL, LLC
CO-MARKETING PLUS, INC.
COMMDEX HOLDINGS, LLC
COMMERCIAL CLEANING SERVICE, INC.
COMMODORE BUILDERS, LLC
COMMON SENSE ENVIRONMENTAL, INC.
COMMONWEALTH CONSULTING AGENCY, LLC
COMMONWEALTH STAFFING SOLUTIONS
COMMUNICATEHEALTH, INC.
COMMUNICATION TECHNOLOGY SERVICES
COMMUNICATION VIA DESIGN, LTD.
COMMUNITY ACTION PIONEER VALLEY, INC.
COMMUNITY AUTISM RESOURCES, INC.
COMMUNITY CARING CLINIC, LLC
COMMUNITY DAY CARE CENTER OF LAWRENCE, INC. D/B/A: THE COMMUNITY GROUP
COMMUNITY-LED SOLUTIONS, LLC
COMPASS RESTORATION SERVICES, LLC
COMPLETE TRANSPORTATION, LLC
COMPLIANCE SOLUTIONS, LLC
COMPOSITE COMPANY, INC.
COMPREHENSIVE ENVIRONMENTAL, INC. D/B/A: CEI
COMPUNNEL SOFTWARE GROUP, INC. D/B/A: COMPUNNEL INC. /
COMPUNNEL HEALTHCARE
COMPUTER MERCHANT, LTD. THE
COMPUTER SOLUTIONS, INC.
CONNECTS2E, LLC
CONCIOUSLY EXPOSED
CONTEXTURE, INC.
CONTINENTAL RESOURCES, INC.
CONVENIENT HOME CARE SERVICES, INC.
CONVENTURES, INC.
COPY GRAPHICS, INC.D/B/A: MRS. PAPER
CORINTHIAN EVENTS, LLC
CORNERSTONE CONSTRUCTION SERVICES, LLC
CORRECTIONAL DIALYSIS SERVICES, LLC
CORRTECH, INC.
CORRUGATED PACKAGING, INC.
COSENTA, LLC
COSTA BROTHERS MASONRY, INC.
COULD NOT VERIFY
COULTER CONSTRUCTION, LLC
COUNTY HOMECARE AND STAFFING, LLC
CQ FLUENCY, INC.
CR ENVIRONMENTAL, INC.
CRAFTING MINDS GROUP, LLC
CREATIVE FUTURES, LLC
CREATIVE LAB, LLC
CREATIVE OFFICE PAVILION, LLC
CREATIVE TOUCH DESIGNS, LLC
CRISPUS ATTUCKS CHILDREN'S CENTER
CROCUS, LLC
CROSBY SCHLESSINGER & SMALLRIDGE, LLC
CROSS COUNTRY PAINTING COMPANY, INC.
CROSS CULTURAL COMMUNICATION SYSTEMS, INC.
CROSSLAND GROUP LTD, THE
CROWLEY COTTRELL, LLC
CRUZ MANAGEMENT CO., INC.

CRYSTAL ANALYTICAL, LLC
CSL CONSULTING, LLC
CSL, INC.
CULLEN MECHANICAL, INC.
CULTURE REDESIGNED, LLC
CUSTOM FLOORS DESIGN, INC.
CUSTOM IRON WORKS, INC.
CUSTOMER RESEARCH INTERNATIONAL, INC.
CUTTING EDGE INSTALLATIONS INCORPORATED
CUTTING EDGE PROMOTIONAL PRODUCTS
CVC INSTALLATIONS, LLC
CYBER SPACE TECHNOLOGIES, LLC
D A BOSTON SERVICES, INC.
D&D BARK BLOWING, LLC
DADO TEA, LLP
DAGLE ELECTRICAL CONSTRUCTION CORP.
DAMIANOS PHOTOGRAPHY
DANDIS CONTRACTING, INC.
DARLEEN BUDZINSKI D/B/A: DBUDPRODUCTS
DATALYSYS, LLC
DATAMAXX APPLIED TECHNOLOGIES, INC.
DATASYS CORPORATION
DATAWIZ TECHNOLOGIES, LLC
DAV CONSTRUCTION, LLC
DAVEN CORP.
DAVENPORT ADVISORS, LLC
DAVID R. NORTHUP ELECTRICAL CONTRACTORS, INC.
DAVISKELLY, LLP
DAWOOD ENGINEERING, INC.
DAY HEALTH STRATEGIES, LLC
DB HEALTHCARE, INC.
DEBORAH MYERS LANDSCAPE ARCHITECTURE, LLC
DEEP WHY DESIGN, LLC
DELLA SUPPLY, LLC
DELUCCA FENCE COMPANY, INC.
DELUXE CLEANING AND ORGANIZING, LLC, THE
DEMCO, LLC
DENALI GROUP, LLC
DENTERLEIN WORLDWIDE, INC.
DEPAOLI MOSAIC COMPANY, INC.
DEPINA BROTHERS SAND & GRAVEL, INC.
DEPRIZIO PAVING AND CONSTRUCTION COMPANY, INC.
DERENZY DOCUMENT SOLUTIONS, INC.
DESIGN PRINCIPLES, INC.
DESIGN WORKSHOP, INC.
DEVELOPMENTAL EVALUATION ADJUSTMENT FACILITIES, INC. D/B/A DEAF, INC.
DHARAM LALLY & SMITH, LLC
DHC SERVICES CORP.
DIANA SATIN CONSULTING
DIANE B. MULLAHY D/B/A: TRAVEL LEADERS/HAPPY HOLIDAYS TRAVEL
DIANE MURPHY D/B/A: GRAPHIC TOUCH
DIETZ & COMPANY ARCHITECTS, INC.
DIMOCK COMMUNITY HEALTH CENTER
DIRTYGIRL DISPOSAL, INC.
DIVERSIFIED CHEMICAL AND SUPPLY, INC.
DIVERSIFIED MARKETING GROUP, LLC
DIVERSIFIED SYSTEMS, INC.
DIVERSIFIED TECHNOLOGY, INC.
DIVERSITY MARKETING AND COMMUNICATIONS, LLC
DIVERSITY NORTH GROUP, LLC
DIVISION 10 SPECIALTIES, INC.
DL WAREHAM, INC. D/B/A: FIRST CALL TRUCKING & COURIER
DMA HEALTH STRATEGIES, INC.
DOANE CONSULTING, LLC
DOCUMENT TECHNOLOGIES, INC.
DOLE & BAILEY, INC.
DOLPHIN RESOURCE GROUP, INC.
DOMITEK, INC.
DON MARTIN CORPORATION
DONE RIGHT BUILDING SERVICES, INC.
DORCHESTER BAY ECONOMIC DEVELOPMENT CORPORATION

DORIAN CRAWFORD D/B/A: C&C PSYCHOLOGICAL SERVICES
DOTCOM TEAM, LLC, THE
DOUBLE K TRUCKING, LLC
DOVE, INC. D/B/A: DOMESTIC VIOLENCE ENDED INC.
DPV TRANSPORTATION, INC.
DRAIN SHOOTER, INC.
DRYWALL PLUS, INC.
DTL CAPITAL, INC.
DULCE FERNANDEZ DE GUZMAN D/B/A: DINOKIDS VILLAGE
DULUTH TRAVEL, INC.
DUSK TO DAWN TAX & ACCOUNTING, LLC
DUSTBUSTERS COMPANY, INC.
DUTECH SYSTEMS, INC.
DYER BROWN & ASSOCIATES, INC.
DYNAMIC JANITORIAL CLEANING, INC.
DYNAMIC SCHEDULING SOLUTIONS, INC.
E ALVES CLEANING SERVICE, INC.
E.T. & L. CORP.
E3 DEVELOPMENT LLC
EARLY CHILDHOOD ASSOCIATES INCORPORATED
EARLYBIRD POWER, LLC
EARTHDESIGN LANDSCAPE ARCHITECTURE, LLC
EAST COAST REBAR, INC.
EASTERN BAG & PAPER COMPANY, INC. D/B/A: EBP SUPPLY
SOLUTIONS
EASTLEDGE GROUP, LLC, THE
EASTWIND CORPORATION
EBBRELL ARCHITECTURE + DESIGN, INC.
ECCO SELECT CORPORATION
ECIN INDUSTRIES, INC.
ECLINALWORKS, LLC
ECO SYSTEMS PEST CONTROL, INC.
ECO WASTE DISPOSAL & CONTAINER STORAGE, INC.
ECOLOGIC ENTOMOLOGY, LLC
ECONOMIC MOBILITY PATHWAYS, INC.
ECONOMISED TIME SERVICES, INC.
EDI LANDSCAPE, LLC
EDINBURG CENTER, INC.,THE
EDLIGHTEN SOLUTIONS
EDM CONSTRUCTION, INC. D/B/A NEW ENGLAND BRIDGE PRODUCTS
EDMETRIC, LLC
EDUARDO BERINSTEIN TRANSLATIONS, LLC
EDUPORIUM, INC.
EDWARD M. KENNEDY COMMUNITY HEALTH CENTER, INC.
EDWARDS GROUP, LLC, THE
EES SILVER, LLC D/B/A: HOMEWATCH CAREGIVERS
EGGLETON ENTERPRISES, LLC
EH ELECTRIC AND HVAC, LLC
EK CONSTRUCTION, LLC
EKG NETWORKING, INC.
ELAINE CONSTRUCTION COMPANY, INC.
ELECTRONIC SECURITY & CONTROL SYSTEMS, INC.
ELEGANT STITCHES, INC.
ELITE PEST SOLUTIONS, INC.
ELIZABETH MALLOY CONSULTING
ELLANA CONSTRUCTION CONSULTANTS OF NEW ENGLAND, INC
ELCCO PROMOTIONS, INC.
EMC RESEARCH, INC.
EMETRIC, LLC
EMILY ROTHSCHILD D/B/A: ROTHSCHILD & ASSOCIATES
EMILY'S INC.
EMMA PLUMBING CO, INC.
EMMAUS, INC.
EN POINTE IT SOLUTIONS, LLC
ENALTECER EDUCATION CONSULTING LLC
ENERGY FEDERATION, INC.
ENGINEERED CONSULTANTS, INC.
ENGINEERS DESIGN GROUP, INC.
ENLACE DE FAMILIAS DE HOLYOKE/HOLYOKE FAMILY NETWORK, INC.
ENVIROX, LLC
EOS APPROACH, LLC D/B/A: PROSHRED SECURITY
EPOCH HEALTH CARE, LLC

ERICA RODRIGUES D/B/A: SENNE MARKETING
ERIDOR, INC. D/B/A: ERIDOR FOODSERVICE, INC.
ERIN MURPHY DESIGN, LLC
ESL AND TOEFL ASSOCIATES, THE
ESOCIATES, LLC
ESSENTIAL PERIMETER SAFETY SYSTEMS, INC.
ETEAM, INC.
EVERETT APPLIANCE SERVICE
EVERETTS ENTERPRISE, LLC
EXCEL NURSING SERVICES, INC.
EXCELL CONSTRUCTION CORPORATION
EXCELSURE HOMES HEALTH CARE SOLUTION, LLC
EXPERCOIN, LLC
EXPRESSIVE PRINT AND PROMOTION
EZMAY CONSULTING, LLC
F.L. CAULFIELD & SONS, INC.
FABIANO OIL CORP.
FAIRFAX DATA SYSTEMS, INC.
FAMILY CARE PARTNERSHIP, LLC
FAMILY HARDWARE CORP
FAN FAVORITE, INC. D/B/A/: I LOVE BOSTON SPORTS
FAULKNER CONSULTING GROUP, LLC
FCI MULTIPLE SERVICES CORP.
FEBLOWITZ ENERGY CONSULTING
FERNANDEZ & ASSOCIATES
FERREIRA TOWING, INC.
FILLION ASSOCIATES, INC.
FILLION'S LANDSCAPING, INC.
FINEGOLD ALEXANDER ARCHITECTS, INC.
FINELINE GRAPHICS, INC.
FINEPOINT ASSOCIATES, LLC
FIRECODE DESIGN, INC.
FITCHBURG TRANSPORTATION, LLC
FITZGERALD & HALLIDAY, INC. D/B/A FHI STUDIO
FLAHERTY EQUIPMENT SALES CORPORATION
FLETCHER SEWER & DRAIN, INC.
FLOURISH AND THRIVE LABS LLC
FLOW DESIGN, INC.
FLUOROLITE PLASTICS, LLC
FLYNN ENTERPRISES INC.
FOCUS CONSULTING
FOLAN WATERPROOFING & CONSTRUCTION COMPANY, INC.
FOODSERVICE DESIGN, LLC
FORM 10 GROUP, INC.
FORTRESS, INC.
FOURANS, LLC
FOUR SQUARE INTEGRATED TRANSPORTATION PLANNING, INC.
FOWLER PRINTING & GRAPHICS, INC.
FR ENGINEERING GROUP, INC.
FRASER ENGINEERING COMPANY, INC.
FRONT LINE, INC.
FS ENGINEERS, INC.
FULL CIRCLE TECHNOLOGIES, INC.
FULLTEC CONSULTANTS, INC.
G & L LABORATORIES CORPORATION
G A BLANCO & SONS, INC.
G GROUP TRANSPORTATION, LLC
G&G FUEL, INC.
G&G PLASTER EIFS & DRYWALL, INC.
GAAMHA, INC.
GALEN LABORATORY SUPPLIES, LLC
GALLAWAY CONSULTING GROUP INC.
GANDARA MENTAL HEALTH CENTER, INC.
GARCIA CLINICAL LABORATORY, INC.
GARG CONSULTING SERVICES, INC.
GARSAN SOLUTIONS, LLC
GENERAL AIR CONDITIONING & HEATING, INC.
GENERAL CONTRACTING SOLUTIONS, INC.
GENERAL ENVIRONMENTAL SERVICES, INC.
GENESYS CONSULTING SERVICES, INC.
GENEX CONSTRUCTION GROUP, LLC
GEOLOGIC-EARTH EXPLORATION, INC.

GEOTEK ENGINEERING, INC.
GFM ENTERPRISES, INC.
GILLETTE RESTAURANT EQUIPMENT, INC.
GIRLS INCORPORATED OF LYNN
GLADYS ALLEN BRIGHAM COMMUNITY CENTER
GLASS & MIRROR, INC.
GLIONNA PLUMBING & HEATING SERVICES, INCORPORATED
GLOBAL CARE PROVIDERS, LLC
GLOBAL COMPASS, INC.
GLOBAL LINK LANGUAGE SERVICES, INC.
GLOBE LANGUAGE SOLUTIONS, LLC
GLOWING DOT, LLC, THE
GM2 ASSOCIATES, INC.
GMT CONSTRUCTION AND PAINTING SERVICES CORPORATION
GNC CONSULTING, INC.
GNP CONSTRUCTION CORP.
GO GREEN SOLUTIONS, INC.
GOJO INDUSTRIES, INC.
GOMES CONSTRUCTION COMPANY, INC.
GOOD LIFE PRODUCTIONS, LLC
GOODMAN RESEARCH GROUP, INC.
GORCA CONSTRUCTION, INC.
GOV BLOOM, LLC D/B/A: BLOOM WORKS
GPS GROUP PEER SUPPORT, LLC
GRAND DESIGN, INC. D/B/A: GREAT ISLAND DESIGN
GRANITE PRINT, LLC
GRASSESCHI PLUMBING AND HEATING, INC.
GREAT IN COUNTERS, INC.
GREAT LAKES PENSION ASSOCIATES, INC.
GREATER BOSTON CHINESE GOLDEN AGE CENTER, INC.
GREATER LAWRENCE FAMILY HEALTH CENTER, INC.
GREEN CASTLE BUSINESS SOLUTIONS, INC
GREEN INSULATION, INC.
GREEN INTERNATIONAL AFFILIATES, INC.
GREEN RIVER RESEARCH, LLC
GREEN SEAL ENVIRONMENTAL, INC.
GREENFIELD GLASS CO, INC.
GREENLEAF ENVIRONMENTAL, INC.
GREENOUGH PACKAGING & MAINTENANCE SUPPLIES, INC.
GREYTEK LLC
GRIMES OIL CO., INC.
GROUND, INC.
G'S ULTIMATE OFFICE CLEANING SVC., LLC
GUARDIAN ANGEL SENIOR SERVICES, INC.
GUARDIAN CAPITAL, INC.
GUARDIAN HEALTHCARE, LLC
GUARDRAIL SOLUTIONS, LLC
GUERRERA WRITER, LLC
GUIDEWIRE, INC.
GUILLEN TECHNOLOGY CONSULTANTS, LLC
GUY BROWN, LLC
GVC CONSTRUCTION, INC.
GXC INC
H B WELDING, INC.
H&A STEEL, LLC
H.M. NUNES & SONS CONSTRUCTION, INC.
H.T. BERRY COMPANY, INC.
HADLAN GROUP, LLC, THE D/B/A: KONA ICE OF NEWBURYPORT
HAMPTON FLOORING CENTER, INC.
HAANDUP MANAGER, LLC
HANSON INSURANCE AGENCY, INC.
HAR-PER SALES SOLUTIONS, INC.
HARRIS LAWN & LANDSCAPE LLC
HARRIS MILLER MILLER & HANSON, INC. D/B/A: HMMH
HAT CREEK OUTFIT, INC.
HATTERAS, INC.
HAYDEN SAFE & LOCK CO., INC.
HBSS CONNECT CORP
HEALTH CARE PHARMACY, INC.
HEALTH IMPERATIVES, INC.
HEALTHDATAVIZ, LLC
HEALTHY CHILDREN PROJECT, INC.

HEARTH, INC.
HELCO SAFETY EQUIPMENT CORPORATION
HELENE-KARL ARCHITECTS, INC.
HELIOS ENERGY, LLC
HERB CHAMBERS I-93, INC.
HERITAGE CONSTRUCTION & SUPPLY
HERON, INC.
HERRING, INC.
HFSE, INC.
HICKS AUTO BODY, INC.
HIGH QUALITY LANDSCAPE CONSTRUCTION, INC. D/B/A: NEW
ENGLAND TREE MASTERS
HIGHLANDER TREE & LANDSCAPING INC
HIGHRISE CONSOLIDATED SERVICES, LLC
HILLTOP RENTAL PROPERTY MANAGEMENT, INC.
HILTON REALTY, INC.
HIRE PARTNERSHIP, LLC
HIRE SIMPLIFIED, LLC
HISPANIC RESOURCES, INC.
HOLLISTER GROUP, INC., THE
HOLLYWOOD PUBLIC RELATIONS, LLC D/B/A: HOLLYWOOD AGENCY
HOLYOKE HEALTH CENTER, INC.
HONEYCOMB COLLABORATIVE, LLC
HONOR CODE CREATIVE, LLC
HORIZON SERVICES CORPORATION
HORSESHOE HAULING, LLC D/B/A: HORSESHOE FOODS AND
DISTRIBUTION
HOUSMAN INSTITUTE, LLC
HSI CONSTRUCTION, INC.
HUB GLASS SERVICES, INC.
HUB TESTING LABORATORY, INC.
HUMAN IN COMMON, LLC
HUMAN SERVICE FORUM, INC.
HURST LANDSCAPING AND SITE SERVICES, INC.
HYGEMAIL, LLC D/B/A: MINUTEMAN PRESS OF NATICK
HYWORK, INC. D/B/A: COPYCAT
I4DM, LLC
IDEAL PRINTERS, INC.
IDEAL RESIDENCES OF NEW ENGLAND, LLC
IDIOMA EDUCATION & CONSULTING, LLC
IDS HIGHWAY SAFETY, INC.
IMAGINATION STUDIOS, LLC
IMC QUALITY CLEANING, LLC
IMEX CARGO, LLC
IN TOONE COMMUNICATION, LLC
INDEPENDENT FEMAL, LLC
INDEPENDENT MECHANICAL CONTRACTORS, INC.
INDU, LLC
INDUS TRANSLATION SERVICES, INC.
INDUSTRY SOLUTIONS, LLC
INFINART, INC.
INFINITY ABATEMENT SERVICES, INC.
INFOJINI, INC.
INFORE CONSULTING, LLC
INFORMATIX HEALTH, INC.
INNOVA SOLUTIONS, INC.
INNOVATEI, INC.
INNOVATIONS GROUP, INCORPORATED, THE
INNOVATIVE PROMOTIONAL CONCEPTS
INNOVATIVE PSYCHOLOGICAL SERVICES, INC.
INNOVIX CONSULTING, INC.
INSTITUTE FOR EDUCATION AND PROFESSIONAL DEVELOPMENT, INC.,
THE
INSTITUTE FOR HEALTH AND RECOVERY
INSTITUTE FOR MULTI-SENSORY EDUCATION, LLC
INSURANCEONE INSURANCE AGENCY, INC. D/B/A: WEST INSURANCE
AGENCY, INC.
INTEGRATIVE LEADERSHIP STRATEGIES, LLC
INTERCONNECT COMPUTER CABLING SERVICES, INC.
INTERCULTURAL PRODUCTIONS, LLC
INTERIOR RESOURCES GROUP, LLC
INTERNATIONAL HEALTH SERVICES, INC.

INTERNATIONAL HEALTH SOLUTIONS, INC.
INTERNATIONAL TRANSLATION COMPANY
INTERPRETERS AND TRANSLATORS, INC.
INTERPRETERS ASSOCIATES, INC.
INTUEOR CONSULTING, INC.
IPSWICH SHELLFISH CO., INC.
ISIDOR STUDIO, LLC
ISLAND COMPUTER PRODUCTS, INC. D/B/A: ICP
ISLAND PAVEMENT CUTTING CO., INC.
IT MANTRA, LLC
IT RESOURCE SOLUTIONS.NET, INC.
ITERATORS, LLC
IT'S ABOUT TIME LOGISTICS, LLC
IZ SCHWARTZ APPLIANCE WAREHOUSE, INC.
J & S BUSINESS PRODUCTS, INC.
J COUGLER, INC.
J DEMARCO, INC.
J SHERMAN STUDIO, LTD.
J TROPEANO, INC.
J. GOSS CONSTRUCTION
J. L. ENTERPRISES, INC.
J. L. FRENCH TRANSPORTATION, LLC
J.E. WATKINS CONSTRUCTION COMPANY
J.THIBERT ARCHITECTURAL WOODWORK INSTALLATION, INC.
JACKSON GLASS, INC.
JAG PAINTING CONTRACTORS, INC.
JAGUAR GRAPHICS, INC.
JAMA PROFESSIONAL CLEANING, INC.
JAMAICA PLAIN NEIGHBORHOOD DEVELOPMENT CORPORATION
JAMES GALVIN ELECTRIC COMPANY, INC.
JAMNFG, INC. D/B/A: QA MAINTENANCE
JANE FREEDMAN LAW, LLC
JASONICS SECURITY CORPORATION
JAZZY SPORTSWEAR PROMOTIONAL COMPANY, LLC
JC FERREIRA CONSTRUCTION, INC.
JEANNE GEIGER CRISIS CENTER, INC.
JEFF OLLIVIERE'S CARPETS
JET SECURITY, LLC
JEW N ENTERPRISE, INC.
JHP INDUSTRIAL SUPPLY COMPANY, INC.
JIMENEZ & SON CONSTRUCTION CO., INC.
JK SERVICES, INC.
JKMUIR, LLC
JM FISKE ENVIRONMENTAL
JMA ARCHITECTS, INC.
JOE SHEPTEK, LLC
JOHN GALT STAFFING, INC.
JOHN H. CANTO LANDSCAPE & BOBCAT SERVICES, INC.
JOHN LATKA & COMPANY, INC., D/B/A: LATKA PRINTING
JOHN LEONARD EMPLOYMENT SERVICES, INC.
JOHN MURPHY JR ELECTRICAL CONSTRUCTION & ENGINEERING, INC
JOHNSON LUMBER CO., INC.
JONES WHITSETT ARCHITECTS, INC.
JORANI SOLUTIONS, INC. D/B/A: SUCCESSGINEER
JORDAN ENTERPRISES, INC. D/B/A: SD VISUAL IMAGES
JOSEPH BOTTI CO., INC.
JOSEPHINES BAKING COMPANY, LLC
JOYCE CONSULTING GROUP, P.C.
JP & RB MOTEL INVESTMENTS, LLP D/B/A: SUPER 8 / CARRIAGE HOUSE
JP ADVERTISING, INC.
JS CONSULTING ENGINEERS, LLC
JULES CATERING, INC.
JULIE A RIVERS CONSULTING
JUNA FINANCIAL SOLUTIONS, LLC
JUSTICE RESOURCE INSTITUTE, INC.
K & M COMMUNICATIONS CORPORATION
K&J SAFETY AND SECURITY CONSULTING SERVICES, INC.
K1 ROOFING, LLC
K5 CORPORATION
K-9 MERCANTILE PROTECTION, INC.
KAPLAN CORPORATION D/B/A: KAPLAN CONSTRUCTION

KARMA ENVIRONMENTAL SERVICES, INC.
KARP STRATEGIES, LLC
KARPMAN CONSULTING, LLC
KASCADE, LLC
KB-MAC, INC.
KEANE FIRE & SAFETY EQUIPMENT CO., INC.
KEATING CONSULTING, INC.
KELLY, VITALE, RAFFOL, LLC
KENNEDY & VIOLICH ARCHITECTURE, LTD.
KENNEY MASONRY, LLC
KEVILLE ENTERPRISES, INC.
KIM INDUSTRIES, INC.
KIM MILLER, INC., D/B/A: MILLER FENCE CO.
KITTREDGE EQUIPMENT COMPANY, INC.
KLEM TRACTOR, INC. D/B/A: KLEM'S
KLOPFER MARTIN DESIGN GROUP, LLC
KMA, LLC
KO STONE, INC.
KOERNER CONSULTING, LLC
KONJOLKA MEDIA, LLC
KOOL, INK., LLC D/B/A: SIR SPEEDY PRINTING OF BLOOMFIELD
KREATE AND PRINT, INC.
KRISTY CHAMBERLAND D/B/A: HOME BODY BEING MASSAGE
KROKIDAS & BLUESTEIN, LLP
KT & T DISTRIBUTORS, INC.
KUH N RIDDLE ARCHITECTS, INC.
KW STEEL STRUCTURES, LLC
L & L CONTRACTING, INC.
L.K. SHEET METAL, INC.
LA ALIANZA HISPANA, INC.
LA MARCHÉ MFG CO., INC.
LADIES LANDSCAPING, LLC
LADYBUG PEST CONTROL SERVICES, INC.
LAZLAF GEOTECHNICAL CONSULTING, INC.
LAMSON ENGINEERING CORPORATION
LANCASTER PACKAGING, INC.
LANCESOFT, INC.
LANCO SCAFFOLDING, INC.
LANE ENTERPRISE CO., INC.
LANGONE & ASSOCIATES
LANGUAGE BRIDGE, LLC
LANGUAGE COMPASS, LLC
LARRY'S TRUCKING CO.
LASER KARE TECHNOLOGY, INC.
LATIN AMERICAN HEALTH ALLIANCE, INC.
LATINA CIRCLE, INC., THE D/B/A: AMPLIFY LATINX
LATINO HEALTH INSURANCE PROGRAM, INC., THE
LAUNCH
LAURA SKORCZESKI D/B/A L.S. REVISIONS
LAW OFFICE OF HUNTERN SHU, PLLC
LAW OFFICES OF KATHLEEN A. MOORE
LAWHORN IRRIGATION, INC.
LAZARO CONCRETE, INC.
LBP SOLUTIONS, LLC
LCI PAPER CO., INC.
LCK INDUSTRIES
LEAD IT CORPORATION
LEC ENVIRONMENTAL CONSULTANTS, INC.
LEGACY PROMOTIONAL PRODUCTS, INC. D/B/A: ALL SPORTS HEROES
LEGAL INTERPRETING SERVICES, INC. D/B/A: LIS SOLUTIONS
LEHMANN CONSTRUCTION, INC.
LEMELIN ENVIRONMENTAL SERVICES, INC.
LENA SAETRE-GRANT D/B/A: THE RED APPLE
LEONE MARKETING SOLUTIONS, INC.
LETTERMAN WHITE CONSULTING, LLC
LEU DESIGN, LLC
LEV LABOR, LLC
LEXICON ENERGY CONSULTING, INC.
LGAPPAREL, LLC D/B/A: LMI TEXTILES
LIBERTY LASER SOLUTIONS, INC.
LIFE-SKILLS, INC.
LIGHTHOUSE WELLNESS AND HEALTH EDUCATION CONSULTING, INC.

LIM CONSULTANTS, INC.
LIN ASSOCIATES, INC.
LINA CIUFFO CONSTRUCTION CORPORATION
LINDON GROUP, INC.
LINDSAY LYONS, LLC
LINEA 5, INC.
LIQUID ICE, INC.
LIQUID PC, LLC
LISA M. HARRISON
LISTO DISTRIBUTORS, INC. D/B/A: CHAMBERS TRAVEL
LIZ PAGE ASSOCIATES
LMM ASPHALT, INC.
LOCAL LINX MA, INC.
LODGING KIT COMPANY
LOGAN CURRITO, LLC
LOGIC HOUSE, LTD.
LONGPOINT CONSULTING, INC.
LONGPOINT PARTNERS, LP
LORD & MITCHELL, INC.
LT COACHING AND CONSULTING, LLC
LUCOS TRANSPORTATION, LLC
LV TRUCKING
LYNCH RESEARCH ASSOCIATES
LYNN LADDER & SCAFFOLDING CO., INC.
M & M CONTRACT CLEANING, INC.
M & R CONSULTANTS CORP.
M&L PRODIGY HEALTHCARE INC D/B/A: M&L PRODIGY HEALTHCARE
M&M CONNECTIONS USA, LLC
M&M CONNECTIONS, LLC
M&W HEATING, INC.
M. DAVIS AND COMPANY, INC.
M. FRANK HIGGINS & CO., INC.
M. TITUS REALTY, INC.
M.A.D. SIGNS
M.E. O'BRIEN & SONS, INC.
M.R.S. SPECIALTY SERVICES, INC.
MABBETT & ASSOCIATES, INC.
MACDONALD CABINET & COUNTERTOP DISTRIBUTORS, INC.
MACHADO CONSULTING, INC.
MACKAY STEEL, LLC
MADISON PARK DEVELOPMENT CORPORATION
MAGIC AUTO DETAILING, INC.
MAGNOLIA SITEWORKS, INC.
MALONEY PROPERTIES, INC.
MANNY R. PAVING & CONTRACTING, INC.
MANSFIELD PAPER COMPANY, INC.
MANTRA SERVICES, LLC
MANZANITA, INC.
MARION EDWARD ASSOCIATES, INC.
MARIO'S OIL CORP
MARK ONE, LLC
MARKET MENTORS, LLC
MARKET STREET RESEARCH, INC.
MARKINGS, INC.
MARSHALL MURPHY GROUP, LLC
MARTELL CONSULTING, LTD
MARTINEZ COUCH & ASSOCIATES, LLC
MARTINO GLASS COMPANY, INC.
MARY CASEY, INC. D/B/A: THE HARBOR LAW GROUP
MASS JANITORIAL SUPPLIES, INC.
MASS PREMIUM CLEANING, INC.
MASS SIGNAL SERVICE, LLC
MASS STATE CLEANING, LLC
MASS TANK INSPECTION SERVICES, LLC
MASSACHUSETTS HEALTH QUALITY PARTNERS
MASSACHUSETTS REPRO, LTD. D/B/A: SIR SPEEDY PRINTING
MASTV/EL PLANETA, LLC
MATTAPAN COMMUNITY HEALTH CENTER
MAUCH GROUP, LLC, THE
MAYFLOWER COMMERCIAL CLEANING, INC.
MAYO DESIGNS, INC.
MCBRIDE CONSULTING, LLC

MCC, INC.
MCCLAIN CONSULTING ASSOCIATES, LLC
MCENROE CONSULTING
MCGARR SERVICE CORP.
MCKENZIE & ASSOCIATES, P C
MD BUILDING SERVICES, INC.
MEDIASTRUCTION, LLC
MEDUVI, LLC
MEDZAH INDUSTRIES, LLC
MELISSA GILROY, CPA
MENTAL HEALTH ASSOCIATION, INC.
MERCANTILE DEVELOPMENT, INC.
MERENGUE CORP.
MERGE DIVERSE ABILITIES INCLUSION CONSULTING
MERICAN PARTNERS, LLC
MERRIMACK ENVIRONMENTAL SOLUTION CORP.
METRO EQUIPMENT CORP.
METRO WEST CENTER FOR WELL BEING, LLC
METROPOLITAN HOME HEALTH SERVICES, INC.
MG PAINTING CONTRACTORS, LLC
MG PRODUCTS, LLC
MH GROUP, LLC, THE
MICHAEL DAVIDS D/B/A: M P DAVIDS TRANSPORTATION
MICROCAD TRAINING & CONSULTING, INC.
MICROTECHNOLOGIES, LLC C/B/A: MICROTECH
MIDDLESEX COMMERCIAL SALES, INC.
MIDTOWN HOME HEALTH SERVICES, INC.
MILHENCH, INC. D/B/A: MILHENCH SUPPLY
MILL CITY ENVIRONMENTAL CORPORATION
MILLENNIUM PRINTING CORPORATION
MILLER DYER SPEARS, INC.
MINDBOARD, INC.
MINI WAREHOUSING, INC.
MJC CONSULTING GROUP, LLC
MJH COMMUNICATIONS
MNI TECHNOLOGIES DIRECT, INC.
MOBILEMATICS, INC.
MODULAR CONCEPTS, LLC
MODULATESE CORPORATION
MOJO CORP D/B/A: GFS BUILDING MAINTENANCE
MOLARI, INC. D/B/A: MOLARI EMPLOYMENT AND HEALTH CARE SERVICES
MONAGHAN PRINTING CO., INC.
MONAHAN GROUP, INC. (THE)
MONDRE ENERGY, INC.
MONROE TRACTOR & IMPLEMENT CO. INC.
MONTANA DATACOM, INC.
MONX DESIGN HOUSE
MOONHILL HOME CARE, LLC
MOOR METALS, INC.
MOORE & ISHERWOOD COMMUNICATIONS, INC.
MORALES GENERAL CONTRACTING, INC.
MORGAN STAFFING SERVICES, LLC
MOTA HOTEL, LLC D/B/A: HYANNIS HOST INN
MOUNTAINTOP EDUCATION CONSULTING LLC
MS. PIPE, LLC
MSG STAFFING, INC.
MULTICULTURAL WELLNESS CENTER, INC.
MURPHY, EDWARDS, GONCALVES AND FERRERA, PC
M-V ELECTRICAL CONTRACTORS, INC.
MVP TESTING, LLC
MXM RESEARCH GROUP LLC
MYSTIC CAFE
N & T MECHANICAL CONTRACTORS, INC.
N' TOUCH PRODUCTIONS
N.L. CONSTRUCTION, INC.
NASTY'S CLEANING SERVICE, INC.
NATCOM, INC.
NATIONAL PAINTING SERVICE, LLC
NAVITAS HEALTHCARE, LLC
NAX2 CREATIVE
NEEDHAM CERTIFIED WELDING CORP.

NEIGHBORHOOD HOME CARE, LLC
NEPM ENTERPRISES, INC.
NETWORKING TECHNOLOGIES AND SUPPORT, INC.
NEW BEDFORD FLOOR COVERING SALES COMPANY, INC.
NEW CHAPTER HOME IMPROVEMENT, LLC
NEW ENGLAND DECKS & FLOORS, INC.
NEW ENGLAND FOUNDATION CO., INC.
NEW ENGLAND HIGHWAY TECHNOLOGIES, LLC
NEW ENGLAND MECHANICAL CO., INC.
NEW ENGLAND SIGN SERVICES, INC.
NEW FORM BUILDING SYSTEMS, INC.
NEW HOPE, INC.
NEW LEAF LEGAL, LLC
NEW NORTH CITIZENS COUNCIL, INC.
NEW VISION ENTERPRISE, LLC
NEWBURYPORT PRINTING, LLC D/B/A: MINUTEMAN PRESS
NEWBURYPORT
NEWTON DISTRIBUTING COMPANY, INC.
NEXT GENERATION, INC.
NG ENVIRONMENTAL CONTRACTORS, INC.
NICE & CLEAN, INC.
NICK OF TIME EXECUTIVE SERVICES
NIEZGODA & MURRAY EXCAVATING LLC
NIEZGODA & MURRAY EXCAVATING, LLC
NOBSCOT SUPPLY COMPANY, INC.
NOREL SERVICE CO., INC.
NORFOLK POWER EQUIPMENT, INC.
NORTH EAST ROADS, INC.
NORTH EAST WEATHERED SERVICES, LLC
NORTH RIVER GRAPHICS, INC.
NORTH SHORE STEEL COMPANY, INC.
NORTH SUFFOLK COMMUNITY SERVICES, INC.
NORTHEAST CONTROL PANEL FABRICATION, INC.
NORTHEAST ENVIRONMENTAL LABORATORY, INC.
NORTHEAST FASTENERS CO., INC.
NORTHEAST PAINTING ASSOCIATES, INC.
NORTHEASTERN STEEL CORPORATION
NOVAK EDUCATIONAL CONSULTING, INC.
NU-CHECKER, INC., D/B/A: RED CAB
NUEVO DIA ADHC, LLC
NUVO GROUP CONSTRUCTION, INC.
O&S ASSOCIATES, INC.
OAKMAN ENTERPRISES, INC.
OBJECT SOURCE, INC.
OCCUPATIONAL HEALTH CONNECTIONS, INC.
OCEAN STATE SIGNAL CO, INC.
OCHA TRANSFORMATIONS, LLC
OFF DUTY MANAGEMENT, INC.
OFFICE IMAGES, INC. D/B/A: TRAINERS WAREHOUSE-OFFICE OXYGEN
OFFSHOOTS, INC.
OHS TRAINING & CONSULTING, INC.
OLD STATION OUTDOOR & LANDSCAPE SUPPLY, INC.
OLIVIER, INC.
OLOUHLIN AND GOIN CORP D/B/A: NEAT AND SWEET CLEANING
O'MAHONY & SONS ELECTRICAL, INC.
OMAMA SERVICES INCORPORATED D/B/A: OMAMA HOME
HEALTHCARE
OMNI PRINT, INC.
OPEN SECURITY, INC.
OPTIMIZE CONSULTING, LLC
OPTIMUM INVESTMENT REALTY, LLC
OPUS DESIGN, LLC
ORANGE GROVE CONSULTING, LLC
ORCHARD HR LLC
O'REILLY TALBOT & OKUN ASSOCIATES, INC.
ORGANIZATION INK, INC.
ORGANIZER
ORION POINTS WEST, INC. D/B/A: EXPRESS EMPLOYMENT
PROFESSIONALS
ORLOFF TREE SERVICE & EXCAVATION INC
OSBORNE B GAUGH, INC.
OSS, CORP.

OUTSTANDING CLEANING, INC.
OVERLAND ENGINEERING , LLC
OVERTURE PARTNERS, LLC
OWL ENGINEERS, LLC
P & N VISION HEALTHCARE SERVICE, INC.
P L KRYNICKI INSURANCE AGENCY
PACELLA ENTERPRISES, INC.
PAMELA SANDLER, AIA ARCHITECT
PANTHER GROUP, INC., THE
PARADISE COPIES, INC.
PARADISE TOUCH CLEANING, LLC
PARLA PROMOTIONS, INC.
PARTNERS FOR A HEALTHIER COMMUNITY, INC. D/B/A: PUBLIC
HEALTH INSTITUTE OF WESTERN MASSACHUSETTS
PAT GIBBS LANDSCAPE DESIGN & CONSTRUCTION, INC.
PATWAYS FOR CHANGE, INC.
PATIENCE NOAH INSURANCE, LLC
PATIENT CENTERED MEDICAL CARE, INC.
PATRIOT TRAFFIC, LLC
PC SURVIVORS OF MA, LLC
PEABODY PROPERTIES, INC.
PEAK TECHNOLOGY SOLUTIONS, INC.
PEAR ASSOCIATES, LLC
PEERLESS FINANCIAL SOLUTIONS, INC.
PEOPLESERVE, INC.
PEREIRA & SONS CONTRACTING, INC.
PERFORMANCE PLUMBING AND HEATING, INC.
PERFORMANCE TRANS., INC.
PERMEVO CONSULTING, INC.
PEST END, INC.
PHASE II STORMWATER, INC.
PHYSICALLY FIT PHYSICAL THERAPY, INC.
PIERSON COMPUTING CONNECTION, INC.
PIESZAK LIGHTING DESIGN, LLC
PINA CONTAINER SERVICE, LLC
PINK OWL CONSULTING, LLC
PIPING SYSTEMS, INC.
PITTSFIELD COMMUNICATIONS SYSTEMS, INC.
PJ MECHANICAL, LLC
PJ SPILLANE COMPANY, INC.
PJ SYSTEMS, INC. D/B/A: HIQ COMPUTERS
PJC & COMPANY, ECOLOGICAL LAND CARE, INC. DBA PJC ORGANIC
PLANTWERKS, INC.
PLASTIC CARD SYSTEMS, INC.
PLEDG GLOBAL LLC
PMA CONSULTANTS, LLC
POLARIS INSTITUTE, LLC
POLARIS PC, INC.
POMEROY LAW PC
POSITIVE ACTION AGAINST CHEMICAL ADDICTION, INC.
POSITIVELY PARTNERS, LLC
POTENTIAL HORIZONS REALIZED
POTTER'S WHEEL COMMUNITY SERVICES
POWDER HORN PRESS, INC.
POWER ENGINEERING CO., INC.
POWER JETVAC
POWEROPTIONS, INC.
POZERSKI HATCH & COMPANY, P.C.
PRAESIDIUM BENEFITS, LLC
PREFERRED CONTRACTORS, INC.
PREMIERE STAFFING SERVICES, INC.
PRIDE ENVIRONMENTAL CONSTRUCTION, INC.
PRIME HOME HEALTH AND COMPANION CARE, INC.
PRINTER & FAX TECHNOLOGY, INC.
PRISTINE ENGINEERS, INC.
PROAV SYSTEMS, INC.
PROFESSIONAL FIRE & SECURITY, INC.
PROFESSIONAL FLOORING CORP
PROGRESSIVE ELECTRICAL SYSTEMS, INC.
PROMOTING GOOD, LLC
PROMOTIONAL SOLUTIONS, INC.
PROVERB, LLC

PSN CONSTRUCTION, INC.
PUBLISHING SOLUTIONS GROUP, INC.
PULPIT HILL SUPPLY, INC.
PUMPCOAT, INC.
PURSUIT CONSTRUCTION, LLC
QAPERE LLC
QUABBIN MEDIATION, INC.
QUADRANT HEALTH STRATEGIES, INC.
QUALITY HOME AND OFFICE CLEANING, LLC D/B/A: TOTAL CLEANING
PLUS
QUALITY MATRIX, INC.
QUALITY PRINT
R L ADAMS TILE CONTRACTING, INC.
R O U CONSTRUCTION, INC.
R. A. MITCHELL CO., INC.
R.E.G. SOLUTIONS
R.J. NARDONE CONSTRUCTION, INC.
R.S. ELECTRICAL SERVICE
R.T. FORBES COMPANY, INC.
RGCATALYST, LLC
RADAR SOLUTIONS INTERNATIONAL, INC.
RAE CONTRACTING, LLC
RAMCO SURVEY STAKES CO., INC.
RANDALL TROPHIES LLC
RANSFORD ENVIRONMENTAL SOLUTIONS, INC.
RAPA CONSULTING, LLC
RAPPORT INTERNATIONAL, LLC
RAY HALUCH, INC.
RAY SERVICES, INC.
RAZZ-M-TAZZ PROMOTIONS, LLC
RBV AND SONS INCORPORATED
READY 2RUN GRAPHIC
REAL COOL PRODUCTIONS, INC. D/B/A: RCP LEARNING
REAL E ASSOCIATES, INC.
REALWOOD, INC. D/B/A: HANSON GRAIN AND DEVINE FEED & PET
REBAR & MESH, INC.
REBECCA MEEHAN D/B/A: T. ELLA MARKETING SOLUTIONS
RECON INC.
RECON REMEDIATION & CONSTRUCTION OUTFITTERS LLC
RED ARROW CONSULTING, INC. D/B/A: RED ARROW LOGISTICS
REFLECTION FILMS, INC.
REFRAME EVALUATION, LLC
REGINA VILLA ASSOCIATES, INC.
REGIS STEEL CORPORATION
REIDY ASSOCIATES
REILLY ELECTRICAL CONTRACTORS, INC.
RELIABLE BUS LINES, INC.
RELIABLE CONSULTANTS, LLC
REMITIGREEN, LLC
RENAISSANCE NETWORK, INC.
RENEWABLE ENERGY SYSTEMS, LLC
RESILIENT CIVIL ENGINEERING, P.C.
RESILIENT LAND AND WATER, LLC
RESOURCESOFT, INC.
RESPONSE MARKETING, LLC
RESTORATION HEALTH CARE, INC.
RE-STREAM CO.
RETROFIT-TECHNOLOGIES, INC.
REX AMBROSIA, LLC
RICHARD W REID ELECTRICAL CO., INC.
RICHCO JANITOR SERVICE, INC.
RICHCO PRODUCTS, INC.
RIPPLES BUSINESS ACADEMY, LLC
RISE & SHINE CONTRACT CLEANING & CONSULTATION SERVICES, INC.
RISE TOGETHER, LLC
RIVERBROOK RESIDENCE, INC.
RLG SUPPLY, LLC
RMON NETWORKS
RNS FACILITY SERVICES, LLC
ROAD-WAY MAINTENANCE SERVICES, INC.
ROBT. W. HALL CONSULTING ENGINEERS, INC.
ROCKY COAST PRINTWORKS, INC.

ROJAS DESIGN, INC.
ROKX SERVICES, LLC
ROMAN MUSIC THERAPY SERVICES, LLC
ROMEIRO'S LANDSCAPING, INC.
ROSEMARK PRODUCTIONS, LLC
ROSETTA LANGUAGES, INC.
ROXBURY YOUTHWORKS, INC.
ROYAL LAW FIRM, LLP, THE
ROZKI RIDES, LLC
ROZWON CONSULTANTS, LLC
RSE ASSOCIATES, INC.
RTD LOGISTICS, LLC D/B/A: SKYCOM COURIER
RULLO TECHNOLOGY, LLC
RUMA'S PALLET WORLD, LLC
S & M TRANSPORTATION, INC.
S O S CORPORATION
S. BARZOLA CONSTRUCTION CORP.
SAFETY ENVIRONMENTAL CONSULTANTS, INC.
SAFETY, HOPE, & HEALING COUNSELING & CONSULTING, INC.
SAI SYSTEMS INTERNATIONAL, INC.
SAINTCYR CONSULTING, LLC
SALCEDO-MARX, INC.
SALEM COLLISION AUTO BODY, INC.
SALTY BROAD STUDIOS, LLC
SAMALID HOGAN D/B/A: GREYLOCK MANAGEMENT CONSULTING
SAMANTHA'S GARDENS, INC.
SAMBO OKOLO & COMPANY, LLC
SAMIOTES CONSULTANTS, INC.
SAN, INC. D/B/A: OMNI DIGITAL PRINTERS
SAND SPRINGS SPRINGWATER, CO. INC.
SANDMAN TRANSPORTATION SERVICES LLC
SANTORO, INC.
SARGENT & ASSOCIATES LOSS MANAGEMENT SERVICES, INC.
SARIAN COMPANY, INC.
SAUGUS CONSTRUCTION CORPORATION
SAVIN ENGINEERS P C
SAWDEY SOLUTION SERVICES, INC.
SBP CONSULTING, LLC
SCAPE LANDSCAPE ARCHITECTURE, DPC
SCARINGI MARKETING, LLC
S-CEL-O, LLC
SCHOLAR PAINTING, LLC
SCHWARTZ HANNUM PC
SCITUATE LIGHT CAREGIVERS, LLC
SCORPION'S CONTRACTING, INC.
SEACOAST ASPHALT SERVICES, INC.
SEAPORT ENERGY CO., INC.
SEASONAL FOOD BRANDS, LLC
SEASONS CATERING, LLC
SEASONS UNION CATERING, INC.
SEASPRAY CONTAINER COMPANY
SEB G, LLC D/B/A: NEW ENGLAND SPORTS FLOORS
SEMPER DIVING & MARINE, CORP.
SENTIE'S KITCHEN, LLC
SEOANE LANDSCAPE DESIGN, INC.
SERAPHIC SPRINGS HEALTH CARE AGENCY, INC.
SERRANO & SERRANO CONSTRUCTION, INC.
SERVICENET, INC.
SEVENTEENTH ADDITION, LLC D/B/A: 17A
SHADLEY ASSOCIATES, P.C.
SHAFIIS', INC.
SHANTI BOSTON LLC.
SHEEN & SHINE, INC.
SHEN MILSOM & WILKE, LLC
SHESCRETTIVE CONSULTING, LLC
SHI INTERNATIONAL CORP.
SHRI MAHAVIR, INC. D/B/A: MINUTEMAN PRESS
SIGMA SYSTEMS, INC. D/B/A: SIGMA, INC.
SIGN DESIGN, INC.
SIGN SHOPPE, LLC , THE
SI-LAI STICKS, CORP. D/B/A: CHOPVALUE BOSTON
SILVER SCREEN DESIGN, INC.

SINGH ELECTRICAL, LLC
SIRIUS DESIGN
SITE SPECIFICS, LLC
SIX26 CONSTRUCTION, INC.
SJB ENTERPRISES, INC. D/B/A: SANDRA NETWORK
SKYWAVE COMMUNICATIONS, INC.
SMART SOURCE TECHNOLOGIES, INC.
SMART STAFFING, INC.
SMART TECH SKILLS, LLC
SMI DEMOLITION, INC.
SMITH MARINE, INC.
SMITH, SULLIVAN & BROWN, P.C.
SOCIAL IMPACT GROUP, LLC, THE
SOCIAL THRIVE, LLC
SOCLEAN CLEANING COMPANY, INC.
SODEN SUSTAINABILITY CONSULTING, LLC
SOFTWARE PEOPLE, INC.
SOIL X, CORP.
SOLO PRINTING, LLC
SOLTRIX TECHNOLOGY SOLUTIONS, INC.
SOLUTION ENVIRONMENTAL CLEANING, INC.
SORENSEN PARTNERS | ARCHITECTS + PLANNERS, INC.
SOTO HOME CARE, INC.
SOULIERE & ZEPKA CONSTRUCTION, INC.
SOURCEONE INNOVATIONS, INC.
SOUTH COAST STEEL, LLC
SOUTH COVE COMMUNITY HEALTH CENTER, INC.
SOUTH SHORE GENERATOR SERVICE, INC.
SOUTH SHORE PIPELINE SERVICES, INC.
SOUTH SHORE STAFFING, INC.
SOVEREIGN CONSULTING, INC.
SPACE DESIGN
SPACEFITTERS LLC
SPANISH AMERICAN CENTER, INC.
SPENCER BRENNEMAN, LLC
SPINDLE CITY INSULATION, INC.
SPINELLI CPA, PC
SPLIT EXCAVATING, INC.
SPOTLIGHT GRAPHICS, INC.
SPRATLY GROUP LLC, THE
SPRINGFIELD DAY NURSERY CORPORATION D/B/A: SQUARE ONE
SPRINGFIELD PARTNERS FOR COMMUNITY ACTION, INC.
SPRY INTERNATIONAL, INC.
SQN SYSTEMS, INC.
SRS CONTRACTORS, INC.
SSND ENTERPRISES, INC. D/B/A: COMFORCARE SENIOR SERVICES
ST MATERIALS & EQUIPMENT, LLC
STACEY DEPASQUALE ENGINEERING, INC.
STADELMANN ELECTRIC, INC.
STADIUM OIL HEAT, INC.
STANDARD MODERN COMPANY, INC.
STANDARD PETROLEUM LOGISTICS, INC.
STANLEY ROOFING COMPANY, INC.
STAR BRIGHT BOOKS, INC.
STAR BUILDING SERVICES, INC.
STARBURST PRINTING & GRAPHICS, INC.
STATEWIDE CLEANING INCORPORATED
STAY SAFE TRAFFIC PRODUCTS, INC.
STEADY-CARE, LLC
STEERE ENGINEERING, INC.
STEPHENSON & BROOK COMPANY
STERI-TECH MEDICAL INNOVATIONS, LLC
STERLING BUSINESS PRODUCTS, INC. D/B/A: STERLING PRINTING
STILES COMPANY, INC.
STOCKMAN ASSOCIATES, LLC
STONE & BERG COMPANY, INC.
STONE & COMPANY, LLC
STRATEGIC CONTRACTING, INC. D/B/A: MINDLIFT GROUP
STRATEGIC ENTERPRISE TECHNOLOGY, INC.
STRATEGIC ENVIRONMENTAL SERVICES, INC.
STRATEGIC MARKETING CONSULTING, LLC
STRATEGIC THINKING GROUP

STRATEGY GROUP, INC., THE
STRATEGY MATTERS, LLC
STRONG TREE ENGINEERING, LLC
STRUCTURAL COATINGS, INC.
STUDIO 2112 LANDSCAPE ARCHITECTURE, INC.
STUDIO 26 DESIGN COLLABORATIVE, LLC
STUDIO ENEE, INC.
STUDIO G ARCHITECTS, INC.
STUDIO2SUSTAIN, INC.
SUBURBAN HVAC, INC.
SUBURBAN SERVICE CORPORATION OF NORWOOD
SUN SPECIALTIES, INC.
SUPERIOR CAULKING & WATERPROOFING CO., INC.
SUPPORTED, LLC
SUPPORTIVE CARE, INC.
SUPREME SAFETY, INC.
SUR CONSTRUCTION SERVICES CORP.
SURNER HEATING COMPANY, INC.
SWEET RED COMPANY, LLC
SWIFT STAFFING AGENCY, INC.
SYDNEY SHEETMETAL, INC.
SYLVIA AND COMPANY INSURANCE AGENCY, INC.
SYNERGY CONTRACTING, INC.
SYNERGY SYSTEMS & SERVICES, INC.
SYNERGY TECHNICAL, LLC
SYSTEM CUSTOM CONSULTANTS, LLC
T & M LANDSCAPE, INC.
T & T STEEL ERECTORS, INC.
T&M EQUIPMENT CORPORATION
T3NETWORKS, INC.
TAA DISTRIBUTION, LLC D/B/A: MARAL SALES & PAPER CO.
TAIBBI EQUIPMENT CORP.
TANGO CONSTRUCTION, INC.
TARA CONSTRUCTION, INC.
TARGET COPY INCORPORATED D/B/A: TARGET PRINT & MAIL
TAYLOR DAVIS LANDSCAPE COMPANY, INC. D/B/A: NORTHEAST
ENVIRONMENTAL SOLUTIONS
TBM CONSULTING, LLC
TCA CONSULTING GROUP, INC.
TCS OF AMERICA ENTERPRISES, LLC
TCW UTILITY SERVICES, INC.
TEAMWORK PAINTING, CORP
TEC STAFFING SERVICES, LLC
TECEDGE, LLC
TECH NETWORKS OF BOSTON, INC.
TECH WAVE GROUP, LLC
TECHNET NEW ENGLAND, LLC
TECHNICAL PUBLICATIONS, INC. D/B/A: TPI SOLUTIONS INK
TECHPRO PUBLICATIONS
TEKIZMA, INC.
TEN KEY ACCOUNTING AND BOOKKEEPING SERVICES, INC.
TEPLIS TRAVEL SERVICE, L.P.
TERESA COURTEMARCHE DBA SCOUTER DESIGN
TERRA TRANSLATIONS, LLC
TERRAINK, INC.
THAYER DISTRIBUTION, INC.
THE TRAINING ASSOCIATES CORPORATION
THE WHITE LION BREWING COMPANY, LLC
THE WOODWORKS ARCHITECTURAL MILLWORK, INC.
THERAPRO, INC.
THIRD SECTOR NEW ENGLAND, INC. D/B/A: TSNE
THOMAS BARRIERS, LLC
THOMAS PAINTING CONTRACTORS
THOMPSON & LICHTNER CO. INC., THE
THOMPSON COMPANY, INC.
THRIVING TOGETHER, LLC
THRYV CONSULTING, INC.
TIC BUSINESS CONSULTANTS, LTD
TITAN ROOFING, INC.
TLC CLEANING & JANITORIAL SUPPLY CO., INC.
TODD M. LEMIEUX
TODD TSIANG

TOMO360, LLC
TOOLE DESIGN GROUP, LLC
TOOLS UNLIMITED, INC.
TOP QUALITY PAINTING COMPANY
TOTAL MECHANICAL SERVICE CORP.
TOTAL PRAISE SERVICES, LLC
TOTAL SERVICES COMMERCIAL, CORP.
TOWARD INDEPENDENT LIVING AND LEARNING, INC.
TOWERWALL, INC.
TRAFINFO COMMUNICATIONS, INC.
TRANSFLUENCI, LLC
TRAVERSE LANDSCAPE ARCHITECTS, LLC
TRIDENT PRODUCTION WELDING, INC.
TRILOGY INSURANCE GROUP, INC.
TRINITY HEALTH SERVICES, INC.
TRIPLE J DRYWALL & CARPENTRY, INC.
TROPHY POINT, LLC
TROUTRUN, INC.
TRUVIEW BSI, LLC
TSG PARTNERS, LTD.
TURTLE & HUGHES, INC.
TUTUS GROUP
U.S. BEDDING, INC.
UEL CONTRACTORS, INC.
ULTIMATE ABATEMENT COMPANY, INC.
ULTRA DRYWALL FINISHERS CORP.
UMANO AIR SYSTEMS, LLC
UNI LANGUAGE SOLUTIONS, LLC D/B/A: UNILANGS
UNIC PRO, INC.
UNIQUE COMP, INC.
UNIQUE SYSTEM SKILLS, LLC
UNITED ELEVATOR COMPANY, INC.
UNITED FORMS FINISHING CO., INC.
UNITED PRINT PARTNERS, INC.
UNITED STONE AND SITE, INC.
UNITED WAY OF PIONEER VALLEY
UNIVERSAL AUTOMATION & MECHANICAL SERVICES, INC.
UNLIMITED REMOVAL AND DEMOLITION, INC.
URBAN EDGE HOUSING CORPORATION, INC.
URBAN INSULATION, INC.
US ECO PRODUCTS CORPORATION
US PLAYGROUND SURFACING, LLC
US SPORTS AND APPAREL, INC.
USER-FRIENDLY RECYCLING, LLC
UTCRA, INC. FKA: UTC/RAIL & AIRSOURCES, INC.
UZOMA CARE CORPORATION D/B/A: HOME INSTEAD SENIOR CARE
V2F COACHING AND DEVELOPMENT, LLC
VALLEY GREEN SHREDDING, LLC
VALUING OUR CHILDREN, INC.
VAV INTERNATIONAL, INC.
VELNEY CONSTRUCTION, LLC
VENTURE COMMUNITY SERVICES, INC.
VERTEX COMPUTER SYSTEMS, INC.
VESUME GROUP, LLC, THE
VET IT LLC
VETERANS BUSINESS SUPPLY, INC. D/B/A: VBS
VETERANS CONSTRUCTION, LLC
VICTORIA TRUCKING, INC.
VICTORINO TRUCKING, LLC
VICTORY HUMAN SERVICES, INC.
VIGIL ELECTRIC COMPANY, INC.
VINE HOMECARE & STAFFING, INC.
VINE HOMECARE, INC.
VIRIDIS SUSTAINABLE BUILDING CONSULTANCY, LLC
VISCOT MEDICAL, L.L.C.
VISION GLOBAL, INC.
VIVA CONSULTING, LLC
VLINK, INC.
VMA ELECTRIC, INC.
VN ENGINEERS, INC.
V-SOLUTIONS CONSULTING, LLC
VVS | ARCHITECTS & CONSULTANTS

W. A. DESIGN, LLC D/B/A: WILD APPLE DESIGN GROUP
W.J. HOEY TIRE CO., INC.
W.S. ANDERSON, INC.
WAKE THE WAY, LLC
WAKU, INC.
WANG COMMISSIONING, LLC
WARSAME SERVICES, LLC
WAYSIDE TRANS CORP
WEBJECT SYSTEMS, INC.
WEISSWOMAN PRODUCTIONS
WELCH ASSOCIATES LAND SURVEYORS, INC.
WELLESLEY DESIGN CONSULTANTS, INC.
WELLSRING FARM, LLC
WENDY L FULD D/B/A: CLF INDUSTRIAL SUPPLIES
WEST WORK, LLC
WESTERN MASSACHUSETTS TRAINING CONSORTIUM
WESTNET, INC.
WESTPORT CURBSETTERS, INC.
WHITTIER STREET HEALTH CENTER COMMITTEE, INC.
WILKEM SCIENTIFIC, LTD.
WILCO SALES & SERVICES, INC.
WILLIAM H. GLANCY & SONS, INC.
WILLIAM PEVEAR ARCHITECTS, INC.
WINDWALKER GROUP, LLC F/K/A: TAINO CONSULTING GROUP, LLC
WINN CONSTRUCTION CONSULTING, LLC
WORCESTER BAKING, LLC D/B/A: CRUST BAKESHOP AND BIRCHTREE
BREAD COMPANY
WORCESTER MEDICAL TRANSPORTATION, LLC
WORKPLACE RESOURCE, LTD
WORLD WIDE TECHNOLOGY, LLC
WORLDCOM EXCHANGE, INC.
WORLDGATE, LLC
WRIGHT PHOTO STUDIOS
XCEL FIRE PROTECTION, INC.
XFACT, INC.
XPRESSMAN TRUCKING & COURIER, INC.
YELLOW RIBBON TRUCKING, INC.
YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF BOSTON, INC. D/B/A:
YWCA BOSTON
YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF GREATER
NEWBURYPORT D/B/A: YWCA GREATER NEWBURYPORT
YOUR COLOR CONNECTION, INC.
YULIA DUBINCHIK D/B/A: D SOFTWARE SOLUTION
YUN CONSTRUCTION, INC.
YWCA CENTRAL MASSACHUSETTS, INC.
YWCA NORTHEASTERN MASSACHUSETTS, INC.
YWCA OF SOUTHEASTERN MASS
ZAZ RESTAURANT & CATERING CORPORATION
ZONA TRAFFIC SYSTEMS, INC.
ZONES, LLC

Appendix J: SDO Certifications and Third-Party Certifications Issued and Recognized by the Supplier Diversity Office (SDO)

| Certification Category | Certifications issued by the SDO | Third-Party Certifications Recognized by the SDO |
|--|----------------------------------|--|
| Minority Business Enterprises (MBE) | Yes | <ul style="list-style-type: none"> • The City of Boston • The Greater New England Minority Supplier Development Council³⁵ |
| Women Business Enterprises (WBE) | Yes | <ul style="list-style-type: none"> • The City of Boston • The Center for Women and Enterprise (New England WBENC)³⁰ |
| Veteran Business Enterprises (VBE) | Yes | <ul style="list-style-type: none"> • U.S. Small Business Administration (SBA) (VetCert)³⁶ • National Veteran-Owned Business Association (NaVOBA)³⁷ |
| Service-Disabled Veteran-Owned Business Enterprises (SDVOBE) | - | <ul style="list-style-type: none"> • U.S. Small Business Administration (SBA) (VetCert) • Disability:IN • National Veteran-Owned Business Association (NaVOBA) |
| Disability-Owned Business Enterprises (DOBE) | - | <ul style="list-style-type: none"> • Disability:IN |
| LGBT Business Enterprises (LGBTBE) | - | <ul style="list-style-type: none"> • The National LGBT Chamber of Commerce (NGLCC) |
| Minority Nonprofit Organization (M/NPO) | Yes | |
| Veteran Nonprofit Organization (V/NPO) | Yes | |
| Women Nonprofit Organization (W/NPO) | Yes | |
| Portuguese Business Enterprise (PBE) | Yes | |

³⁵ 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.

³⁶ SBA Small VBE and SDVOBE Certification (VetCert) replaced the certification of VBEs and SDVOBEs conducted by VetBiz/U.S. Department of Veterans Affairs (VA) on January 1, 2023.

³⁷ The SDO entered into a Memorandum of Understanding with NaVOBA on December 18, 2023, to accept NaVOBA VBE and SDVOBE certifications.

Appendix K: 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 |
| 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 |
| MBTA | Massachusetts Bay Transportation Authority |
| 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 |
| V/NPO | Veteran Nonprofit Organization |
| WBENC | Women's Business Enterprise National Council |
| W/NPO | Women Nonprofit Organization |
| WBE | Women-Owned Business Enterprise |