



**OPERATIONAL SERVICES DIVISION**  
**SUPPLIER DIVERSITY OFFICE**

SERVING PUBLIC BUYERS AND VENDORS OF THE COMMONWEALTH OF MASSACHUSETTS



**Operational Services Division**

**Supplier Diversity Office**  
**Comprehensive Annual Report**  
**Fiscal Year 2016**

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**OPERATIONAL SERVICES DIVISION**

**SUPPLIER DIVERSITY OFFICE**

**THE COMMONWEALTH OF MASSACHUSETTS**  
Executive Office for Administration and Finance  
**OPERATIONAL SERVICES DIVISION**  
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**To:** Governor Baker, Lieutenant Governor Polito, Members of the General Court, Cabinet Secretaries, Agency Heads, Secretariat and Agency Supplier Diversity Officers

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

**Date:** January 13, 2017

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I am pleased to present the Supplier Diversity Office's (SDO) Comprehensive Annual Report for Fiscal Year 2016. This is the fifth successive year that we have included all SDO programs in one report, including: the Certification Programs, Supplier Diversity Program (SDP) ([Executive Order 565](#)), Small Business Purchasing Program (SBPP) ([Executive Order 523](#)), and Affirmative Marketing/Construction Reform Program ([MGL c. 7, § 61](#) and [MGL c. 7C, § 6](#)).

On November 3, 2015, Governor Baker signed [Executive Order 565](#), Reaffirming and Expanding the Massachusetts Supplier Diversity Program, which:

- Expanded the Supplier Diversity Program ("SDP") to include the following certification categories, in addition to Minority (MBE), Women (WBE) and Service-Disabled Veteran (SDVOBE) businesses: Veteran (VBE); Disability (DOBE); and Lesbian, Gay, Bisexual and Transgender (LGBTBE) owned businesses, thereby making the Commonwealth's supplier diversity efforts the most inclusive in the nation;
- Raised benchmarks for Minority, Women, and Small Businesses in Commonwealth procurements and added Veterans to the Service-Disabled Veteran benchmark;
- Directed the SDO to streamline the certification process and to pursue cross-certification with well-recognized and reputable third-party certification organizations; and
- Directed the SDO to conduct extensive capacity development and expansion with public and private partners.

In FY2016, the SDO, in collaboration with the Governor's Office of Access and Opportunity, focused on implementing the directives of Executive Order 565 and to reform, expand, innovate, collaborate and improve the experience and opportunities for our many customers. I am pleased to present the following executive summary of our accomplishments in FY 2016:

- For the first time since the establishment of SDP and SBPP benchmarks, raised the benchmarks in the SDP for MBEs from 6% to 7% and WBEs from 12% to 13% and added Veterans to the Service-Disabled Veteran benchmark of 3% and in the SBPP, raised the benchmark for Small Businesses from 2.5% to 3.3%;
- Entered into multi-year partnerships with national organizations, the US Business Leadership Network (USBLN) and National Gay and Lesbian Chamber of Commerce (NGLCC), to conduct the certification of Disability/SDVOBE and LGBTBE businesses respectively, effective January 1, 2017;
- Started accepting cross-applications submitted to other national and regional certification organizations (Greater New England Minority Development Council and Center for Women in Enterprise and their regional affiliates, the City of Boston, and VetBiz/U.S. Department of Veteran Affairs) of MBE, WBE, VBE, and SDVOBE businesses on January 1, 2016;
- Developed and implemented a Massachusetts Veterans certification program on May 1, 2016, to address the extensive reported time for VBEs to become certified by the federal government, resulting in a reduction in certification time from reported nine months (by federal government) to approximately one month (by SDO);

- Conducted extensive engagement of our constituents, including convening 873 diverse and small Massachusetts vendors and 821 exhibitors (prime contractors) at nine Supplier Diversity Series events, provided SDO certification resource information to 603 individuals in 15 pre-certification training classes held across the Commonwealth, and to 1,438 individuals who attended pre-certification webcasts;
- Utilized Business Process Redesign (BPR) to streamline the certification process by: cutting the state certification application from 32 pages to 10 pages (and for dual federal and state certification from 32 pages to just one page); extending certification renewal from two years to three years; introducing “virtual site visits” for certification site visits with applicants from across the Commonwealth and the country; eliminating 400 square feet of office space and scanning all state certification files; and upgrading our certification tracking system to allow for online application and document upload;
- Improved the annual reporting of results, as indicated in the attached report;
- Processed 325 new applications for state certification (a slight increase from 316 in FY2015) and 178 new applications for federal certification (compared to 207 in FY2015), and handled 194 requests for certification actions (compared to 179 in FY2015) and 2,022 renewal applications (compared to 1,978 in FY2015);
- Maintained business certifications of 2,866 (increased from 2,794 in FY2015) state-certified minority-owned business enterprises (MBE), women-owned business enterprises (WBE), including both for-profit and nonprofit businesses, and 1,160 (increased from 1,106 in FY2015) federally certified disadvantaged business enterprises (DBE);
- Increased the number of SDVOBEs from 15 to 62 and, effective January 1, 2016, began recognizing DOBE, LGBTBE, and VBE certifications issued by reputable third-party certification organizations, which resulted in the following new certified firms: 34 DOBEs, 75 LGBTBEs and 39 VBEs.

The goal of the SDO is to ensure that diverse and small businesses participate in the Commonwealth’s discretionary spending, which was \$4.75 billion in FY2016, including goods and services, and design and construction spending. Such business participation may take place either through being contracted by the Commonwealth directly or through a wide range of partnerships with prime contractors. Several Commonwealth programs support the participation of small and diverse businesses in procurement, including the Supplier Diversity Program (SDP), Small Business Purchasing Program (SBPP), and Affirmative Marketing/Construction Reform Program, and other programs, all of which include spending benchmarks for certain certified business types.

Through these programs, certified minority, women, veteran, and service-disabled veteran-owned businesses, and COMMBUYS-verified small businesses earned a combined \$969,205,410 in direct business with the Commonwealth during FY2016 (a 1% increase over FY2015 spending of \$960,326,542; spent with nearly 1,000 MBEs, WBEs, SDVOBEs, VBEs and small businesses). In addition, Commonwealth statewide contractors spent \$407,913,633 through partnerships (Commonwealth indirect spending) in FY2016 (a 36% increase over FY2015 spending of \$299,103,402) with minority, women, veteran, and service-disabled veteran-owned businesses. Analyzed by individual business category, spending with MBEs grew by 40%, WBEs by 21%, Veterans (VBEs/SDVOBEs) by 6,345%, and SBPPs by 18.5% when compared to FY2015.

Consistent with previous SDO reports, this comprehensive report viewed the combined achievements of all supplier diversity programs through the lens of departmental SDP and SBPP benchmarks organized by business category – MBE, WBE, Veterans and SBPP. The Commonwealth also exceeded the MBE, WBE, and SBPP spending benchmarks by 33%, 32%, and 3%, respectively. The spending benchmark for Veterans was not met due to the small number of participating businesses; however, the number of certified Veteran firms increased from 15 in FY2015 to 101 in FY2016, so we are confident about the future growth of business opportunities for veterans.

In Fiscal Year 2016, the Commonwealth was extremely successful in providing expanded opportunities for all small and diverse businesses, expanding categories of certified businesses, increasing the number of small and diverse business certifications, and streamlining processes that improved the customer experience, conducting greater outreach (events and communications) to small and diverse businesses, and implementing an enhanced reporting approach. In FY2017, we look to expand upon these by further growing the number of certified diverse and registered small firms and collaborating with more public and private partners to provide additional networking and business opportunities for these business owners.

For more information about the SDO’s current initiatives, please visit [www.mass.gov/sdo](http://www.mass.gov/sdo) or email us at [wsdo@state.ma.us](mailto:wsdo@state.ma.us).

## Table of Contents

Table of Contents .....	4
Supplier Diversity Office Overview .....	5
Certification: State and Unified Certification Programs .....	5
Supplier Diversity Program (SDP).....	5
Small Business Purchasing Program (SBPP).....	6
Affirmative Marketing/Construction Reform Program.....	6
Program Innovation and Expansion .....	6
Outreach Activities.....	9
Certification Programs .....	10
State Certification Program (certifying MBE, WBE, M/WBE, VBE, M/NPO, W/NPO, M/W/NPO).....	10
Unified Certification Program (UCP) (certifying DBE) .....	11
Third-Party Certification .....	12
Small Business Verification.....	13
State Pre-Certification Workshops offered by SDO and OSD.....	13
Combined State and Federal Activities .....	14
Supplier Diversity Office Program Spending Results.....	14
Supplier Diversity Program (SDP).....	15
Small Business Purchasing Program (SBPP).....	19
Affirmative Marketing /Construction Reform Program.....	20
Overall Procurement Program Results .....	21
Estimating the Total Program Impact .....	21
Spending Contribution from Goods and Services .....	23
Spending Contribution from Horizontal and Vertical Construction .....	25
Overall Impact of Supplier Diversity Programs .....	26
Non-Discretionary Spending with Small and Diverse Businesses.....	26
Appendix A: Overall Supplier Diversity Program Spending (MBE, WBE, Veteran, Small Business).....	27
Appendix B: FY2016 MBE Spending by Program Participant .....	28
Appendix C: FY2016 WBE Spending by Program Participant .....	29
Appendix D: FY2016 Veteran (VBE/SDVOBE) Spending by Program Participant.....	31
Appendix E: FY2016 SBPP Spending by Program Participant .....	32
Appendix F: FY2016 Vendor List – Direct Spending .....	34
Appendix G: FY2016 Vendor List – Indirect Spending .....	37

## Supplier Diversity Office Overview

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

As part of OSD, the SDO also upholds the OSD mission of helping government and business customers succeed in meeting their goals by providing outstanding customer service, competent advice and guidance, objectivity in our work, and making available to our customers high quality products and services that exceed the expectations of those whom we serve.

The Commonwealth of Massachusetts spends approximately \$4.75 billion each year on goods, services and construction. The SDO works in support of building a more inclusive supplier base for the Commonwealth through the following interrelated programs.

### Certification: State and Unified Certification Programs

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

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

### Supplier Diversity Program (SDP)

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

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

## Small Business Purchasing Program (SBPP)

The Small Business Purchasing Program (SBPP)<sup>2</sup> was established in 2010 through [Executive Order 523](#) to direct state spending for non-construction goods and services to participating Massachusetts small businesses. This program applies to executive department procurements with total values equal to or less than \$150,000.00.

## Affirmative Marketing/Construction Reform Program

An Act Further Regulating Public Construction in the Commonwealth, also known as the Construction Reform Law, [Chapter 193 of the Acts of 2004](#), created [MGL c. 7, § 61](#), which requires Massachusetts municipalities to incorporate MBE and WBE goals into both the design and construction phases for any state-funded municipal construction contracts that exceed \$100,000.00. The SDO, in consultation with the Division of Capital Asset Management and Maintenance (DCAMM), is charged with establishing MBE and WBE participation goals for state-funded municipal construction contracts. The goals for Fiscal Year 2016 were a combined MBE/WBE goal of 17.9% for design contracts and 10.4% for construction contracts. The mission of the SDO's Affirmative Marketing Program (formerly known as the Construction Reform Program) is to educate, monitor, and assist municipalities in the attainment and enforcement of MBE/WBE participation goals for the design and construction phases of municipal projects.

In addition, the statute created [MGL c. 7C, § 6](#), which applies to DCAMM, and charges DCAMM, together with the SDO, with establishing MBE and WBE participation goals for capital facility projects under DCAMM's control. The goals for Fiscal Year 2016 were the same as the ones stated above for municipal contracts. DCAMM manages and reports separately on the requirements of this law for their construction projects. The SDO Annual Report includes spending data for DCAMM's construction projects available at the time of the report's publication. Final information on DCAMM's Affirmative Marketing Program efforts will be published as a separate report by DCAMM's [Office of Access and Opportunity](#).

## Program Innovation and Expansion

The Supplier Diversity Office has undergone innovations, expansions, and modernization in almost all aspects of activity during Fiscal Year 2016. Beginning on October 7, 2015, in consultation with the Governor's Office for Access and Opportunity, the SDO increased spending benchmarks for minority-owned (MBE), women-owned (WBE), and small businesses. In addition, to promote the engagement of veteran-owned businesses (VBE) in state procurement, the existing service-disabled veteran-owned (SDVOBE) benchmark of 3% was expanded to include spending with VBEs, as well.

Business Type	FY2015 Benchmark	FY2016 Benchmark	Change
Minority Business Enterprises (MBE)	6%	7%	17% increase
Women Business Enterprises (WBE)	12%	13%	8% increase
Service-Disabled Veteran-Owned Business Enterprises (SDVOBE) and Veteran Owned Business Enterprises (VBE)	3%	3%	Same, now includes VBE
COMMBUYS-verified Small Businesses	2.5%	3.3%	32% increase

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<sup>2</sup> 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- (3) year average.



On November 3, 2015, Governor Baker signed Executive Order 565, which reaffirmed the Commonwealth’s commitment to supplier diversity and introduced the following reforms aimed at increasing the equity of opportunity for diverse firms in the public procurement marketplace, including:

- **Expanding the Supplier Diversity Program.** The Executive Order “extended to veteran, disability and lesbian, gay, bisexual, and transgender (“LGBT”) owned businesses the prospect of full participation in all areas of state procurement by all Agencies.” These changes made the Commonwealth the first state in the nation to incorporate LGBT businesses into its supplier diversity programs and the SDP the most diverse public state diversity program in the nation.
- **Streamlining the SDO’s certification process and reducing duplication when applying for certification.** The Executive Order required the SDO to make its certification process “streamlined and business-friendly” while maintaining its rigor and reliability, and directed the SDO to establish cross-certification relationships with “well-recognized and reputable organizations and other states or cities or towns.”
- **Developed and implemented Massachusetts Veteran certification program.** On April 28, 2016, Lieutenant Governor Polito announced the expansion of the SDO’s own certification activities to include veteran-owned business enterprises.

The following list summarizes the SDO’s implementation of the above policy changes in FY2016:

- **The SDO expanded the certification program and established new certification partnerships, making the following certification options available to diverse businesses.** Over a period of months preceding the issuance of Executive Order 565, the SDO, in collaboration with OAO, conducted a comprehensive review of certification criteria, requirements, and processes used by the nationally-recognized certifying organizations listed in the table below. This work and extensive negotiations with these organizations resulted in the decision to create application acceptance relationships with the Greater New England Minority Supplier Development Council (GNEMSDC) and the Center for Women and Enterprise (CWE)/New England WBENC, and a mutual application acceptance relationship with the City of Boston. These relationships allowed applicants to use the other organization’s application forms in order to apply for SDO certification thus making the application process much easier. In addition, the SDO established 20-year agreements with the National Gay and Lesbian Chamber of Commerce (NGLCC) and the U.S. Business Leadership Network (USBLN) to provide no-cost certification services to Massachusetts-based applicants.

Certification Category	FY2015	FY2016	FY2016 Changes
Minority (MBE)	☑	☑	Established agreements with the GNEMSDC and the City of Boston that allow applicants to use the other organizations’ application forms to apply for SDO certification.
Women (WBE)	☑	☑	Similar to above, established agreements with the Center for CWE/New England WBENC and the City of Boston.
Non-Profit (M/WNPO)	☑	☑	
Disadvantaged (Federal DBE)	☑	☑	
Small Business (SBPP)	☑	☑	
Portuguese (PBE)		☑	Separated from the MBE certification effective April 12, 2016.

Certification Category	FY2015	FY2016	FY2016 Changes
Service-Disabled Veteran (SDVOBE)	☑	☑	Continue to recognize certifications issued by the U.S. Department of Veterans Affairs. Established an agreement to recognize certifications issued by the USBLN at no cost to Massachusetts-based applicants.
Veteran (VBE)		☑	Began recognizing certifications issued by the U.S. Department of Veterans Affairs. OSD began certifying VBEs effective May 1, 2016.
Disability (DOBE)		☑	Established an agreement to recognize certifications issued by the U.S. Business Leadership Network (USBLN) at no cost to Massachusetts-based applicants.
Lesbian, Gay, Bisexual and Transgender (LGBTBE)		☑	Established an agreement to recognize certifications issued by the NGLCC at no cost to Massachusetts-based applicants.

- **Underwent a series of business process improvements to streamline the application and certification processes, which reduced the time and effort required from firms to apply for and maintain certification:**

	FY2015	FY2016
State Certification Application Form	32 pages	10 pages (69% reduction)
State Required Supporting Documents	Average 10 pages	Average nine pages (10% reduction)
Joint State Certification Application for DBE Certification Applicants	32 pages	One page (97% reduction)
Application Submission Method	Hardcopy by mail	Online submission <sup>3</sup>
Applicant Correspondence	Hardcopy by mail	Electronic, except appeals
Document Storage	Paper files in a 400-square-foot file room	Electronic document management system
Certification Renewal Form	10 pages	Two pages (80% reduction)
Certification Renewal Frequency	Every two years	Every three years
Informal Appeal Process prior to Formal Appeals	Not available	Implemented
Site Visits	Required in-person site visits for certain business categories	Introduced “virtual” site visit option for the same business categories

<sup>3</sup> The online application system accommodates SDO and third-party certification information and is slated to be released to the public in early FY2017.



- **Improved vendor engagement and buyer experience.** In Fiscal Year 2016, the SDO also began implementing a strategy to increase the recruitment, retention, and engagement of small and diverse businesses in the Commonwealth’s supply chain. As part of this effort, the SDO:
  - Implemented a new goal-setting process that relieves individual agencies from calculating diversity spending goals, a task now performed by the SDO, which is based on actual spending data and transparent and fair rules.
  - Enhanced progress tracking tools which provide departments with more individualized analysis and follow-up based on program performance, as well as supplier selection tools that will help Commonwealth agencies identify diverse vendors from whom they may purchase.

## Outreach Activities

The Supplier Diversity Office, supported by the Marketing and Communication team at OSD, significantly expanded its outreach efforts to the business community in FY2016. The Massachusetts Supplier Diversity Regional Series (“The Series”), which was held in October and November 2015 in five locations across the Commonwealth, was the centerpiece of this effort. Each event of the series featured a panel discussion and networking opportunities between small and diverse business attendees and exhibitors representing Commonwealth departments or contractors looking for small and diverse business partners.

The goals of the Series were to assist small and diverse businesses by:

- Broadening their awareness and access to business opportunities;
- Facilitating their communication with buyers and key procurement decision makers; and
- Providing them with access to capacity-building resources.

The Series was developed in collaboration with the Governor’s Office for Access and Opportunity and the Massachusetts Office of Business Development. The event’s innovative format presented large Commonwealth agencies and statewide and departmental contractors as exhibitors promoting contracting and business partnership opportunities. Small and diverse businesses, as attendees, were able to visit exhibitor tables and find out about business opportunities available with each of them. Based on participation levels and feedback results, the events were successful, with nearly 1,700 individuals (exhibitors and attendees) participating in the series. As a follow-up to the fall 2015 Series, OSD conducted a Small and Diverse Vendor Networking Event during the MASSBUYS EXPO at Gillette Stadium on April 28, 2016, and the Governor’s Office for Access and Opportunity held an additional Spring Series event on June 22, 2016.

<b>Date</b>	<b>Location</b>	<b>Attendees</b>	<b>Exhibitors</b>
October 27, 2015	Lawrence	70	71
November 3, 2015	Worcester	69	71
November 5, 2015	Roxbury	130	89
November 13, 2015	New Bedford	88	61
November 18, 2015	Springfield	74	73
April 28, 2016 (MASSBUYS EXPO)	Foxborough	312	401
June 22, 2016	Roxbury	130	55
<b>Total Participants</b>		<b>873</b>	<b>821</b>

During each event, the Training staff was available to help vendors register in COMMBUYS, answer questions, assist in locating bid opportunities, etc. Additionally, the trainers provided a brief overview of locating Bid Opportunities in COMMBUYS during each of the panel discussions/workshops.

<b>FY2016 Regional Series Partners</b>		
Berkshire Community College	Greater New England Supplier	Massachusetts Higher Education
Bristol Community College	Development Council (GNEMSDC)	Consortium (MHEC)
Cape Cod Community College	Initiative For A Competitive Inner City	Next Street
City of Boston	(ICIC)	Salem State University
City of Cambridge	Massachusetts Gaming Commission	UMass Amherst
City of Lawrence	MassHousing	UMass Boston
City of New Bedford	Massachusetts Association of Public	UMass Dartmouth
City of Springfield	Purchasing Officials (MAPPO)	UMass Lowell
City of Worcester	Massachusetts Association of School	U.S. Small Business Administration
Center for Women and Enterprise	Business Officials (MASBO)	(SBA)
Federal Reserve Bank of Boston	Massachusetts College of Art and	Westfield State University
Fitchburg State University	Design	Worcester State University

In addition to coordinating the Series, OSD/SDO sent staff to at least 27 other events that provided education, resources, and networking opportunities to small and diverse businesses. The SDO also promoted its events and programs via direct emails, OSD’s newsletter, *Buy the Way*, and social media.

## Certification Programs

One of the SDO’s primary services to the diverse business community is to certify businesses that meet certain criteria for ownership, control, independence, and ongoing business operations. The SDO publishes an online directory of certified Minority, Women, and Disadvantaged Business Enterprises and certified Minority- and Women-controlled nonprofit organizations, and also maintains a list of Veteran, Service-Disabled Veteran, Disability and Lesbian, Gay, Bisexual and Transgender-Owned Business Enterprises that have expressed interest in doing business with the Commonwealth. The MBE/WBE/DBE directory and VBE/SDVOBE/DOBE/LGBTBE lists, which are searchable, may be downloaded at [www.mass.gov/SDO](http://www.mass.gov/SDO). During FY2017, the SDO will upgrade the online certification directory to include all of these certification categories.

### **State Certification Program (certifying MBE, WBE, M/WBE, VBE, M/NPO, W/NPO, M/W/NPO)**

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

Each week, new businesses are certified, some businesses are decertified, and some withdraw their applications, therefore, the exact number of certified businesses fluctuates. At the end of FY2016, there was a total of 2,866 certified businesses (2,702 for-profit and 164 nonprofit firms), some of which were certified as both minority- and women-owned/controlled (M/WBE and M/W/NPO).

As of the end of FY2016, the 2,702 certified for-profit businesses fell into the following groups:

<b>Certification Type</b>	<b>FY2015</b>	<b>FY2016</b>
Minority-Owned Business Enterprise (MBE)	711	758
Women-Owned Business Enterprise (WBE)	1,507	1,534
Minority and Women-Owned Business Enterprise (M/WBE)	305	304
Portuguese Business Enterprise (PBE)	83	86
Women-Owned Portuguese Business Enterprise (W/PBE)	19	20
<b>Total</b>	<b>2,625</b>	<b>2,702</b>

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

<b>Ethnicity/Minority</b>	<b>FY2015</b>	<b>FY2016</b>
African American, Black	422	450
Asian American (Pacific)	176	168
Asian American (Subcontinent)	127	134
Cape Verdean	35	37
Caucasian	1,507	1,534
Eskimo/Aleut	0	0
Hispanic/Latino	241	257
Native American	15	16
Portuguese	102	106
<b>Total</b>	<b>2,625</b>	<b>2,702</b>

The 164 certified nonprofit businesses fell into the following groups:

<b>Certification Type</b>	<b>FY2015</b>	<b>FY2016</b>
Minority Nonprofit Organization (M/NPO)	69	62
Women Nonprofit Organization (W/NPO)	87	89
Minority and Women Nonprofit Organization (M/W/NPO)	13	13
<b>Total</b>	<b>169</b>	<b>164</b>

### **Unified Certification Program (UCP) (certifying DBE)**

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

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

The UCP within SDO reviews and investigates applications by businesses seeking DBE certification. Similar to the state certification program, the number of certified businesses fluctuates due to approvals of new applications, decertifications, and other changes. At the end of FY2016, a total of 1,160 businesses were certified as DBE, 942 of which also were state-certified as minority- and/or women-owned.

<b>Certification Type</b>	<b>FY2015</b>	<b>FY2016</b>
Disadvantaged Business Enterprise/Minority-Owned (DBE/M)	399	444
Disadvantaged Business Enterprise/Women-Owned (DBE/W)	560	571
Disadvantaged Business Enterprise/Minority Women-Owned (DBE/M/W)	147	145
<b>Total</b>	<b>1,106</b>	<b>1,160</b>

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

<b>Ethnicity/Minority</b>	<b>FY2015</b>	<b>FY2016</b>
African American, Black	230	255
Asian American (Pacific)	80	86
Asian American (Subcontinent)	51	56
Cape Verdean	19	19
Caucasian (includes women)	558	557
Eskimo/Aleut	0	0
Hispanic/Latino	108	122
Native American	8	7
Portuguese	51	56
Socially/Economic Disadvantaged (White Male)	1	2
<b>Total</b>	<b>1,106</b>	<b>1,160</b>

### Third-Party Certification

As of the start of FY2016, the SDO recognized just 15 service-disabled veteran-owned (SDVOBE) businesses since the inception of the SDVOBE program in 2013.<sup>4</sup> With the issuance of Executive Order 565<sup>5</sup> and a concerted outreach effort by the SDO, OAO, the Department of Veteran Services, and other organizations, the number of SDVOBEs recognized by the Commonwealth increased almost fourfold. Beginning in January 2016, the SDO also began recognizing DOBE, LGBTBE, and VBE certifications issued by reputable third-party certification organizations listed in the table below. From January-June of FY16, the number of third-party certified businesses recognized by the Commonwealth exceeded 200, which may be attributed to the SDO's effective collaboration with these certification partners.

<b>Certification Type</b>	<b>FY2015</b>	<b>FY2016</b>
Disability-Owned Business Enterprise (DOBE) certified by the U.S. Business Leadership Network (USBLN)	0	34
LGBT-Owned Business Enterprise (LGBTBE) certified by the National Gay and Lesbian Chamber of Commerce (NGLCC)	0	75
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE) certified by the VetBiz/U.S. Department of Veterans Affairs	15	59
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE) certified by the U.S. Business Leadership Network (USBLN)	0	3
Veteran-Owned Business Enterprise (VBE) <sup>6</sup> certified by the VetBiz/U.S. Department of Veterans Affairs	0	39
<b>Total</b>	<b>15</b>	<b>208<sup>7</sup></b>

<sup>4</sup> SDVOBEs were included in the Supplier Diversity Program pursuant to Executive Order 546.

<sup>5</sup> Executive Order 565 repealed Executive Order 524 and Executive Order 546.

<sup>6</sup> Effective May 1, 2016, SDO started accepting applications for VBE certification by the SDO. There were no VBEs certified by the SDO as of June 30, 2016.

<sup>7</sup> Includes two businesses that were certified as VBE/LGBTBE and SDVOBE/LGBTBE.

## Small Business Verification

In FY2016, the Commonwealth's e-procurement market center, COMMBUYS, continued to provide automated verification for Massachusetts-based small businesses using an interface with the Massachusetts Department of Revenue. At the end of FY2016, there were 1, 146 small businesses in COMMBUYS.

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

The number of COMMBUYS-verified Massachusetts small businesses decreased by 15% largely due to the introduction of an annual renewal process, which many of the participating businesses did not utilize. The decrease in the number of small businesses was counteracted by SDO's drive to increase the percentage of SDO-certified businesses signed up to use COMMBUYS and verified as small businesses. The drive resulted in 246 new small business verifications completed by SDO-certified diverse businesses in COMMBUYS.

## State Pre-Certification Workshops offered by SDO and OSD

In FY2016, the SDO provided training on the benefits and process of certification to more than 2,000 individuals both within the state borders and nationwide. Every year, the SDO partners with OSD's Training unit and Marketing and Communication unit to offer pre-certification workshops to businesses interested in applying for state and federal certification. These workshops introduce the topic of SDO certification, discuss certification criteria and processes, review application forms, provide information about business opportunities with the Commonwealth, and the marketing benefits of certification. Attendance at the pre-certification workshop is a requirement for all in-state businesses that wish to become certified.

In FY2016, OSD offered 15 pre-certification workshops throughout the Commonwealth (one more than last year) at the locations listed below. On average, each workshop drew approximately 40 attendees for a total of 603 (33 more than in FY2015).

The Certification Overview webcast, first launched in FY2013 to make certification information accessible to all businesses nationwide, continued to draw attention with 1,438 views, a 22% decrease from last year. With the webcast views and instructor-led workshop attendance combined, 2,041 individuals received pre-certification information.

Date	Location	Attended
July 27, 2015	Springfield	48
September 25, 2015	Boston	83
September 29, 2015	Mattapan	20
September 30, 2015	New Bedford	17
October 13, 2015	Worcester	31
November 9, 2015	Brockton	27
November 10, 2015	Lawrence	28
January 11, 2016	Springfield	39
January 29, 2016	Boston	58
February 24, 2016	Worcester	50
March 16, 2016	New Bedford	29
April 12, 2016	Fitchburg	27
April 14, 2016	Boston	70
May 20, 2016	Lawrence	38
May 25, 2016	Brockton	38
<b>Total</b>		<b>603</b>

## Combined State and Federal Activities

In FY2015, the State Certification Unit and the UCP processed new applications and conducted Annual Updates and Biennial Renewals, including conducting Administrative and Recertification reviews.

**New Applications:** The SDO reviewed a total of 325 state and 178 federal new applications in FY2016. Compared to the previous year, this represents a 2% increase in MBE/WBE and Nonprofit applications (316 in FY2015), and a 14% decrease in DBE applications (207 in FY2015).

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

- State (MBE/WBE and Nonprofit) - every two years (Biennial Renewal)<sup>8</sup>
- Federal (DBE) - every year (Annual Update)

Review of certified entities for Annual Updates and Biennial Renewals results in continued certification, decertification, or withdrawal of a certification by the business entity. In addition, for DBE-certified entities, it could mean a graduation from the program. For example, if a DBE's three-year average revenues exceed the disadvantaged size cap or if the personal net worth of the eligible owner exceeds the size cap of \$1.32 million, their DBE certification will end. In FY2016, the SDO conducted 1,063 State Biennial Renewals and 959 Federal Annual Updates.

Program	FY2015	FY2016
State	1,116	1,063
Federal	862	959

**Administrative Reviews:** The SDO also conducts Administrative Reviews when a certified company changes its business structure, name, scope of products/services offered, or if other material changes take place. FY2016 saw a decrease in the number of state and an increase in the number of federal applications for administrative review over the previous year.

Program	FY2015	FY2016
State	111	93
Federal	68	101

**Appeals:** Applicants, who receive letters of denial or decertification, have the opportunity to appeal the decisions to an independent SDO Appeal Board for state applications, to a UCP Appeal Board for the denial of existing DBE certifications, or to the Federal Government for the denial of new DBE certification applications. Fiscal Year 2016 saw 17 tentative initial denials of applications, of which 11 were state and six were federal. No requests for a hearing were received by the state program in FY2016. Two requests for a hearing were received by the UCP in FY2016, which are pending before the Federal Government.

## Supplier Diversity Office Program Spending Results

The following four sections measure program success against benchmarks established for each program administered by the Supplier Diversity Office. Consistent with previous SDO reports, this analysis includes

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<sup>8</sup> At the end of FY2016, in an effort to streamline the certification process, the SDO transitioned to performing renewals every three years.

combined achievements of all supplier diversity programs that exist in participating organizations through the lens of SDP and SBPP benchmarks organized by business category – MBE, WBE, Veterans and SBPP.

### Supplier Diversity Program (SDP)

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

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

Only executive departments are required to participate in the SDO’s procurement programs, which include the SDP and the SBPP. Other departments listed above participate in the SDO’s programs voluntarily. Some non-executive departments and quasi-public entities maintain their own supplier diversity programs and their results are not included in this report.

Every year, program participants calculate spending benchmarks based on their discretionary budgets for the fiscal year. As stated above, in FY2016, the SDP benchmarks were increased to the following:

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

Program participants may achieve these benchmarks through:

- **Direct spending** with MBE/WBE/VBE/SDVOBE prime contractors, and
- **Indirect spending** resulting from business partnerships between the agencies’ contractors and MBE/WBE/VBE/SDVOBE vendors used in the contractors’ operations. This includes subcontracting as well as other types of business-to-business relationships.

The program obtains information about direct spending with certified contractors from the Commonwealth Information Warehouse (CIW), a repository of all the Commonwealth’s financial transactions. Indirect spending is reported to agencies by their contractors and then compiled and submitted to the SDP.

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

### Minority-Owned Business Enterprise (MBE) Spending

In FY2016, departments and organizations participating in the SDP increased their spending with MBEs by 40% compared to FY2015, which is mostly attributable to efforts of six Commonwealth secretariats. The spending by the Executive Office for Administration and Finance is largely associated with construction and design contracts conducted by DCAMM, which is subject to MBE/WBE participation goals under the state’s



affirmative marketing program set forth in [MGL c. 7, § 61](#) and [MGL c. 7C, § 6](#). The Department of Transportation also is subject to participation goals imposed by federal law.

### Expenditures with Minority Business Enterprises (MBE)

	FY2013	FY2014	FY2015	FY2016
Administration and Finance	\$5,809,200	\$11,275,405	\$41,731,048	\$65,213,131
Economic Development	\$12,419,752	\$14,385,170	\$21,276,708	\$20,247,549
Education	\$27,388,512	\$30,178,938	\$22,048,261	\$23,621,642
Energy and Environmental Affairs	\$2,524,210	\$2,159,593	\$1,605,522	\$5,638,822
Health and Human Services	\$144,895,767	\$135,903,099	\$176,800,878	\$190,385,239
Labor and Workforce Development	\$1,365,705	\$1,878,522	\$2,215,293	\$2,001,903
Public Safety and Security	\$4,202,416	\$8,606,418	\$8,242,951	\$11,558,869
Transportation	\$29,582,566	\$40,180,688	\$39,887,364	\$125,163,089
<b>Executive Department Subtotal</b>	<b>\$228,188,128</b>	<b>\$244,567,833</b>	<b>\$313,808,025</b>	<b>\$443,830,244</b>
Commission Against Discrimination	\$45,693	\$21,282	\$48,588	\$134,755
Disabled Persons Protection Commission	\$25,705	\$34,541	\$50,607	\$36,913
Massachusetts Gaming Commission	N/A	N/A	\$454,637	\$594,380
Office of the Governor	\$25,493	\$35,641	\$24,417	\$54,000
<b>Non-Executive Department Subtotal</b>	<b>\$137,682</b>	<b>\$1,705,586</b>	<b>\$2,460,536</b>	<b>\$820,048</b>
MassHousing	\$641,682	\$877,398	\$570,986	\$485,483
<b>Quasi-Public Entity Subtotal</b>	<b>\$641,682</b>	<b>\$877,398</b>	<b>\$570,986</b>	<b>\$485,483</b>
<b>TOTAL</b>	<b>\$229,169,152</b>	<b>\$247,150,817</b>	<b>\$316,839,548</b>	<b>\$445,135,775</b>

The FY2016 benchmark for MBE spending, set at 7% of discretionary spending, was exceeded by more than 33%. In other words, program participants spent 9.4% of their discretionary budgets with minority-owned businesses.

### MBE Benchmark Attainment

	Discretionary Budget	Benchmark	Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$108,812,379	\$7,616,867	\$65,213,131	856.17%
Economic Development	\$208,503,084	\$14,595,216	\$20,247,549	138.73%
Education	\$282,376,775	\$19,766,374	\$23,621,642	119.50%
Energy and Environmental Affairs	\$56,227,528	\$3,935,927	\$5,638,822	143.27%
Health and Human Services	\$3,615,124,217	\$253,058,695	\$190,385,239	75.23%
Labor and Workforce Development	\$27,810,751	\$1,946,753	\$2,001,903	102.83%
Public Safety and Security	\$97,327,737	\$6,812,942	\$11,558,869	169.66%
Transportation	\$334,902,840	\$23,443,199	\$125,163,089	533.90%
<b>Executive Department Subtotal</b>	<b>\$4,731,085,311</b>	<b>\$331,175,972</b>	<b>\$443,830,244</b>	<b>134.02%</b>
Commission Against Discrimination	\$317,782	\$22,245	\$134,755	605.78%
Disabled Persons Protection Commission	\$325,202	\$22,764	\$36,913	162.15%
Massachusetts Gaming Commission	\$9,265,935	\$648,615	\$594,380	91.64%
Office of the Governor	\$136,544	\$9,558	\$54,000	564.97%
<b>Non-Executive Department Subtotal</b>	<b>\$10,045,463</b>	<b>\$703,182</b>	<b>\$820,048</b>	<b>116.62%</b>
MassHousing	\$12,937,177	\$905,602	\$485,483	53.61%
<b>Quasi-Public Entity Subtotal</b>	<b>\$12,937,177</b>	<b>\$905,602</b>	<b>\$485,483</b>	<b>53.61%</b>
<b>TOTAL</b>	<b>\$4,754,067,951</b>	<b>\$332,784,757</b>	<b>\$445,135,775</b>	<b>133.76%</b>

## Women-Owned Business Enterprise (WBE) Spending

In FY2016, spending with Women-Owned Businesses grew by 21% over the previous year. In the executive branch, seven secretariats reported increased spending with WBEs.

### Expenditures with Women Business Enterprises (WBE)

	FY2013	FY2014	FY2015	FY2016
Administration and Finance	\$13,635,504	\$13,807,880	\$35,680,425	\$85,364,571
Economic Development	\$63,388,731	\$79,230,353	\$79,744,278	\$28,597,167
Education	\$46,414,391	\$49,796,743	\$32,929,881	\$35,164,404
Energy and Environmental Affairs	\$6,553,444	\$6,659,832	\$8,478,127	\$12,466,990
Health and Human Services	\$363,784,053	\$372,679,006	\$447,908,589	\$474,478,238
Labor and Workforce Development	\$1,585,167	\$2,236,951	\$2,738,598	\$2,928,719
Public Safety and Security	\$5,732,856	\$10,629,884	\$8,833,887	\$10,522,503
Transportation	\$51,849,772	\$36,923,960	\$56,878,082	\$170,197,530
<b>Executive Department Subtotal</b>	<b>\$552,943,918</b>	<b>\$571,964,609</b>	<b>\$673,191,867</b>	<b>\$819,720,124</b>
Commission Against Discrimination	\$63,777	\$83,572	\$54,228	\$48,780
Disabled Persons Protection Commission	\$23,407	\$35,419	\$50,607	\$38,692
Massachusetts Gaming Commission	N/A	N/A	\$1,803,358	\$1,208,168
Office of the Governor	\$13,018	\$14,469	\$99,470	\$12,355
<b>Non-Executive Department Subtotal</b>	<b>\$720,008</b>	<b>\$1,503,980</b>	<b>\$2,864,153</b>	<b>\$1,307,996</b>
MassHousing	\$150,664	\$1,349,562	\$617,736	\$794,884
<b>Quasi-Public Entity Subtotal</b>	<b>\$150,664</b>	<b>\$1,349,562</b>	<b>\$617,736</b>	<b>\$794,884</b>
<b>TOTAL</b>	<b>\$554,177,590</b>	<b>\$574,818,148</b>	<b>\$676,673,756</b>	<b>\$821,823,003</b>

Total spending with WBEs in FY2016 exceeded its benchmark of 13% of discretionary spending by more than 32%. In other words, program participants spent 17.3% of their discretionary budgets with women-owned businesses.

### WBE Benchmark Attainment

	Discretionary Budget	Benchmark	Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$108,812,379	\$14,145,609	\$85,364,571	603.47%
Economic Development	\$208,503,084	\$27,105,401	\$28,597,167	105.50%
Education	\$282,376,775	\$36,708,981	\$35,164,404	95.79%
Energy and Environmental Affairs	\$56,227,528	\$7,309,579	\$12,466,990	170.56%
Health and Human Services	\$3,615,124,217	\$469,966,148	\$474,478,238	100.96%
Labor and Workforce Development	\$27,810,751	\$3,615,398	\$2,928,719	81.01%
Public Safety and Security	\$97,327,737	\$12,652,606	\$10,522,503	83.16%
Transportation	\$334,902,840	\$43,537,369	\$170,197,530	390.92%
<b>Executive Department Subtotal</b>	<b>\$4,731,085,311</b>	<b>\$615,041,090</b>	<b>\$819,720,124</b>	<b>133.28%</b>
Commission Against Discrimination	\$317,782	\$41,312	\$48,780	118.08%
Disabled Persons Protection Commission	\$325,202	\$42,276	\$38,692	91.52%
Massachusetts Gaming Commission	\$9,265,935	\$1,204,572	\$1,208,168	100.30%
Office of the Governor	\$136,544	\$17,751	\$12,355	69.61%
<b>Non-Executive Department Subtotal</b>	<b>\$10,045,463</b>	<b>\$1,305,910</b>	<b>\$1,307,996</b>	<b>100.16%</b>
MassHousing	\$12,937,177	\$1,681,833	\$794,884	47.26%
<b>Quasi-Public Entity Subtotal</b>	<b>\$12,937,177</b>	<b>\$1,681,833</b>	<b>\$794,884</b>	<b>47.26%</b>
<b>TOTAL</b>	<b>\$4,754,067,951</b>	<b>\$618,028,834</b>	<b>\$821,823,003</b>	<b>132.97%</b>

## Veteran and Service-Disabled Veteran-Owned Business Enterprise (VBE/SDVOBE) Spending

In FY2016, the Commonwealth made significant progress in increasing spending with VBEs and SDVOBEs (also referred to as “veteran spending” in this report). Due to a concerted and collaborative outreach and engagement effort by the SDO, the Governor’s Office for Access and Opportunity, the Department of Veterans’ Services, and the U.S. Department of Veterans Affairs, veteran spending increased by 6,345%.

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

FY2015	FY2016	FY2016 Change from FY2015
\$33,621	\$2,166,802	\$2,133,181

Despite the significant increase in spending, the Commonwealth did not reach the 3% benchmark in FY2016. While the number of VBE/SDVOBEs that did business with the Commonwealth has grown from just 15 SDVOBEs in FY2015 to 39 VBEs and 62 SDVOBEs in FY2016, this number is still not enough to meet the benchmark.

### VBE/SDVOBE Benchmark Attainment

	Discretionary Budget	Benchmark	Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$108,812,379	\$3,264,371	\$548,385	16.80%
Economic Development	\$208,503,084	\$6,255,093	\$22,322	0.36%
Education	\$282,376,775	\$8,471,303	\$24,534	0.29%
Energy and Environmental Affairs	\$56,227,528	\$1,686,826	\$364,787	21.63%
Health and Human Services	\$3,615,124,217	\$108,453,727	\$586,011	0.54%
Labor and Workforce Development	\$27,810,751	\$834,323	\$21,598	2.59%
Public Safety and Security	\$97,327,737	\$2,919,832	\$289,991	9.93%
Transportation	\$334,902,840	\$10,047,085	\$306,596	3.05%
<b>Executive Department Subtotal</b>	<b>\$4,731,085,311</b>	<b>\$141,932,559</b>	<b>\$2,164,223</b>	<b>1.52%</b>
Commission Against Discrimination	\$317,782	\$9,533	\$480	5.03%
Disabled Persons Protection Commission	\$325,202	\$9,756	\$79	0.81%
Massachusetts Gaming Commission	\$9,265,935	\$277,978	\$2,020	0.73%
Office of the Governor	\$136,544	\$4,096	\$0	0.00%
<b>Non-Executive Department Subtotal</b>	<b>\$10,045,463</b>	<b>\$301,364</b>	<b>\$2,579</b>	<b>0.86%</b>
MassHousing	\$12,937,177	\$388,115	\$0	0.00%
<b>Quasi-Public Entity Subtotal</b>	<b>\$12,937,177</b>	<b>\$388,115</b>	<b>\$0</b>	<b>0.00%</b>
<b>TOTAL</b>	<b>\$4,754,067,951</b>	<b>\$142,622,039</b>	<b>\$2,166,802</b>	<b>1.52%</b>

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

In January 2016, pursuant to Executive Order 565, the Commonwealth began accepting certifications of DOBEs and LGBTBEs issued by SDO certification partners. Focused on building up the availability of certified businesses in these categories over the second half of the year, the SDO and these partners made significant strides in recruiting DOBEs and LGBTBEs interested in doing business with the Commonwealth. The outreach campaign, which included presentations at events and on conference calls, and email outreach, resulted in enrolling 34 DOBEs and 75 LGBTBEs. While department spending benchmarks have not yet been established

for these two certification categories in any of the Commonwealth's supplier diversity programs, the Commonwealth spent approximately \$350,000 with two business that were certified as LGBTBE in FY2016.<sup>9</sup>

### Small Business Purchasing Program (SBPP)

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

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

### Overall SBPP Spending Trend

In FY2016, program participants' expenditures with SBPP participants totaled \$161,521,236, showing an increase of 18.5% over FY2015 results thanks to the spending increases achieved by five secretariats.

#### Expenditures with COMMBUYS-verified Massachusetts Small Businesses

	FY2014	FY2015	FY2016
Administration and Finance	\$11,082,144	\$9,842,026	\$8,002,060
Economic Development	\$13,985,694	\$6,979,885	\$21,921,111
Education	\$5,116,486	\$13,379,607	\$16,991,334
Energy and Environmental Affairs	\$12,451,660	\$9,221,650	\$10,664,818
Health and Human Services	\$57,073,446	\$66,164,280	\$71,417,791
Labor and Workforce Development	\$2,139,506	\$1,237,430	\$541,482
Public Safety and Security	\$16,735,749	\$12,995,760	\$8,567,665
Transportation	\$19,138,065	\$15,867,967	\$22,571,712
<b>Executive Department Subtotal</b>	<b>\$137,722,750</b>	<b>\$135,688,605</b>	<b>\$160,677,973</b>
Commission Against Discrimination	\$80,534	\$21,407	\$6,389
Disabled Persons Protection Commission	\$1,375	\$1,871	\$0
Massachusetts Gaming Commission	\$0	\$531,723	\$824,519
Office of the Governor	\$24,705	\$32,505	\$12,355
<b>Non-Executive Department Subtotal</b>	<b>\$106,614</b>	<b>\$587,506</b>	<b>\$843,263</b>
MassHousing	N/A	N/A	N/A
<b>Quasi-Public Entity Subtotal</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>TOTAL</b>	<b>\$137,829,364</b>	<b>\$136,276,111</b>	<b>\$161,521,236</b>

### Benchmark Attainment

Total SBPP spending in FY2016 exceeded the benchmark of 3.3% of discretionary spending by 3%. In other words, program participants spent approximately 3.4% of their discretionary budgets with COMMBUYS-verified small businesses.

<sup>9</sup> Payments were made prior to the companies achieving LGBTBE certification.

### SBPP Benchmark Attainment

	Discretionary Budget	Benchmark	Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$108,812,379	\$3,590,809	\$8,002,060	222.85%
Economic Development	\$208,503,084	\$6,880,602	\$21,921,111	318.59%
Education	\$282,376,775	\$9,318,434	\$16,991,334	182.34%
Energy and Environmental Affairs	\$56,227,528	\$1,855,508	\$10,664,818	574.77%
Health and Human Services	\$3,615,124,217	\$119,299,099	\$71,417,791	59.86%
Labor and Workforce Development	\$27,810,751	\$917,755	\$541,482	59.00%
Public Safety and Security	\$97,327,737	\$3,211,815	\$8,567,665	266.75%
Transportation	\$334,902,840	\$11,051,794	\$22,571,712	204.24%
<b>Executive Department Subtotal</b>	<b>\$4,731,085,311</b>	<b>\$156,125,815</b>	<b>\$160,677,973</b>	<b>102.92%</b>
Commission Against Discrimination	\$317,782	\$10,487	\$6,389	60.92%
Disabled Persons Protection Commission	\$325,202	\$10,732	\$0	0.00%
Massachusetts Gaming Commission	\$9,265,935	\$305,776	\$824,519	269.65%
Office of the Governor	\$136,544	\$4,506	\$12,355	274.20%
<b>Non-Executive Department Subtotal</b>	<b>\$10,045,463</b>	<b>\$331,500</b>	<b>\$843,264</b>	<b>254.38%</b>
MassHousing	\$12,937,177	\$426,927	\$0	0.00%
<b>Quasi-Public Entity Subtotal</b>	<b>\$12,937,177</b>	<b>\$426,927</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total</b>	<b>\$4,754,067,951</b>	<b>\$156,884,242</b>	<b>\$161,521,236</b>	<b>102.96%</b>

### Affirmative Marketing /Construction Reform Program

The SDO's Affirmative Marketing Program (also referred to as the Construction Reform Program) uses combined goals to provide designers and contractors with flexibility in utilizing MBE and/or WBE contractors. Spending associated with DCAMM projects are reflected elsewhere in this report. The following provides a summary of spending associated with state-funded municipal projects.

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

### Massachusetts School Building Authority (MSBA)

The Massachusetts School Building Authority (MSBA) funds nearly 100% of the municipal projects that fall under the Affirmative Marketing Program/Construction Reform Law. As a result, the SDO tracks their projects exclusively. The chart below compares FY2015 and FY2016 MBE/WBE spending on MSBA projects. The total combined MBE/WBE spending in FY2016 equaled \$60,784,442, an increase of more than \$15 million when compared to the prior year. The combined MBE/WBE participation goal of 10.4% was exceeded in FY2015 and FY2016.

FY	Total MSBA Spend	Total MBE Spend	MBE %	Total WBE Spend	WBE %	Total MBE/WBE Spend	Combined MBE/WBE %
2016	\$484,996,681	\$45,392,007	9.4%	\$15,392,435	3.2%	\$60,784,442	12.5%
2015	\$386,465,508	\$35,234,871	9.1%	\$10,265,440	2.7%	\$45,500,311	11.8%

## **Schools of Construction**

The most innovative SDO Construction Reform Program initiative is the partnership with M/WBE construction training programs established by four of the nation's largest construction companies – Clark/Skanska Strategic Partnership Program, Gilbane M/WBE Contractor Training Program, Suffolk Trades Partnership Series, and the Turner School of Construction Management. Over the last seven years, 200 SDO-certified companies have graduated from these programs and contracts valued at more than \$40,000,000 have been awarded to program participants.

## **Outreach**

Another central role of the Construction Reform Program is assisting in MBE/WBE/VBE/SDVOBE outreach on both public and private sector construction projects, helping to identify and contact potential MBE/WBE/VBE/SDVOBE subcontractors for large construction projects. In FY2016, the program worked with municipalities on MSBA public sector projects, with the Massachusetts Gaming Commission, and the Wynn and MGM casinos on their private sector projects. These efforts helped both groups meet, and in some cases exceed, their MBE and WBE goals.

## **Overall Procurement Program Results**

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

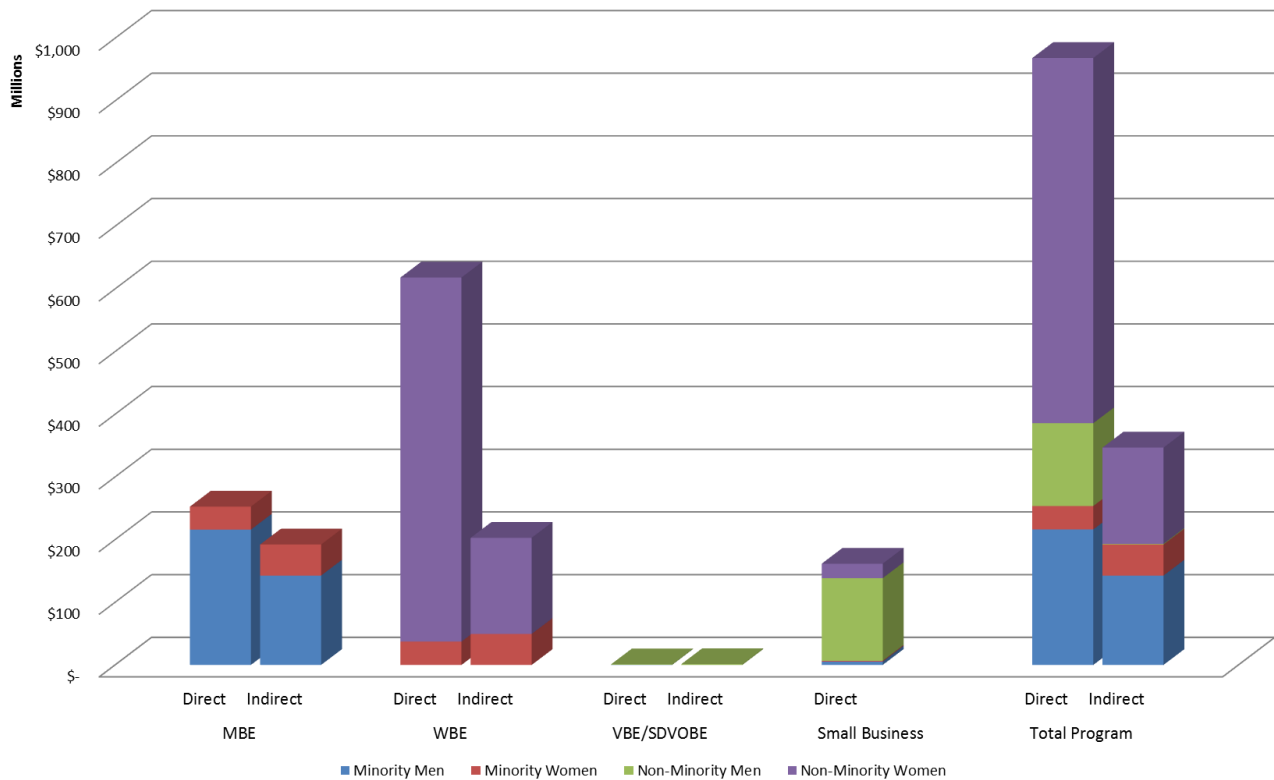
The goal of this section is to measure the overall results of these efforts by vendor rather than by benchmark/category. In other words, in this section, spending with businesses that fall into more than one certification category will be counted only once.

## **Estimating the Total Program Impact**

In this report, the SDO calculated the total direct program spending by state agencies, which accounts for the overlapping business types. This metric counted each payment once, but only addressed direct spending. In FY2016, due to significant improvements in data collection and analysis, the SDO is able to include indirect spending information in this analysis.

The total program impact of SDP activities by state agencies in FY2016 was \$968,342,310 spent with 977 companies, representing 20.4% of state agency discretionary budgets. The chart data represented as a table below highlight the overlaps among the diverse types of businesses served by the SDP. The Total Program Spending line of the table represents the sum of expenditures with businesses that fall into each eligible owner group (e.g. Minority Men, Minority Women, etc.). This measure is 6.7% less than the sum of direct expenditures attributed to individual benchmarks.

### Total Program Spending by State Agencies in FY2016



### Total Program Spending by State Agencies in FY2016 Table

Category	MBE	WBE	Veteran	Small Business	Program Total <sup>10</sup>
Minority Men	\$215,881,108	-	\$138,710	\$5,249,807	\$216,134,526
Minority Women	\$36,669,116	\$37,194,998	-	\$1,393,310	\$37,432,855
Non-Minority Men	-	-	\$822,740	\$131,858,065	\$132,202,332
Non-Minority Women	-	\$580,931,324	-	\$23,020,053	\$582,572,597
<b>Direct Spending Total</b>	<b>\$252,550,225</b>	<b>\$618,126,322</b>	<b>\$961,450</b>	<b>\$161,521,236</b>	<b>\$968,342,310</b>
<b>Number of Prime Contractors</b>	<b>190</b>	<b>354</b>	<b>11</b>	<b>543</b>	<b>977</b>
Minority Men	\$142,604,774	-	-	N/A	\$142,604,774
Minority Women	\$49,495,293	\$49,495,293	-	N/A	\$49,495,293
Non-Minority Men	-	-	\$1,205,352	N/A	\$1,205,352
Non-Minority Women	-	\$153,406,505	-	N/A	\$153,406,505
<b>Indirect Spending Total</b>	<b>\$192,100,067</b>	<b>\$202,901,798</b>	<b>\$1,205,352</b>	<b>N/A</b>	<b>\$346,711,924</b>
<b>Number of Indirect Contractors</b>	<b>347</b>	<b>684</b>	<b>13</b>	<b>N/A</b>	<b>978</b>

<sup>10</sup> This column accounts for vendors that fall into more than one certification category and is not a sum of the columns to the left.



Among the 977<sup>11</sup> companies participating in the program directly, each business fell into one or more of the following groups: 190 MBEs and 354 WBEs (53 M/WBE businesses), 11 VBE/SDVOBEs (4 VBEs and 7 SDVOBEs), and 543 COMMBUYS-verified small businesses.

It should be noted that the gender and minority information of the eligible owner is inferred (i.e., companies that were not certified as women-owned were assumed to be owned by men, and companies that were not certified as minority-owned were assumed to be owned by non-minority individuals). These statistics vary from the information presented separately for each program/benchmark, because they do not include spending reported by MassHousing.

Among the 978 companies that were engaged by the Commonwealth's statewide and departmental contractors as SDP partners (indirect spending), each business fell into one or more of the following groups: 347 MBEs and 684 WBEs (106 M/WBE businesses), and 13 VBE/SDVOBEs (2 VBEs and 11 SDVOBEs). The SBPP does not include an indirect spending component.

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

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

### **Spending Contribution from Goods and Services**

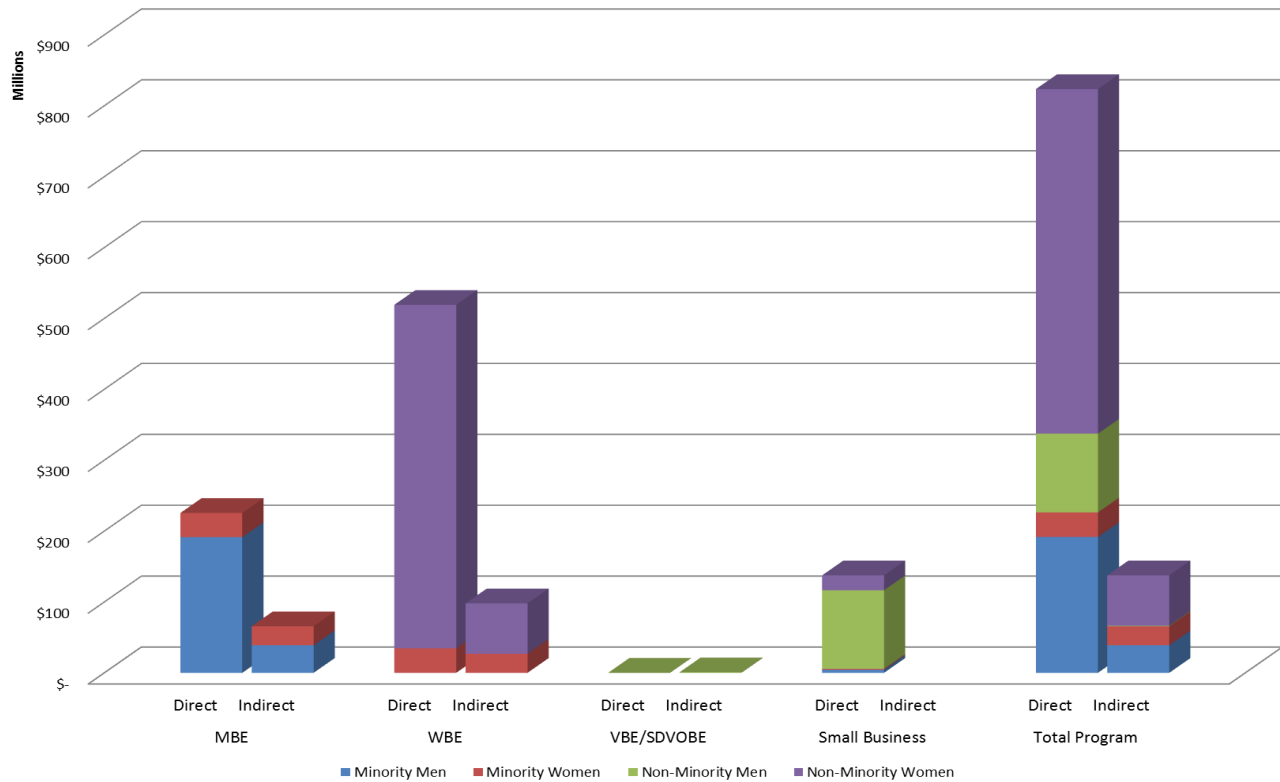
In FY2016, goods and services spending by state agencies equaled \$823,551,906, which was spent with 723 companies. Each company fell into one or more of the following groups: 139 were MBEs and 267 were WBEs (46 M/WBE businesses), 4 were VBE/SDVOBEs (2 VBEs and 2 SDVOBE), and 414 were COMMBUYS-verified small businesses.

In turn, the Commonwealth's goods and services contractors engaged 741 diverse businesses as SDP partners. Those diverse companies fell into one or more of the following groups: 257 MBEs and 555 WBEs (91 M/WBE businesses), and 8 VBE/SDVOBEs (2 VBEs and 6 SDVOBEs).

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<sup>11</sup> The total number of businesses presented here and further in this section accounts for the some businesses falling into multiple certification categories.

### Goods and Services Share of the Total Program Spending by State Agencies in FY2016



### Goods and Services Share of the Total Program Spending by State Agencies in FY2016 Table

Category	MBE	WBE	Veteran	Small Business	Program Total <sup>12</sup>
Minority Men	\$191,387,146	-	\$138,710	\$4,176,873	\$191,639,654
Minority Women	\$34,074,264	\$34,551,927	-	\$1,287,695	\$34,638,155
Non-Minority Men	-	-	\$31,677	\$111,112,107	\$111,112,107
Non-Minority Women	-	\$484,524,889	-	\$20,881,150	\$486,161,991
<b>Direct Spending Total</b>	<b>\$225,461,411</b>	<b>\$519,076,816</b>	<b>\$170,387</b>	<b>\$137,457,824</b>	<b>\$823,551,906</b>
<b>Number of Prime Contractors</b>	<b>139</b>	<b>267</b>	<b>4</b>	<b>414</b>	<b>723</b>
Minority Men	\$38,876,377	-	-	N/A	\$38,876,377
Minority Women	\$26,826,731	\$26,826,731	-	N/A	\$26,826,731
Non-Minority Men	-	-	\$685,787	N/A	\$685,787
Non-Minority Women	-	\$71,178,248	-	N/A	\$71,178,248
<b>Indirect Spending Total</b>	<b>\$65,703,109</b>	<b>\$98,004,979</b>	<b>\$685,787</b>	<b>N/A</b>	<b>\$137,567,143</b>
<b>Number of Indirect Contractors</b>	<b>257</b>	<b>555</b>	<b>8</b>	<b>N/A</b>	<b>741</b>

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

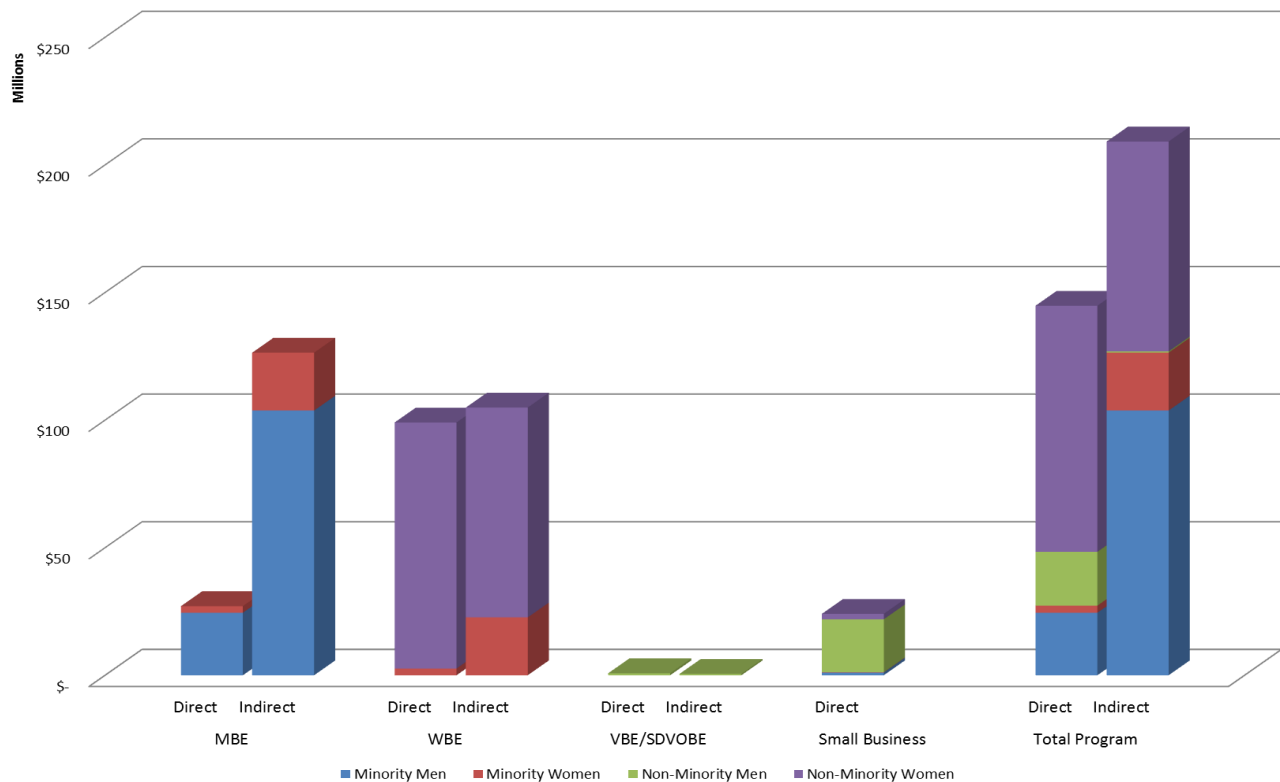
## Spending Contribution from Horizontal and Vertical Construction

Most of the construction-related expenditures documented in this report are attributable to the efforts of the Division of Capital Asset Management and Maintenance (DCAMM), the Massachusetts Department of Transportation (MassDOT), and the Department of Conservation and Recreation. Direct expenditures of these departments account for 92.6% of departmental construction spending. The remaining spending is attributable to facility maintenance spending by other departments (e.g. landscaping services, small repairs, etc.).

In FY2016, direct design and construction-related spending by state agencies equaled \$144,790,403 on projects involving 362 contractors. Each of the companies fell into one or more of the following groups: 68 were MBEs and 126 were WBEs (both groups include 12 M/WBE businesses), 8 were VBE/SDVOBE (2 VBE and 6 SDVOBE), and 189 were COMMBUYS-verified small businesses. While information on veteran and small business spending is included, it should be noted that the SBPP does not apply to construction procurements and that there was no formally issued veteran construction goal in FY2016.

Among the 288 subcontractors engaged on Commonwealth design and construction projects, 105 were MBE firms, 164 were WBE companies (both groups including 19 M/WBE businesses), and 5 were SDVOBEs.

**Construction Share of the Total Direct Program Spending by State Agencies in FY2016**



**Construction Share of the Total Direct Program Spending by State Agencies in FY2016 Table**

Category	MBE	WBE	Veteran	Small Business	Program Total <sup>13</sup>
Minority Men	\$24,493,962	-	-	\$1,072,934	\$24,494,872
Minority Women	\$2,594,852	\$2,643,071	-	\$105,615	\$2,794,700
Non-Minority Men	-	-	\$791,064	\$20,745,958	\$21,090,225
Non-Minority Women	-	\$96,406,434	-	\$2,138,903	\$96,410,606
<b>Direct Spending Total</b>	<b>\$27,088,814</b>	<b>\$99,049,505</b>	<b>\$791,064</b>	<b>\$24,063,412</b>	<b>\$144,790,403</b>
<b>Number of Prime Contractors</b>	<b>68</b>	<b>126</b>	<b>8</b>	<b>189</b>	<b>362</b>
Minority Men	\$103,728,397	-	-	N/A	\$103,728,397
Minority Women	\$22,668,562	\$22,668,562	-	N/A	\$22,668,562
Non-Minority Men	-	-	\$519,566	N/A	\$519,566
Non-Minority Women	-	\$82,228,257	-	N/A	\$82,228,257
<b>Indirect Spending Total</b>	<b>\$126,396,959</b>	<b>\$104,896,818</b>	<b>\$519,566</b>	<b>N/A</b>	<b>\$209,144,781</b>
<b>Number of Indirect Contractors</b>	<b>105</b>	<b>164</b>	<b>5</b>	<b>N/A</b>	<b>288</b>

**Overall Impact of Supplier Diversity Programs**

Using the total direct program spending by state agencies as the basis, we are able to estimate the full program impact, even though smaller spending components may include some business type overlap. **The total FY2016 direct spending by program participants with MBEs, WBEs, VBEs, SDVOBEs, and COMMBUYS-verified small businesses was \$969,205,410, a 1% increase compared to FY2015. Indirect spending through utilization of MBEs, WBEs, VBEs and SDVOBEs by contractors was \$407,913,633, 36% higher than the prior year.**

**Estimated Total Program Impact**

Type of Expenditure	FY2015	FY2016
Total Direct Program Spending by State Agencies	\$959,158,008	\$968,342,310
Total Direct MBE/WBE Spending Reported by MassHousing	\$1,168,534	\$863,100
<b>Total Direct Spending</b>	<b>\$960,326,542</b>	<b>\$969,205,410</b>
Total Indirect Spending through Statewide and Departmental Contracts	\$253,582,903	\$346,711,924
Total Indirect Spending through MassHousing contracts	\$20,188	\$417,267
Total Construction Spending through the SDO's Construction Reform Program	\$45,500,311	\$60,784,442
<b>Total Indirect Spending</b>	<b>\$299,103,402</b>	<b>\$407,913,633</b>

**Non-Discretionary Spending with Small and Diverse Businesses**

In addition to goods, services, design and construction, which are typically considered areas of discretionary spending, the Commonwealth makes pension and insurance-related expenditures, awards grants and subsidies, manages entitlement programs, and maintains loans and special payments. While the Commonwealth's supplier diversity programs do not apply to these non-discretionary areas of spending, small and diverse businesses are part of that marketplace as well. The Commonwealth's non-discretionary spending in FY2016 included: \$205,867,157 spent with MBEs, \$201,523,134 spent with WBEs (with \$78,549,437 spent with M/WBEs), \$2,970.41 spent with SDVOBEs, \$408,912.87 spent with LGBTBEs, and \$52,067,022.77 spent with small businesses.

<sup>13</sup> This column accounts for vendors that fall into more than one certification category and is not a sum of the columns to the left.

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

Secretariat Code	Secretariat / Entity Name	Discretionary Budget	MBE			WBE			Veteran			Small Business		
			Benchmark	Total Expenditure	% Benchmark Met	Benchmark	Total Expenditure	% Benchmark Met	Benchmark	Total Expenditure	% Benchmark Met	Benchmark	Total Expenditure	% Benchmark Met
ANF	ADMINISTRATION AND FINANCE	\$108,812,379	\$7,616,867	\$65,213,131	856.17%	\$14,145,609	\$85,364,571	603.47%	\$3,264,371	\$548,385	16.80%	\$3,590,809	\$8,002,060	222.85%
EED	ECONOMIC DEVELOPMENT	\$208,503,084	\$14,595,216	\$20,247,549	138.73%	\$27,105,401	\$28,597,167	105.50%	\$6,255,093	\$22,322	0.36%	\$6,880,602	\$21,921,111	318.59%
EDU	EDUCATION	\$282,376,775	\$19,766,374	\$23,621,642	119.50%	\$36,708,981	\$35,164,404	95.79%	\$8,471,303	\$24,534	0.29%	\$9,318,434	\$16,991,334	182.34%
ENV	ENERGY AND ENVIRONMENTAL AFFAIRS	\$56,227,528	\$3,935,927	\$5,638,822	143.27%	\$7,309,579	\$12,466,990	170.56%	\$1,686,826	\$364,787	21.63%	\$1,855,508	\$10,664,818	574.77%
EHS	HEALTH AND HUMAN SERVICES	\$3,615,124,217	\$253,058,695	\$190,385,239	75.23%	\$469,966,148	\$474,478,238	100.96%	\$108,453,727	\$586,011	0.54%	\$119,299,099	\$71,417,791	59.86%
EOL	LABOR AND WORKFORCE DEVELOPMENT	\$27,810,751	\$1,946,753	\$2,001,903	102.83%	\$3,615,398	\$2,928,719	81.01%	\$834,323	\$21,598	2.59%	\$917,755	\$541,482	59.00%
EPS	PUBLIC SAFETY & SECURITY	\$97,327,737	\$6,812,942	\$11,558,869	169.66%	\$12,652,606	\$10,522,503	83.16%	\$2,919,832	\$289,991	9.93%	\$3,211,815	\$8,567,665	266.75%
DOT	TRANSPORTATION	\$334,902,840	\$23,443,199	\$125,163,089	533.90%	\$43,537,369	\$170,197,530	390.92%	\$10,047,085	\$306,596	3.05%	\$11,051,794	\$22,571,712	204.24%
	<b>Executive Subtotal</b>	<b>\$4,731,085,311</b>	<b>\$331,175,972</b>	<b>\$443,830,244</b>	<b>134.02%</b>	<b>\$615,041,090</b>	<b>\$819,720,124</b>	<b>133.28%</b>	<b>\$141,932,559</b>	<b>\$2,164,223</b>	<b>1.52%</b>	<b>\$156,125,815</b>	<b>\$160,677,973</b>	<b>102.92%</b>
CAD	COMMISSION AGAINST DISCRIMINATION	\$317,782	\$22,245	\$134,755	605.78%	\$41,312	\$48,780	118.08%	\$9,533	\$480	5.03%	\$10,487	\$6,389	60.92%
DAC	DISABLED PERSONS PROTECTION COMMISSION	\$325,202	\$22,764	\$36,913	162.15%	\$42,276	\$38,692	91.52%	\$9,756	\$79	0.81%	\$10,732	\$0	0.00%
MGC	MASSACHUSETTS GAMING COMMISSION	\$9,265,935	\$648,615	\$594,380	91.64%	\$1,204,572	\$1,208,168	100.30%	\$277,978	\$2,020	0.73%	\$305,776	\$824,519	269.65%
GOV	OFFICE OF THE GOVERNOR	\$136,544	\$9,558	\$54,000	564.97%	\$17,751	\$12,355	69.61%	\$4,096	\$0	0.00%	\$4,506	\$12,355	274.20%
	<b>Non-Executive and Constitutional Subtotal</b>	<b>\$10,045,463</b>	<b>\$703,182</b>	<b>\$820,048</b>	<b>116.62%</b>	<b>\$1,305,910</b>	<b>\$1,307,996</b>	<b>100.16%</b>	<b>\$301,364</b>	<b>\$2,579</b>	<b>0.86%</b>	<b>\$331,500</b>	<b>\$843,264</b>	<b>254.38%</b>
	MASS HOUSING	\$12,937,177	\$905,602	\$485,483	53.61%	\$1,681,833	\$794,884	47.26%	\$388,115	\$0	0.00%	\$426,927	\$0	0.00%
	<b>Quasi-Public Subtotal</b>	<b>\$12,937,177</b>	<b>\$905,602</b>	<b>\$485,483</b>	<b>53.61%</b>	<b>\$1,681,833</b>	<b>\$794,884</b>	<b>47.26%</b>	<b>\$388,115</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$426,927</b>	<b>\$0</b>	<b>0.00%</b>
	<b>TOTAL</b>	<b>\$4,754,067,951</b>	<b>\$332,784,757</b>	<b>\$445,135,775</b>	<b>133.76%</b>	<b>\$618,028,834</b>	<b>\$821,823,003</b>	<b>132.97%</b>	<b>\$142,622,039</b>	<b>\$2,166,802</b>	<b>1.52%</b>	<b>\$156,884,242</b>	<b>\$161,521,236</b>	<b>102.96%</b>

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

## Appendix B: FY2016 MBE Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$91,104.00	\$6,377.28	\$0.00	\$255.97	\$255.97	4.01%	-\$6,121.31
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$210,699.00	\$14,748.93	\$32,975.61	\$481.64	\$33,457.25	226.85%	\$18,708.32
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$28,298,153.00	\$1,980,870.71	\$4,035,592.49	\$684,629.53	\$4,720,222.02	238.29%	\$2,739,351.31
ANF	ATB	APPELLATE TAX BOARD	\$21,000.00	\$1,470.00	\$1,674.19	\$324.18	\$1,998.37	135.94%	\$528.37
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,674,298.00	\$117,200.86	\$0.00	\$627,381.90	\$627,381.90	535.30%	\$510,181.04
ANF	CSC	CIVIL SERVICE COMMISSION	\$15,447.00	\$1,081.29	\$0.00	\$24.55	\$24.55	2.27%	-\$1,056.74
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$9,954,271.00	\$696,798.97	\$2,655,570.92	\$29,161,091.18	\$31,816,662.10	4566.12%	\$31,119,863.13
ANF	DOR	DEPARTMENT OF REVENUE	\$26,086,389.00	\$1,826,047.23	\$2,264,513.74	\$257,388.98	\$2,521,902.72	138.11%	\$695,855.49
ANF	GIC	GROUP INSURANCE COMMISSION	\$3,955,930.00	\$276,915.10	\$11,891.56	\$17,899,367.27	\$17,911,258.83	6468.14%	\$17,634,343.73
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,152,139.00	\$80,649.73	\$2,734.65	\$12,585.21	\$15,319.86	19.00%	-\$65,329.87
ANF	ITD	MASSACHUSETTS OFFICE OF INFORMATION TECHNOLOGY	\$33,826,011.00	\$2,367,820.77	\$5,517,569.60	\$1,458,910.86	\$6,976,480.46	294.64%	\$4,608,659.69
ANF	LIB	GEORGE FINGOLD LIBRARY	\$65,111.00	\$4,557.77	\$623.15	\$374.79	\$997.94	21.90%	-\$3,559.83
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$96,231.00	\$6,736.17	\$3,500.28	\$727.59	\$4,227.87	62.76%	-\$2,508.30
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$663,334.00	\$46,433.38	\$3,481.27	\$170,439.61	\$173,920.88	374.56%	\$127,487.50
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$371,928.00	\$26,034.96	\$147,122.81	\$51,078.81	\$198,201.62	761.29%	\$172,166.66
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,330,334.00	\$163,123.38	\$193,016.36	\$17,802.40	\$210,818.76	129.24%	\$47,695.38
<b>TOTAL</b>			<b>\$108,812,379.00</b>	<b>\$7,616,866.53</b>	<b>\$14,870,266.63</b>	<b>\$50,342,864.48</b>	<b>\$65,213,131.11</b>	<b>856.17%</b>	<b>\$57,596,264.58</b>
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$317,782.00	\$22,244.74	\$126,374.69	\$8,380.47	\$134,755.16	605.78%	\$112,510.42
<b>TOTAL</b>			<b>\$317,782.00</b>	<b>\$22,244.74</b>	<b>\$126,374.69</b>	<b>\$8,380.47</b>	<b>\$134,755.16</b>	<b>605.78%</b>	<b>\$112,510.42</b>
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$325,202.00	\$22,764.14	\$35,526.34	\$1,386.51	\$36,912.85	162.15%	\$14,148.71
<b>TOTAL</b>			<b>\$325,202.00</b>	<b>\$22,764.14</b>	<b>\$35,526.34</b>	<b>\$1,386.51</b>	<b>\$36,912.85</b>	<b>162.15%</b>	<b>\$14,148.71</b>
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$334,902,840.00	\$23,443,198.80	\$29,547,077.08	\$95,616,012.41	\$125,163,089.49	533.90%	\$101,719,890.69
<b>TOTAL</b>			<b>\$334,902,840.00</b>	<b>\$23,443,198.80</b>	<b>\$29,547,077.08</b>	<b>\$95,616,012.41</b>	<b>\$125,163,089.49</b>	<b>533.90%</b>	<b>\$101,719,890.69</b>
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$15,509,849.00	\$1,085,689.43	\$155,419.08	\$48,850.40	\$204,269.48	18.81%	-\$881,419.95
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$13,064,314.00	\$914,501.98	\$4,023,266.93	\$360,193.43	\$4,383,460.36	479.33%	\$3,468,958.38
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$252,901,601.00	\$17,703,112.07	\$19,005,306.21	\$17,295.48	\$19,022,601.69	107.45%	\$1,319,489.62
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$901,011.00	\$63,070.77	\$8,897.89	\$2,412.40	\$11,310.29	17.93%	-\$51,760.48
<b>TOTAL</b>			<b>\$282,376,775.00</b>	<b>\$19,766,374.25</b>	<b>\$23,192,890.11</b>	<b>\$428,751.71</b>	<b>\$23,621,641.82</b>	<b>119.50%</b>	<b>\$3,855,267.57</b>
EED	DOB	DIVISION OF BANKS	\$527,911.00	\$36,953.77	\$7,191.41	\$11,098.12	\$18,289.53	49.49%	-\$18,664.24
EED	DOI	DIVISION OF INSURANCE	\$1,754,345.00	\$122,804.15	\$210,957.90	\$6,286.69	\$217,244.59	176.90%	\$94,440.44
EED	DOS	DIVISION OF STANDARDS	\$56,099.00	\$3,926.93	\$4,410.60	\$1,160.79	\$5,571.39	141.88%	\$1,644.46
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$2,270,633.00	\$158,944.31	\$1,684,559.35	\$298,195.52	\$1,982,754.87	1247.45%	\$1,823,810.56
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$2,340,409.00	\$163,828.63	\$30,951.40	\$15,952.77	\$46,904.17	28.63%	-\$116,924.46
EED	QCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$200,551,780.00	\$14,038,624.60	\$17,845,670.28	\$44,722.09	\$17,890,392.37	127.44%	\$3,851,767.77
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$611,967.00	\$42,837.69	\$14,861.00	\$7,506.24	\$22,367.24	52.21%	-\$20,470.45
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$52,207.00	\$3,654.49	\$9,141.06	\$2,084.23	\$11,225.29	307.16%	\$7,570.80
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$90,505.00	\$6,335.35	\$10,441.96	\$158.39	\$10,600.35	167.32%	\$4,265.00
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$247,228.00	\$17,305.96	\$39,267.23	\$2,932.07	\$42,199.30	243.84%	\$24,893.34
<b>TOTAL</b>			<b>\$208,503,084.00</b>	<b>\$14,595,215.88</b>	<b>\$19,857,452.19</b>	<b>\$390,096.90</b>	<b>\$20,247,549.09</b>	<b>138.73%</b>	<b>\$5,652,333.21</b>
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$2,228,700.00	\$156,009.00	\$126,576.65	\$81,453.86	\$208,030.51	133.35%	\$52,021.51
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$475,602,796.00	\$33,292,195.72	\$10,430,445.74	\$3,440,513.06	\$13,870,958.80	41.66%	-\$19,421,236.92
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,384,638,855.00	\$96,924,719.85	\$53,240,866.36	\$4,566,557.89	\$57,807,424.25	59.64%	-\$39,117,295.60
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$473,315,243.00	\$33,132,067.01	\$24,826,701.30	\$5,118,780.45	\$29,945,481.75	90.38%	-\$3,186,585.26
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$470,259,054.00	\$32,918,133.78	\$24,970,592.85	\$2,633,878.28	\$27,604,471.13	83.86%	-\$5,313,662.65
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$103,749,612.00	\$7,262,472.84	\$3,418,181.57	\$711,544.10	\$4,129,725.67	56.86%	-\$3,132,747.17
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$121,078,453.00	\$8,475,491.71	\$5,297,767.48	\$2,331,259.26	\$7,629,026.74	90.01%	-\$846,464.97
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$499,434,117.00	\$34,960,388.19	\$28,323,751.80	\$15,843,863.39	\$44,167,615.19	126.34%	\$9,207,227.00
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$596,736.00	\$41,771.52	\$63,017.86	\$50,499.36	\$113,517.22	271.76%	\$71,745.70
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$2,325,812.00	\$162,806.84	\$85,048.98	\$57,566.51	\$142,615.49	87.60%	-\$20,191.35
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$388,340.32	\$27,183.82	\$1,923.28	\$6,484.72	\$8,408.00	30.93%	-\$18,775.82
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$56,039,087.00	\$3,922,736.09	\$3,117,689.40	\$351,903.19	\$3,469,592.59	88.45%	-\$453,143.50
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$3,965,050.00	\$277,553.50	\$407,513.19	\$8,250.53	\$415,763.72	149.80%	\$138,210.22
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$853,966.00	\$59,777.62	\$412,401.04	\$40,196.91	\$452,597.95	757.14%	\$392,820.33
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$20,648,396.00	\$1,445,387.72	\$274,095.38	\$145,914.17	\$420,009.55	29.06%	-\$1,025,378.17
<b>TOTAL</b>			<b>\$3,615,124,217.32</b>	<b>\$253,058,695.21</b>	<b>\$154,996,572.88</b>	<b>\$35,388,665.70</b>	<b>\$190,385,238.58</b>	<b>75.23%</b>	<b>-\$62,673,456.63</b>
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$686,493.00	\$48,054.51	\$26,716.09	\$5,897.83	\$32,613.92	67.87%	-\$15,440.59

ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$38,497,541.00	\$2,694,827.87	\$1,157,004.89	\$1,619,855.16	\$2,776,860.05	103.04%	\$82,032.18
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$856,827.00	\$59,977.89	\$52,024.26	\$12,795.42	\$64,819.68	108.07%	\$4,841.79
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$191,151.00	\$13,380.57	\$39,418.66	\$17,454.50	\$56,873.16	425.04%	\$43,492.59
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$5,822,450.00	\$407,571.50	\$2,032,553.82	\$231,561.12	\$2,264,114.94	555.51%	\$1,856,543.44
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$6,799,409.00	\$475,958.63	\$207,140.14	\$68,185.56	\$275,325.70	57.85%	-\$200,632.93
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$3,142,314.00	\$219,961.98	\$67,926.07	\$71,202.09	\$139,128.16	63.25%	-\$80,833.82
ENV	SRB	STATE RECLAMATION BOARD	\$231,343.00	\$16,194.01	\$8,323.28	\$20,763.29	\$29,086.57	179.61%	\$12,892.56
<b>TOTAL</b>			<b>\$56,227,528.00</b>	<b>\$3,935,926.96</b>	<b>\$3,591,107.21</b>	<b>\$2,047,714.98</b>	<b>\$5,638,822.19</b>	<b>143.27%</b>	<b>\$1,702,895.23</b>
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$27,810,751.00	\$1,946,752.57	\$1,527,786.11	\$474,116.96	\$2,001,903.07	102.83%	\$55,150.50
<b>TOTAL</b>			<b>\$27,810,751.00</b>	<b>\$1,946,752.57</b>	<b>\$1,527,786.11</b>	<b>\$474,116.96</b>	<b>\$2,001,903.07</b>	<b>102.83%</b>	<b>\$55,150.50</b>
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$1,401,341.00	\$98,093.87	\$19,489.92	\$15,214.13	\$34,704.05	35.38%	-\$63,389.82
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$1,158,648.00	\$81,105.36	\$2,292.10	\$7,418.93	\$9,711.03	11.97%	-\$71,394.33
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$2,261,687.00	\$158,318.09	\$67,365.46	\$8,757.04	\$76,122.50	48.08%	-\$82,195.59
EPS	CME	CHIEF MEDICAL EXAMINER	\$6,862,621.00	\$480,383.47	\$41,728.54	\$19,729.74	\$61,458.28	12.79%	-\$418,925.19
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$2,944,515.00	\$206,116.05	\$26,152.09	\$328,197.25	\$354,349.34	171.92%	\$148,233.29
EPS	DOC	DEPARTMENT OF CORRECTION	\$29,177,450.00	\$2,042,421.50	\$419,587.86	\$5,789,514.75	\$6,209,102.61	304.01%	\$4,166,681.11
EPS	DPS	DEPARTMENT OF PUBLIC SAFETY	\$2,956,276.00	\$206,939.32	\$4,224.75	\$14,308.59	\$18,533.34	8.96%	-\$188,405.98
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$27,880,730.00	\$1,951,651.10	\$2,274,585.51	\$633,440.11	\$2,908,025.62	149.00%	\$956,374.52
EPS	MIL	MILITARY DIVISION	\$780,737.00	\$54,651.59	\$333,999.66	\$56,818.77	\$390,818.43	715.11%	\$336,166.84
EPS	PAR	PAROLE BOARD	\$775,828.00	\$54,307.96	\$3,666.76	\$8,836.59	\$12,503.35	23.02%	-\$41,804.61
EPS	POL	DEPARTMENT OF STATE POLICE	\$21,024,362.00	\$1,471,705.34	\$997,452.34	\$483,293.58	\$1,480,745.92	100.61%	\$9,040.58
EPS	SOR	SEX OFFENDER REGISTRY	\$103,542.00	\$7,247.94	\$1,551.54	\$1,242.70	\$2,794.24	38.55%	-\$4,453.70
<b>TOTAL</b>			<b>\$97,327,737.00</b>	<b>\$6,812,941.59</b>	<b>\$4,192,096.53</b>	<b>\$7,366,772.19</b>	<b>\$11,558,868.72</b>	<b>169.66%</b>	<b>\$4,745,927.13</b>
GOV	GOV	GOVERNORS OFFICE	\$136,544.00	\$9,558.08	\$54,000.00	\$0.00	\$54,000.00	564.97%	\$44,441.92
<b>TOTAL</b>			<b>\$136,544.00</b>	<b>\$9,558.08</b>	<b>\$54,000.00</b>	<b>\$0.00</b>	<b>\$54,000.00</b>	<b>564.97%</b>	<b>\$44,441.92</b>
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$9,265,935.00	\$648,615.45	\$559,075.00	\$35,305.10	\$594,380.10	91.64%	-\$54,235.35
<b>TOTAL</b>			<b>\$9,265,935.00</b>	<b>\$648,615.45</b>	<b>\$559,075.00</b>	<b>\$35,305.10</b>	<b>\$594,380.10</b>	<b>91.64%</b>	<b>-\$54,235.35</b>
<b>YEAR TO DATE TOTAL</b>			<b>\$4,741,130,774.32</b>	<b>\$331,879,154.20</b>	<b>\$252,550,224.77</b>	<b>\$192,100,067.41</b>	<b>\$444,650,292.18</b>	<b>133.98%</b>	<b>\$112,771,137.97</b>
MHA	MHA	MASSHOUSING	\$12,937,177.00	\$905,602.39	\$465,658.00	\$19,825.00	\$485,483.00	53.61%	-\$420,119.39
<b>TOTAL</b>			<b>\$12,937,177.00</b>	<b>\$905,602.39</b>	<b>\$465,658.00</b>	<b>\$19,825.00</b>	<b>\$485,483.00</b>	<b>53.61%</b>	<b>-\$420,119.39</b>
<b>YEAR TO DATE GRAND TOTAL</b>			<b>\$4,754,067,951.32</b>	<b>\$332,784,756.59</b>	<b>\$253,015,882.77</b>	<b>\$192,119,892.41</b>	<b>\$445,135,775.18</b>	<b>133.76%</b>	<b>\$112,351,018.58</b>

## Appendix C: FY2016 WBE Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$91,104.00	\$11,843.52	\$35,567.79	\$233.00	\$35,800.79	302.28%	\$23,957.27
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$210,699.00	\$27,390.87	\$33,472.36	\$438.43	\$33,910.79	123.80%	\$6,519.92
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$28,298,153.00	\$3,678,759.89	\$4,071,952.13	\$623,207.19	\$4,695,159.32	127.63%	\$1,016,399.43
ANF	ATB	APPELLATE TAX BOARD	\$21,000.00	\$2,730.00	\$1,669.37	\$295.09	\$1,964.46	71.96%	-\$765.54
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,674,298.00	\$217,658.74	\$38,168.83	\$625,115.71	\$663,284.54	304.74%	\$445,625.80
ANF	CSC	CIVIL SERVICE COMMISSION	\$15,447.00	\$2,008.11	\$0.00	\$22.35	\$22.35	1.11%	-\$1,985.76
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$9,954,271.00	\$1,294,055.23	\$10,077,080.46	\$22,123,074.77	\$32,200,155.23	2488.31%	\$30,906,100.00
ANF	DOR	DEPARTMENT OF REVENUE	\$26,086,389.00	\$3,391,230.57	\$4,368,135.09	\$234,297.03	\$4,602,432.12	135.72%	\$1,211,201.55
ANF	GIC	GROUP INSURANCE COMMISSION	\$3,955,930.00	\$514,270.90	\$482,763.89	\$33,610,413.34	\$34,093,177.23	6629.42%	\$33,578,906.33
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,152,139.00	\$149,778.07	\$495,091.39	\$11,456.11	\$506,547.50	338.20%	\$356,769.43
ANF	ITD	MASSACHUSETTS OFFICE OF INFORMATION TECHNOLOGY	\$33,826,011.00	\$4,397,381.43	\$6,448,049.24	\$1,328,022.96	\$7,776,072.20	176.83%	\$3,378,690.77
ANF	LIB	GEORGE FINGOLD LIBRARY	\$65,111.00	\$8,464.43	\$3,900.92	\$341.17	\$4,242.09	50.12%	-\$4,222.34
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$96,231.00	\$12,510.03	\$12,974.54	\$662.31	\$13,636.85	109.01%	\$1,126.82
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$663,334.00	\$86,233.42	\$124,942.75	\$155,148.42	\$280,091.17	324.81%	\$193,857.75
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$371,928.00	\$48,350.64	\$155,771.96	\$46,496.22	\$202,268.18	418.34%	\$153,917.54
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,330,334.00	\$302,943.42	\$240,070.48	\$15,736.13	\$255,806.61	84.44%	-\$47,136.81
<b>TOTAL</b>			<b>\$108,812,379.00</b>	<b>\$14,145,609.27</b>	<b>\$26,589,611.20</b>	<b>\$58,774,960.23</b>	<b>\$85,364,571.43</b>	<b>603.47%</b>	<b>\$71,218,962.16</b>
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$317,782.00	\$41,311.66	\$41,151.72	\$7,628.60	\$48,780.32	118.08%	\$7,468.66
<b>TOTAL</b>			<b>\$317,782.00</b>	<b>\$41,311.66</b>	<b>\$41,151.72</b>	<b>\$7,628.60</b>	<b>\$48,780.32</b>	<b>118.08%</b>	<b>\$7,468.66</b>
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$325,202.00	\$42,276.26	\$37,429.81	\$1,262.11	\$38,691.92	91.52%	-\$3,584.34
<b>TOTAL</b>			<b>\$325,202.00</b>	<b>\$42,276.26</b>	<b>\$37,429.81</b>	<b>\$1,262.11</b>	<b>\$38,691.92</b>	<b>91.52%</b>	<b>-\$3,584.34</b>
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$334,902,840.00	\$43,537,369.20	\$89,481,482.63	\$80,716,047.79	\$170,197,530.42	390.92%	\$126,660,161.22
<b>TOTAL</b>			<b>\$334,902,840.00</b>	<b>\$43,537,369.20</b>	<b>\$89,481,482.63</b>	<b>\$80,716,047.79</b>	<b>\$170,197,530.42</b>	<b>390.92%</b>	<b>\$126,660,161.22</b>
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$15,509,849.00	\$2,016,280.37	\$1,433,305.87	\$44,467.73	\$1,477,773.60	73.29%	-\$538,506.77
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$13,064,314.00	\$1,698,360.82	\$4,160,550.59	\$327,878.25	\$4,488,428.84	264.28%	\$2,790,068.02
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$252,901,601.00	\$32,877,208.13	\$29,121,738.28	\$15,743.80	\$29,137,482.08	88.63%	-\$3,739,726.05



EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$901,011.00	\$117,131.43	\$58,523.46	\$2,195.97	\$60,719.43	51.84%	-\$56,412.00
<b>TOTAL</b>			<b>\$282,376,775.00</b>	<b>\$36,708,980.75</b>	<b>\$34,774,118.20</b>	<b>\$390,285.75</b>	<b>\$35,164,403.95</b>	<b>95.79%</b>	<b>-\$1,544,576.80</b>
EED	DOB	DIVISION OF BANKS	\$527,911.00	\$68,628.43	\$3,734.71	\$10,102.44	\$13,837.15	20.16%	-\$54,791.28
EED	DOI	DIVISION OF INSURANCE	\$1,754,345.00	\$228,064.85	\$240,648.51	\$5,722.68	\$246,371.19	108.03%	\$18,306.34
EED	DOS	DIVISION OF STANDARDS	\$56,099.00	\$7,292.87	\$7,635.02	\$1,056.64	\$8,691.66	119.18%	\$1,398.79
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$2,270,633.00	\$295,182.29	\$396,114.49	\$271,442.55	\$667,557.04	226.15%	\$372,374.75
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$2,340,409.00	\$304,253.17	\$103,342.71	\$14,521.55	\$117,864.26	38.74%	-\$186,388.91
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$200,551,780.00	\$26,071,731.40	\$27,306,398.83	\$40,709.79	\$27,347,108.62	104.89%	\$1,275,377.22
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$611,967.00	\$79,555.71	\$55,072.05	\$6,832.81	\$61,904.86	77.81%	-\$17,650.85
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$52,207.00	\$6,786.91	\$56,986.81	\$1,897.24	\$58,884.05	867.61%	\$52,097.14
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$90,505.00	\$11,765.65	\$14,441.96	\$144.18	\$14,586.14	123.97%	\$2,820.49
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$247,228.00	\$32,139.64	\$57,693.20	\$2,669.01	\$60,362.21	187.81%	\$28,222.57
<b>TOTAL</b>			<b>\$208,503,084.00</b>	<b>\$27,105,400.92</b>	<b>\$28,242,068.29</b>	<b>\$355,098.90</b>	<b>\$28,597,167.19</b>	<b>105.50%</b>	<b>\$1,491,766.27</b>
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$2,228,700.00	\$289,731.00	\$244,534.40	\$74,146.13	\$318,680.53	109.99%	\$28,949.53
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$475,602,796.00	\$61,828,363.48	\$84,712,814.16	\$5,629,617.92	\$90,342,432.08	146.12%	\$28,514,068.60
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,384,638,855.00	\$180,003,051.15	\$160,591,015.97	\$7,417,102.54	\$168,008,118.51	93.34%	-\$11,994,932.64
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$473,315,243.00	\$61,530,981.59	\$49,992,042.54	\$7,212,449.99	\$57,204,492.53	92.97%	-\$4,326,489.06
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$470,259,054.00	\$61,133,677.02	\$60,154,731.74	\$4,421,148.93	\$64,575,880.67	105.63%	\$3,442,203.65
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$103,749,612.00	\$13,487,449.56	\$16,957,677.73	\$1,105,463.42	\$18,063,141.15	133.93%	\$4,575,691.59
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$121,078,453.00	\$15,740,198.89	\$15,156,782.59	\$2,122,107.60	\$17,278,890.19	109.78%	\$1,538,691.30
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$499,434,117.00	\$64,926,435.21	\$20,640,729.60	\$26,939,856.34	\$47,580,585.94	73.28%	-\$17,345,849.27
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$596,736.00	\$77,575.68	\$39,140.09	\$45,968.75	\$85,108.84	109.71%	\$7,533.16
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$2,325,812.00	\$302,355.56	\$1,296,540.34	\$86,822.88	\$1,383,363.22	457.53%	\$1,081,007.66
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$388,340.32	\$50,484.24	\$25,083.03	\$10,457.35	\$35,540.38	70.40%	-\$14,943.86
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$56,039,087.00	\$7,285,081.31	\$6,845,957.58	\$539,169.10	\$7,385,126.68	101.37%	\$100,045.37
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$3,965,050.00	\$515,456.50	\$30,932.93	\$13,413.10	\$44,346.03	8.60%	-\$471,110.47
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$853,966.00	\$111,015.58	\$142,745.39	\$52,890.18	\$195,635.57	176.22%	\$84,619.99
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$20,648,396.00	\$2,684,291.48	\$1,822,027.73	\$154,868.15	\$1,976,895.88	73.65%	-\$707,395.60
<b>TOTAL</b>			<b>\$3,615,124,217.32</b>	<b>\$469,966,148.25</b>	<b>\$418,652,755.82</b>	<b>\$55,825,482.37</b>	<b>\$474,478,238.19</b>	<b>100.96%</b>	<b>\$4,512,089.94</b>
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$686,493.00	\$89,244.09	\$25,587.39	\$8,503.22	\$34,090.61	38.20%	-\$55,153.48
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$38,497,541.00	\$5,004,680.33	\$6,706,614.28	\$2,057,695.82	\$8,764,310.10	175.12%	\$3,759,629.77
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$856,827.00	\$111,387.51	\$45,875.97	\$11,647.46	\$57,523.43	51.64%	-\$53,864.08
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$191,151.00	\$24,849.63	\$13,345.18	\$15,888.55	\$29,233.73	117.64%	\$4,384.10
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$5,822,450.00	\$756,918.50	\$2,637,353.63	\$210,786.34	\$2,848,139.97	376.28%	\$2,091,221.47
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$6,799,409.00	\$883,923.17	\$209,573.32	\$62,068.22	\$271,641.54	30.73%	-\$612,281.63
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$3,142,314.00	\$408,500.82	\$376,933.78	\$28,638.21	\$405,571.99	99.28%	-\$2,928.83
ENV	SRB	STATE RECLAMATION BOARD	\$231,343.00	\$30,074.59	\$37,577.84	\$18,900.48	\$56,478.32	187.79%	\$26,403.73
<b>TOTAL</b>			<b>\$56,227,528.00</b>	<b>\$7,309,578.64</b>	<b>\$10,052,861.39</b>	<b>\$2,414,128.30</b>	<b>\$12,466,989.69</b>	<b>170.56%</b>	<b>\$5,157,411.05</b>
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$27,810,751.00	\$3,615,397.63	\$2,156,334.05	\$772,385.19	\$2,928,719.24	81.01%	-\$686,678.39
<b>TOTAL</b>			<b>\$27,810,751.00</b>	<b>\$3,615,397.63</b>	<b>\$2,156,334.05</b>	<b>\$772,385.19</b>	<b>\$2,928,719.24</b>	<b>81.01%</b>	<b>-\$686,678.39</b>
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$1,401,341.00	\$182,174.33	\$20,746.40	\$13,849.18	\$34,595.58	18.99%	-\$147,578.75
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$1,158,648.00	\$150,624.24	\$17,938.05	\$6,753.33	\$24,691.38	16.39%	-\$125,932.86
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$2,261,687.00	\$294,019.31	\$36,908.13	\$7,971.39	\$44,879.52	15.26%	-\$249,139.79
EPS	CME	CHIEF MEDICAL EXAMINER	\$6,862,621.00	\$892,140.73	\$66,529.67	\$17,959.66	\$84,489.33	9.47%	-\$807,651.40
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$2,944,515.00	\$382,786.95	\$86,979.69	\$122,130.54	\$209,110.23	54.63%	-\$173,676.72
EPS	DOC	DEPARTMENT OF CORRECTION	\$29,177,450.00	\$3,793,068.50	\$2,251,401.01	\$2,265,534.82	\$4,516,935.83	119.08%	\$723,867.33
EPS	DPS	DEPARTMENT OF PUBLIC SAFETY	\$2,956,276.00	\$384,315.88	\$280,140.52	\$13,024.88	\$293,165.40	76.28%	-\$91,150.48
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$27,880,730.00	\$3,624,494.90	\$2,141,787.07	\$576,610.29	\$2,718,397.36	75.00%	-\$906,097.54
EPS	MIL	MILITARY DIVISION	\$780,737.00	\$101,495.81	\$97,877.31	\$51,721.21	\$149,598.52	147.39%	\$48,102.71
EPS	PAR	PAROLE BOARD	\$775,828.00	\$100,857.64	\$43,462.52	\$8,043.81	\$51,506.33	51.07%	-\$49,351.31
EPS	POL	DEPARTMENT OF STATE POLICE	\$21,024,362.00	\$2,733,167.06	\$1,864,286.60	\$527,650.61	\$2,391,937.21	87.52%	-\$341,229.85
EPS	SOR	SEX OFFENDER REGISTRY	\$103,542.00	\$13,460.46	\$2,065.57	\$1,131.21	\$3,196.78	23.75%	-\$10,263.68
<b>TOTAL</b>			<b>\$97,327,737.00</b>	<b>\$12,652,605.81</b>	<b>\$6,910,122.54</b>	<b>\$3,612,380.93</b>	<b>\$10,522,503.47</b>	<b>83.16%</b>	<b>-\$2,130,102.34</b>
GOV	GOV	GOVERNORS OFFICE	\$136,544.00	\$17,750.72	\$12,355.47	\$0.00	\$12,355.47	69.61%	-\$5,395.25
<b>TOTAL</b>			<b>\$136,544.00</b>	<b>\$17,750.72</b>	<b>\$12,355.47</b>	<b>\$0.00</b>	<b>\$12,355.47</b>	<b>69.61%</b>	<b>-\$5,395.25</b>
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$9,265,935.00	\$1,204,571.55	\$1,176,030.38	\$32,137.66	\$1,208,168.04	100.30%	\$3,596.49
<b>TOTAL</b>			<b>\$9,265,935.00</b>	<b>\$1,204,571.55</b>	<b>\$1,176,030.38</b>	<b>\$32,137.66</b>	<b>\$1,208,168.04</b>	<b>100.30%</b>	<b>\$3,596.49</b>
<b>YEAR TO DATE TOTAL</b>			<b>\$4,741,130,774.32</b>	<b>\$616,347,000.66</b>	<b>\$618,126,321.50</b>	<b>\$202,901,797.85</b>	<b>\$821,028,119.35</b>	<b>133.21%</b>	<b>\$204,681,118.69</b>
MHA	MHA	MASSHOUSING	\$12,937,177.00	\$1,681,833.01	\$397,442.00	\$397,442.00	\$794,884.00	47.26%	-\$886,949.01
<b>TOTAL</b>			<b>\$12,937,177.00</b>	<b>\$1,681,833.01</b>	<b>\$397,442.00</b>	<b>\$397,442.00</b>	<b>\$794,884.00</b>	<b>47.26%</b>	<b>-\$886,949.01</b>
<b>YEAR TO DATE GRAND TOTAL</b>			<b>\$4,754,067,951.32</b>	<b>\$618,028,833.67</b>	<b>\$618,523,763.50</b>	<b>\$203,299,239.85</b>	<b>\$821,823,003.35</b>	<b>132.97%</b>	<b>\$203,794,169.68</b>

## Appendix D: FY2016 Veteran (VBE/SDVOBE) Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$91,104.00	\$2,733.12	\$0.00	\$14.65	\$14.65	0.54%	-\$2,718.47
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$210,699.00	\$6,320.97	\$0.00	\$27.56	\$27.56	0.44%	-\$6,293.41
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$28,298,153.00	\$848,944.59	\$0.00	\$39,175.72	\$39,175.72	4.61%	-\$809,768.87
ANF	ATB	APPELLATE TAX BOARD	\$21,000.00	\$630.00	\$0.00	\$18.55	\$18.55	2.94%	-\$611.45
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,674,298.00	\$50,228.94	\$0.00	\$1,445.39	\$1,445.39	2.88%	-\$48,783.55
ANF	CSC	CIVIL SERVICE COMMISSION	\$15,447.00	\$463.41	\$0.00	\$1.40	\$1.40	0.30%	-\$462.01
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$9,954,271.00	\$298,628.13	\$346,677.93	\$46,032.37	\$392,710.30	131.50%	\$94,082.17
ANF	DOR	DEPARTMENT OF REVENUE	\$26,086,389.00	\$782,591.67	\$0.00	\$14,728.25	\$14,728.25	1.88%	-\$767,863.42
ANF	GIC	GROUP INSURANCE COMMISSION	\$3,955,930.00	\$118,677.90	\$0.00	\$774.04	\$774.04	0.65%	-\$117,903.86
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,152,139.00	\$34,564.17	\$1,560.00	\$720.15	\$2,280.15	6.60%	-\$32,284.02
ANF	ITD	MASSACHUSETTS OFFICE OF INFORMATION TECHNOLOGY	\$33,826,011.00	\$1,014,780.33	\$0.00	\$83,481.47	\$83,481.47	8.23%	-\$931,298.86
ANF	LIB	GEORGE FINGOLD LIBRARY	\$65,111.00	\$1,953.33	\$0.00	\$21.45	\$21.45	1.10%	-\$1,931.88
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$96,231.00	\$2,886.93	\$0.00	\$41.63	\$41.63	1.44%	-\$2,845.30
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$663,334.00	\$19,900.02	\$0.00	\$9,752.86	\$9,752.86	49.01%	-\$10,147.16
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$371,928.00	\$11,157.84	\$0.00	\$2,922.82	\$2,922.82	26.20%	-\$8,235.02
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,330,334.00	\$69,910.02	\$0.00	\$989.20	\$989.20	1.41%	-\$68,920.82
<b>TOTAL</b>			<b>\$108,812,379.00</b>	<b>\$3,264,371.37</b>	<b>\$348,237.93</b>	<b>\$200,147.50</b>	<b>\$548,385.43</b>	<b>16.80%</b>	<b>-\$2,715,985.94</b>
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$317,782.00	\$9,533.46	\$0.00	\$479.55	\$479.55	5.03%	-\$9,053.91
<b>TOTAL</b>			<b>\$317,782.00</b>	<b>\$9,533.46</b>	<b>\$0.00</b>	<b>\$479.55</b>	<b>\$479.55</b>	<b>5.03%</b>	<b>-\$9,053.91</b>
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$325,202.00	\$9,756.06	\$0.00	\$79.34	\$79.34	0.81%	-\$9,676.72
<b>TOTAL</b>			<b>\$325,202.00</b>	<b>\$9,756.06</b>	<b>\$0.00</b>	<b>\$79.34</b>	<b>\$79.34</b>	<b>0.81%</b>	<b>-\$9,676.72</b>
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$334,902,840.00	\$10,047,085.20	\$141,439.62	\$165,156.23	\$306,595.85	3.05%	-\$9,740,489.35
<b>TOTAL</b>			<b>\$334,902,840.00</b>	<b>\$10,047,085.20</b>	<b>\$141,439.62</b>	<b>\$165,156.23</b>	<b>\$306,595.85</b>	<b>3.05%</b>	<b>-\$9,740,489.35</b>
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$15,509,849.00	\$465,295.47	\$0.00	\$2,795.31	\$2,795.31	0.60%	-\$462,500.16
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$13,064,314.00	\$391,929.42	\$0.00	\$20,610.91	\$20,610.91	5.26%	-\$371,318.51
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$252,901,601.00	\$7,587,048.03	\$0.00	\$989.68	\$989.68	0.01%	-\$7,586,058.35
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$901,011.00	\$27,030.33	\$0.00	\$138.04	\$138.04	0.51%	-\$26,892.29
<b>TOTAL</b>			<b>\$282,376,775.00</b>	<b>\$8,471,303.25</b>	<b>\$0.00</b>	<b>\$24,533.93</b>	<b>\$24,533.93</b>	<b>0.29%</b>	<b>-\$8,446,769.32</b>
EED	DOB	DIVISION OF BANKS	\$527,911.00	\$15,837.33	\$0.00	\$635.05	\$635.05	4.01%	-\$15,202.28
EED	DOI	DIVISION OF INSURANCE	\$1,754,345.00	\$52,630.35	\$0.00	\$359.74	\$359.74	0.68%	-\$52,270.61
EED	DOS	DIVISION OF STANDARDS	\$56,099.00	\$1,682.97	\$0.00	\$66.42	\$66.42	3.95%	-\$1,616.55
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$2,270,633.00	\$68,118.99	\$0.00	\$17,063.28	\$17,063.28	25.05%	-\$51,055.71
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$2,340,409.00	\$70,212.27	\$0.00	\$912.85	\$912.85	1.30%	-\$69,299.42
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$200,551,780.00	\$6,016,553.40	\$0.00	\$2,559.08	\$2,559.08	0.04%	-\$6,013,994.32
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$611,967.00	\$18,359.01	\$0.00	\$429.52	\$429.52	2.34%	-\$17,929.49
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$52,207.00	\$1,566.21	\$0.00	\$119.26	\$119.26	7.61%	-\$1,446.95
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$90,505.00	\$2,715.15	\$0.00	\$9.06	\$9.06	0.33%	-\$2,706.09
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$247,228.00	\$7,416.84	\$0.00	\$167.78	\$167.78	2.26%	-\$7,249.06
<b>TOTAL</b>			<b>\$208,503,084.00</b>	<b>\$6,255,092.52</b>	<b>\$0.00</b>	<b>\$22,322.04</b>	<b>\$22,322.04</b>	<b>0.36%</b>	<b>-\$6,232,770.48</b>
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$2,228,700.00	\$66,861.00	\$56,800.73	\$4,660.93	\$61,461.66	91.92%	-\$5,399.34
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$475,602,796.00	\$14,268,083.88	\$6,218.00	\$15,992.97	\$22,210.97	0.16%	-\$14,245,872.91
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,384,638,855.00	\$41,539,165.65	\$86,303.80	\$25,212.51	\$111,516.31	0.27%	-\$41,427,649.34
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$473,315,243.00	\$14,199,457.29	\$117,797.10	\$108,033.93	\$225,831.03	1.59%	-\$13,973,626.26
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$470,259,054.00	\$14,107,771.62	\$0.00	\$7,937.86	\$7,937.86	0.06%	-\$14,099,833.76
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$103,749,612.00	\$3,112,488.36	\$0.00	\$7,566.85	\$7,566.85	0.24%	-\$3,104,921.51
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$121,078,453.00	\$3,632,353.59	\$0.00	\$133,398.79	\$133,398.79	3.67%	-\$3,498,954.80
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$499,434,117.00	\$14,983,023.51	\$0.00	\$148.52	\$148.52	0.00%	-\$14,982,874.99
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$596,736.00	\$17,902.08	\$0.00	\$2,889.66	\$2,889.66	16.14%	-\$15,012.42
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$2,325,812.00	\$69,774.36	\$0.00	\$801.42	\$801.42	1.15%	-\$68,972.94
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$388,340.32	\$11,650.21	\$0.00	\$41.25	\$41.25	0.35%	-\$11,608.96
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$56,039,087.00	\$1,681,172.61	\$0.00	\$4,289.16	\$4,289.16	0.26%	-\$1,676,883.45
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$3,965,050.00	\$118,951.50	\$0.00	\$44.65	\$44.65	0.04%	-\$118,906.85
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$853,966.00	\$25,618.98	\$0.00	\$1,119.79	\$1,119.79	4.37%	-\$24,499.19
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$20,648,396.00	\$619,451.88	\$0.00	\$6,753.06	\$6,753.06	1.09%	-\$612,698.82
<b>TOTAL</b>			<b>\$3,615,124,217.32</b>	<b>\$108,453,726.52</b>	<b>\$267,119.63</b>	<b>\$318,891.38</b>	<b>\$586,011.01</b>	<b>0.54%</b>	<b>-\$107,867,715.51</b>
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$686,493.00	\$20,594.79	\$0.00	\$288.20	\$288.20	1.40%	-\$20,306.59
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$38,497,541.00	\$1,154,926.23	\$5,760.00	\$308,376.92	\$314,136.92	27.20%	-\$840,789.31
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$856,827.00	\$25,704.81	\$0.00	\$732.18	\$732.18	2.85%	-\$24,972.63

ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$191,151.00	\$5,734.53	\$0.00	\$998.78	\$998.78	17.42%	-\$4,735.75
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$5,822,450.00	\$174,673.50	\$170.00	\$13,250.34	\$13,420.34	7.68%	-\$161,253.16
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$6,799,409.00	\$203,982.27	\$7,152.25	\$3,901.70	\$11,053.95	5.42%	-\$192,928.32
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$3,142,314.00	\$94,269.42	\$21,313.67	\$1,654.40	\$22,968.07	24.36%	-\$71,301.35
ENV	SRB	STATE RECLAMATION BOARD	\$231,343.00	\$6,940.29	\$0.00	\$1,188.11	\$1,188.11	17.12%	-\$5,752.18
<b>TOTAL</b>			<b>\$56,227,528.00</b>	<b>\$1,686,825.84</b>	<b>\$34,395.92</b>	<b>\$330,390.63</b>	<b>\$364,786.55</b>	<b>21.63%</b>	<b>-\$1,322,039.29</b>
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$27,810,751.00	\$834,322.53	\$0.00	\$21,597.61	\$21,597.61	2.59%	-\$812,724.92
<b>TOTAL</b>			<b>\$27,810,751.00</b>	<b>\$834,322.53</b>	<b>\$0.00</b>	<b>\$21,597.61</b>	<b>\$21,597.61</b>	<b>2.59%</b>	<b>-\$812,724.92</b>
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$1,401,341.00	\$42,040.23	\$0.00	\$870.58	\$870.58	2.07%	-\$41,169.65
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$1,158,648.00	\$34,759.44	\$0.00	\$424.52	\$424.52	1.22%	-\$34,334.92
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$2,261,687.00	\$67,850.61	\$0.00	\$501.09	\$501.09	0.74%	-\$67,349.52
EPS	CME	CHIEF MEDICAL EXAMINER	\$6,862,621.00	\$205,878.63	\$0.00	\$1,128.97	\$1,128.97	0.55%	-\$204,749.66
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$2,944,515.00	\$88,335.45	\$0.00	\$3,148.88	\$3,148.88	3.56%	-\$85,186.57
EPS	DOC	DEPARTMENT OF CORRECTION	\$29,177,450.00	\$875,323.50	\$143,505.02	\$48,941.07	\$192,446.09	21.99%	-\$682,877.41
EPS	DPS	DEPARTMENT OF PUBLIC SAFETY	\$2,956,276.00	\$88,688.28	\$0.00	\$818.76	\$818.76	0.92%	-\$87,869.52
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$27,880,730.00	\$836,421.90	\$0.00	\$36,246.57	\$36,246.57	4.33%	-\$800,175.33
EPS	MIL	MILITARY DIVISION	\$780,737.00	\$23,422.11	\$26,752.10	\$3,251.27	\$30,003.37	128.10%	\$6,581.26
EPS	PAR	PAROLE BOARD	\$775,828.00	\$23,274.84	\$0.00	\$505.65	\$505.65	2.17%	-\$22,769.19
EPS	POL	DEPARTMENT OF STATE POLICE	\$21,024,362.00	\$630,730.86	\$0.00	\$23,825.30	\$23,825.30	3.78%	-\$606,905.56
EPS	SOR	SEX OFFENDER REGISTRY	\$103,542.00	\$3,106.26	\$0.00	\$71.11	\$71.11	2.29%	-\$3,035.15
<b>TOTAL</b>			<b>\$97,327,737.00</b>	<b>\$2,919,832.11</b>	<b>\$170,257.12</b>	<b>\$119,733.77</b>	<b>\$289,990.89</b>	<b>9.93%</b>	<b>-\$2,629,841.22</b>
GOV	GOV	GOVERNORS OFFICE	\$136,544.00	\$4,096.32	\$0.00	\$0.00	\$0.00	0.00%	-\$4,096.32
<b>TOTAL</b>			<b>\$136,544.00</b>	<b>\$4,096.32</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.00%</b>	<b>-\$4,096.32</b>
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$9,265,935.00	\$277,978.05	\$0.00	\$2,020.22	\$2,020.22	0.73%	-\$275,957.83
<b>TOTAL</b>			<b>\$9,265,935.00</b>	<b>\$277,978.05</b>	<b>\$0.00</b>	<b>\$2,020.22</b>	<b>\$2,020.22</b>	<b>0.73%</b>	<b>-\$275,957.83</b>
<b>YEAR TO DATE TOTAL</b>			<b>\$4,741,130,774.32</b>	<b>\$142,233,923.23</b>	<b>\$961,450.22</b>	<b>\$1,205,352.20</b>	<b>\$2,166,802.42</b>	<b>1.52%</b>	<b>-\$140,067,120.81</b>
MHA	MHA	MASSHOUSING	\$12,937,177.00	\$388,115.31	\$0.00	\$0.00	\$0.00	0.00%	-\$388,115.31
<b>TOTAL</b>			<b>\$12,937,177.00</b>	<b>\$388,115.31</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.00%</b>	<b>-\$388,115.31</b>
<b>YEAR TO DATE GRAND TOTAL</b>			<b>\$4,754,067,951.32</b>	<b>\$142,622,038.54</b>	<b>\$961,450.22</b>	<b>\$1,205,352.20</b>	<b>\$2,166,802.42</b>	<b>1.52%</b>	<b>-\$140,067,120.81</b>

## Appendix E: FY2016 SBPP Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$91,104.00	\$3,006.43	\$36,537.41	\$0.00	\$36,537.41	1215.31%	\$33,530.98
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$210,699.00	\$6,953.07	\$32,975.61	\$0.00	\$32,975.61	474.26%	\$26,022.54
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$28,298,153.00	\$933,839.05	\$383,468.24	\$0.00	\$383,468.24	41.06%	-\$550,370.81
ANF	ATB	APPELLATE TAX BOARD	\$21,000.00	\$693.00	\$190.08	\$0.00	\$190.08	27.43%	-\$502.92
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,674,298.00	\$55,251.83	\$109,745.79	\$0.00	\$109,745.79	198.63%	\$54,493.96
ANF	CSC	CIVIL SERVICE COMMISSION	\$15,447.00	\$509.75	\$0.00	\$0.00	\$0.00	0.00%	-\$509.75
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$9,954,271.00	\$328,490.94	\$2,496,869.40	\$0.00	\$2,496,869.40	760.10%	\$2,168,378.46
ANF	DOR	DEPARTMENT OF REVENUE	\$26,086,389.00	\$860,850.84	\$397,987.50	\$0.00	\$397,987.50	46.23%	-\$462,863.34
ANF	GIC	GROUP INSURANCE COMMISSION	\$3,955,930.00	\$130,545.69	\$10,326.20	\$0.00	\$10,326.20	7.91%	-\$120,219.49
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,152,139.00	\$38,020.59	\$38,847.59	\$0.00	\$38,847.59	102.18%	\$827.00
ANF	ITD	MASSACHUSETTS OFFICE OF INFORMATION TECHNOLOGY	\$33,826,011.00	\$1,116,258.36	\$4,402,766.24	\$0.00	\$4,402,766.24	394.42%	\$3,286,507.88
ANF	LIB	GEORGE FINGOLD LIBRARY	\$65,111.00	\$2,148.66	\$623.15	\$0.00	\$623.15	29.00%	-\$1,525.51
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$96,231.00	\$3,175.62	\$2,060.88	\$0.00	\$2,060.88	64.90%	-\$1,114.74
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$663,334.00	\$21,890.02	\$76,440.40	\$0.00	\$76,440.40	349.20%	\$54,550.38
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$371,928.00	\$12,273.62	\$4,034.00	\$0.00	\$4,034.00	32.87%	-\$8,239.62
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,330,334.00	\$76,901.02	\$9,187.69	\$0.00	\$9,187.69	11.95%	-\$67,713.33
<b>TOTAL</b>			<b>\$108,812,379.00</b>	<b>\$3,590,808.51</b>	<b>\$8,002,060.18</b>	<b>\$0.00</b>	<b>\$8,002,060.18</b>	<b>222.85%</b>	<b>\$4,411,251.67</b>
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$317,782.00	\$10,486.81	\$6,388.95	\$0.00	\$6,388.95	60.92%	-\$4,097.86
<b>TOTAL</b>			<b>\$317,782.00</b>	<b>\$10,486.81</b>	<b>\$6,388.95</b>	<b>\$0.00</b>	<b>\$6,388.95</b>	<b>60.92%</b>	<b>-\$4,097.86</b>
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$325,202.00	\$10,731.67	\$0.00	\$0.00	\$0.00	0.00%	-\$10,731.67
<b>TOTAL</b>			<b>\$325,202.00</b>	<b>\$10,731.67</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.00%</b>	<b>-\$10,731.67</b>
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$334,902,840.00	\$11,051,793.72	\$22,571,712.38	\$0.00	\$22,571,712.38	204.24%	\$11,519,918.66
<b>TOTAL</b>			<b>\$334,902,840.00</b>	<b>\$11,051,793.72</b>	<b>\$22,571,712.38</b>	<b>\$0.00</b>	<b>\$22,571,712.38</b>	<b>204.24%</b>	<b>\$11,519,918.66</b>
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$15,509,849.00	\$511,825.02	\$952,556.36	\$0.00	\$952,556.36	186.11%	\$440,731.34
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$13,064,314.00	\$431,122.36	\$403,207.27	\$0.00	\$403,207.27	93.53%	-\$27,915.09
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$252,901,601.00	\$8,345,752.83	\$15,631,599.93	\$0.00	\$15,631,599.93	187.30%	\$7,285,847.10
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$901,011.00	\$29,733.36	\$3,970.46	\$0.00	\$3,970.46	13.35%	-\$25,762.90
<b>TOTAL</b>			<b>\$282,376,775.00</b>	<b>\$9,318,433.58</b>	<b>\$16,991,334.02</b>	<b>\$0.00</b>	<b>\$16,991,334.02</b>	<b>182.34%</b>	<b>\$7,672,900.45</b>

EED	DOB	DIVISION OF BANKS	\$527,911.00	\$17,421.06	\$1,068.25	\$0.00	\$1,068.25	6.13%	-\$16,352.81
EED	DOI	DIVISION OF INSURANCE	\$1,754,345.00	\$57,893.39	\$187,158.70	\$0.00	\$187,158.70	323.28%	\$129,265.32
EED	DOS	DIVISION OF STANDARDS	\$56,099.00	\$1,851.27	\$482.62	\$0.00	\$482.62	26.07%	-\$1,368.65
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$2,270,633.00	\$74,930.89	\$8,045.97	\$0.00	\$8,045.97	10.74%	-\$66,884.92
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$2,340,409.00	\$77,233.50	\$56,910.21	\$0.00	\$56,910.21	73.69%	-\$20,323.29
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$200,551,780.00	\$6,618,208.74	\$21,617,405.85	\$0.00	\$21,617,405.85	326.64%	\$14,999,197.11
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$611,967.00	\$20,194.91	\$6,594.90	\$0.00	\$6,594.90	32.66%	-\$13,600.01
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$52,207.00	\$1,722.83	\$15,416.13	\$0.00	\$15,416.13	894.81%	\$13,693.30
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$90,505.00	\$2,986.67	\$4,015.00	\$0.00	\$4,015.00	134.43%	\$1,028.34
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$247,228.00	\$8,158.52	\$24,013.05	\$0.00	\$24,013.05	294.33%	\$15,854.53
<b>TOTAL</b>			<b>\$208,503,084.00</b>	<b>\$6,880,601.77</b>	<b>\$21,921,110.68</b>	<b>\$0.00</b>	<b>\$21,921,110.68</b>	<b>318.59%</b>	<b>\$15,040,508.91</b>
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$2,228,700.00	\$73,547.10	\$185,155.41	\$0.00	\$185,155.41	251.75%	\$111,608.31
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$475,602,796.00	\$15,694,892.27	\$10,628,316.91	\$0.00	\$10,628,316.91	67.72%	-\$5,066,575.36
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,384,638,855.00	\$45,693,082.22	\$19,420,547.38	\$0.00	\$19,420,547.38	42.50%	-\$26,272,534.84
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$473,315,243.00	\$15,619,403.02	\$13,336,612.41	\$0.00	\$13,336,612.41	85.38%	-\$2,282,790.61
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$470,259,054.00	\$15,518,548.78	\$3,642,603.02	\$0.00	\$3,642,603.02	23.47%	-\$11,875,945.76
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$103,749,612.00	\$3,423,737.20	\$811,453.61	\$0.00	\$811,453.61	23.70%	-\$2,612,283.59
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$121,078,453.00	\$3,995,588.95	\$4,445,101.40	\$0.00	\$4,445,101.40	111.25%	\$449,512.45
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$499,434,117.00	\$16,481,325.86	\$12,384,514.56	\$0.00	\$12,384,514.56	75.14%	-\$4,096,811.30
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$596,736.00	\$19,692.29	\$152,470.52	\$0.00	\$152,470.52	774.27%	\$132,778.23
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$2,325,812.00	\$76,751.80	\$824,131.52	\$0.00	\$824,131.52	1073.76%	\$747,379.72
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$388,340.32	\$12,815.23	\$106,633.60	\$0.00	\$106,633.60	832.08%	\$93,818.37
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$56,039,087.00	\$1,849,289.87	\$4,151,523.32	\$0.00	\$4,151,523.32	224.49%	\$2,302,233.45
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$3,965,050.00	\$130,846.65	\$101,561.70	\$0.00	\$101,561.70	77.62%	-\$29,284.95
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$853,966.00	\$28,180.88	\$67,516.20	\$0.00	\$67,516.20	239.58%	\$39,335.32
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$20,648,396.00	\$681,397.07	\$1,159,649.40	\$0.00	\$1,159,649.40	170.19%	\$478,252.33
<b>TOTAL</b>			<b>\$3,615,124,217.32</b>	<b>\$119,299,099.17</b>	<b>\$71,417,790.96</b>	<b>\$0.00</b>	<b>\$71,417,790.96</b>	<b>59.86%</b>	<b>-\$47,881,308.21</b>
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$686,493.00	\$22,654.27	\$75,655.69	\$0.00	\$75,655.69	333.96%	\$53,001.42
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$38,497,541.00	\$1,270,418.85	\$8,205,116.12	\$0.00	\$8,205,116.12	645.86%	\$6,934,697.27
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$856,827.00	\$28,275.29	\$37,333.84	\$0.00	\$37,333.84	132.04%	\$9,058.55
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$191,151.00	\$6,307.98	\$565,603.44	\$0.00	\$565,603.44	8966.47%	\$559,295.46
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$5,822,450.00	\$192,140.85	\$271,486.77	\$0.00	\$271,486.77	141.30%	\$79,345.92
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$6,799,409.00	\$224,380.50	\$134,469.77	\$0.00	\$134,469.77	59.93%	-\$89,910.73
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$3,142,314.00	\$103,696.36	\$1,366,621.19	\$0.00	\$1,366,621.19	1317.91%	\$1,262,924.83
ENV	SRB	STATE RECLAMATION BOARD	\$231,343.00	\$7,634.32	\$8,531.12	\$0.00	\$8,531.12	111.75%	\$896.80
<b>TOTAL</b>			<b>\$56,227,528.00</b>	<b>\$1,855,508.42</b>	<b>\$10,664,817.94</b>	<b>\$0.00</b>	<b>\$10,664,817.94</b>	<b>574.77%</b>	<b>\$8,809,309.52</b>
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$27,810,751.00	\$917,754.78	\$541,481.90	\$0.00	\$541,481.90	59.00%	-\$376,272.88
<b>TOTAL</b>			<b>\$27,810,751.00</b>	<b>\$917,754.78</b>	<b>\$541,481.90</b>	<b>\$0.00</b>	<b>\$541,481.90</b>	<b>59.00%</b>	<b>-\$376,272.88</b>
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$1,401,341.00	\$46,244.25	\$42,812.61	\$0.00	\$42,812.61	92.58%	-\$3,431.64
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$1,158,648.00	\$38,235.38	\$3,302.57	\$0.00	\$3,302.57	8.64%	-\$34,932.81
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$2,261,687.00	\$74,635.67	\$27,973.03	\$0.00	\$27,973.03	37.48%	-\$46,662.64
EPS	CME	CHIEF MEDICAL EXAMINER	\$6,862,621.00	\$226,466.49	\$10,838.10	\$0.00	\$10,838.10	4.79%	-\$215,628.39
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$2,944,515.00	\$97,169.00	\$1,417,449.22	\$0.00	\$1,417,449.22	1458.75%	\$1,320,280.23
EPS	DOC	DEPARTMENT OF CORRECTION	\$29,177,450.00	\$962,855.85	\$3,294,822.59	\$0.00	\$3,294,822.59	342.19%	\$2,331,966.74
EPS	DPS	DEPARTMENT OF PUBLIC SAFETY	\$2,956,276.00	\$97,557.11	\$6,269.31	\$0.00	\$6,269.31	6.43%	-\$91,287.80
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$27,880,730.00	\$920,064.09	\$652,144.86	\$0.00	\$652,144.86	70.88%	-\$267,919.23
EPS	MIL	MILITARY DIVISION	\$780,737.00	\$25,764.32	\$1,613,783.66	\$0.00	\$1,613,783.66	6263.64%	\$1,588,019.34
EPS	PAR	PAROLE BOARD	\$775,828.00	\$25,602.32	\$0.00	\$0.00	\$0.00	0.00%	-\$25,602.32
EPS	POL	DEPARTMENT OF STATE POLICE	\$21,024,362.00	\$693,803.95	\$1,485,575.89	\$0.00	\$1,485,575.89	214.12%	\$791,771.94
EPS	SOR	SEX OFFENDER REGISTRY	\$103,542.00	\$3,416.89	\$12,692.67	\$0.00	\$12,692.67	371.47%	\$9,275.78
<b>TOTAL</b>			<b>\$97,327,737.00</b>	<b>\$3,211,815.32</b>	<b>\$8,567,664.51</b>	<b>\$0.00</b>	<b>\$8,567,664.51</b>	<b>266.75%</b>	<b>\$5,355,849.19</b>
GOV	GOV	GOVERNORS OFFICE	\$136,544.00	\$4,505.95	\$12,355.47	\$0.00	\$12,355.47	274.20%	\$7,849.52
<b>TOTAL</b>			<b>\$136,544.00</b>	<b>\$4,505.95</b>	<b>\$12,355.47</b>	<b>\$0.00</b>	<b>\$12,355.47</b>	<b>274.20%</b>	<b>\$7,849.52</b>
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$9,265,935.00	\$305,775.86	\$824,519.08	\$0.00	\$824,519.08	269.65%	\$518,743.23
<b>TOTAL</b>			<b>\$9,265,935.00</b>	<b>\$305,775.86</b>	<b>\$824,519.08</b>	<b>\$0.00</b>	<b>\$824,519.08</b>	<b>269.65%</b>	<b>\$518,743.23</b>
<b>YEAR TO DATE TOTAL</b>			<b>\$4,741,130,774.32</b>	<b>\$156,457,315.55</b>	<b>\$161,521,236.07</b>	<b>\$0.00</b>	<b>\$161,521,236.07</b>	<b>103.24%</b>	<b>\$5,063,920.52</b>
MHA	MHA	MASSHOUSING	\$12,937,177.00	\$426,926.84	\$0.00	\$0.00	\$0.00	0.00%	-\$426,926.84
<b>TOTAL</b>			<b>\$12,937,177.00</b>	<b>\$426,926.84</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.00%</b>	<b>-\$426,926.84</b>
<b>YEAR TO DATE GRAND TOTAL</b>			<b>\$4,754,067,951.32</b>	<b>\$156,884,242.39</b>	<b>\$161,521,236.07</b>	<b>\$0.00</b>	<b>\$161,521,236.07</b>	<b>102.96%</b>	<b>\$4,636,993.68</b>

## Appendix F: FY2016 Vendor List – Direct Spending

The following is a list of diverse and small businesses with which the Commonwealth departments did business directly in Fiscal Year 2016, including certifications held during the year. Additional notations: \* Certification expired during or after FY2016; + MBE certification was converted to PBE during FY2016.

1-STOP DESIGN SHOP INC (WBE)	ANGELA M BENSON (SBPP)	BOUSE HOUSE ENTERPRISES INC (SBPP)	CLARUS GROUP LLC (SBPP*)
21ST CENTURY HOME CARE INC (M/WBE SBPP)	ANN BEHA ARCHITECTS INC (WBE)	BOYDEN & PERRON GARAGE, INC (SBPP)	CLASS MEASURES INC. (SBPP*)
495 TRUCK & AUTO RECYCLERS (SBPP)	ANTONELLIS CONSTRUCTION INC (MBE SBPP)	BOYS & GIRLS CLUB FAMILY CENTER, INC. (M/NPO)	CLE ENGINEERING INC (WBE SBPP)
7 GENERATIONS INC (WBE*)	APEX HEALTHCARE SERVICES INC (WBE)	BREDY NETWORK MANAGEMENT CORPORATION (MBE)	CLEAN CUT SOLUTIONS, LLC (SBPP)
908 DEVICES INC. (SBPP)	APEX K HOME CARE INC (MBE*)	BRIECOR INC (SBPP)	CLIVUS NEW ENGLAND INC (SBPP)
A & D COLD STORAGE, INC. (SBPP)	APOLLO SAFETY INC (SBPP)	BRIGHAM INDUSTRIES INC (WBE)	CM CLEANING COMPANY INC (WBE SBPP)
A A WILL MATERIALS CORP (SBPP)	APPRAISAL CO OF CAPE COD INC (SBPP)	BRISTOL ELDER SERVICES INC (W/NPO)	COASTAL ENGINEERING CO INC (SBPP)
A J LETOURNEAU INC (WBE)	AQUATIC RESTORATION CONSULTING LLC (WBE)	BROCKTON AREA MULTI-SERVS INC (M/NPO)	COCHRANE VENTILATION INC (SBPP)
A M APPRAISAL ASSOCIATES, INC (SBPP)	ARCAND SALES & SERVICE INC (SBPP)	BROCKTON AREA WORKFORCE INVESTMENT (SBPP)	CODMAN SQUARE HEALTH CENTER (M/NPO)
A PEREIRA CONSTRUCTION CO INC (PBE+)	ARCHAEOLOGICAL & HISTORICAL SERVICES INC (WBE)	BROOKVIEW HOUSE INC (M/NPO)	COLETTE PHILLIPS (M/WBE SBPP)
A R BELLI INC (WBE)	ARCHITECTURAL ENGINEERS INC (WBE)	BROWN RICHARDSON & ROWE INC (WBE)	COLONIAL TRAVELER MOTOR COURT, (SBPP)
A W GIFFORD INC (SBPP)	ARCHITERRA INC (WBE)	BRYAN HORCH (SBPP)	COMEAU EXCAVATING INC (WBE)
A-1 BATTERY & ELECTRIC INC (SBPP)	ARDENT TECHNOLOGIES INC (MBE)	BRYANT ASSOCIATES INC (MBE)	COMMONWEALTH FAMILY (WBE)
A1 DATASHRED LLC (SBPP)	ARGUS COMMUNICATIONS INC (MBE)	BULLDOG FIRE APPARATUS (SBPP)	COMMONWEALTH INFORMATICS, INC. (SBPP)
ABBEY RD HOME CARE SERVICES INC (WBE)	ARMOR DOOR & LOCK INC (SBPP)	BUSINESS INK CO (WBE)	COMMONWEALTH TANK INC (SBPP*)
ABIDE INC (WBE)	ARTHUR T BROSNAN JR (SBPP)	BUYER ADVERTISING INC (WBE)	COMM-TRACT CORP (SBPP)
ABLE HOME CARE, LLC (WBE*)	ARVEST PRESS INC (WBE)	C & A CONSTRUCTION CO (PBE+)	COMMUNICATIONS LINK SERVICE CORP. (SBPP)
AC & R SUPPLY CO (SBPP)	ASAP FIRE & SAFETY CORP INC (SBPP)	C & C CONSULTING ENGINEERS LLC (MBE)	COMMUNITY ACTION FRAM HAM N QUAB RE INC (W/NPO)
AC&M FIRE EQUIPMENT INC (SBPP)	ASIAN AMERICAN CIVIC ASSOC (M/NPO SBPP)	C W DOUGLAS CO INC (SBPP)	COMMUNITY ADOLESCENT RESOURCE (W/NPO SBPP)
ACCELARE INC (SBPP)	ASIAN TASK FORCE AGAINST (M/NPO)	CAM OFFICE SERVICES INC (M/WBE)	COMMUNITY AUTISM RESOURCES INC (W/NPO SBPP)
ACCENT BANNER LLC (WBE)	ASSABET MACK SERVICE INC (SBPP)	CAMBRIDGE COMMUNITY CENTER INC (M/NPO SBPP)	COMMUNITY HEALTH PROG INC (W/NPO)
ACCENT PRINTING INC (MBE*)	ASSOCIATION OF GOVERNMENT (SBPP)	CAMP FIRE EASTERN MASSACHUSETTS INC (SBPP)	COMMUNITY NETWORKS CORPORATION (SBPP)
ACCESS INVESTIGATIONS INC (SBPP)	ASSURE ESERVICES INC (MBE SBPP)	CAPE & ISLANDS WORKFORCE (SBPP)	COMMUNITY REHAB CARE INC (WBE SBPP)
ACCURATE TERMITE & PEST CONTROL CO INC (SBPP)	ATLAS TRAVEL & TECHNOLOGY GROUP INC (WBE)	CAPE ANN TRANSPORT AUTHORITY (SBPP)	COMMUNITY WORKSHOPS INC (SBPP)
ACE MEDICAL SERVICES INC (MBE)	ATTENTIVE HOME CARE INC (M/WBE)	CAPE COD CENTER FOR WOMEN INC (SBPP)	COMPANY STORE INC (SBPP)
ACE TEMPERATURE CONTROL (SBPP)	AULSON CO INC (SDVOBE)	CAPE COD CHILDREN S PLACE INC (W/NPO)	COMPREHENSIVE ENVIRONMENTL INC (WBE)
ACI GROUP INC (SBPP)	AXIOM COLLABORATIVE INC (M/WBE)	CAPEWAY ROOFING SYSTEMS INC (PBE+)	COMPUWORKS SYSTEMS INC (WBE*)
ACTION FOR BOSTON COMMUNITY (M/NPO)	B & E CONSTRUCTION CORP (MBE*)	CAPTAIN BUBS MARINE INC (SBPP)	COMTRONICS CORP (WBE)
ACTION MARINE & WATER SPORTS INC (SBPP)	BANKS II QUAN ASSOCIATES (SBPP)	CAREY AUTO INC (SBPP)	CONECO ENVIRONMENTAL CORP (SBPP)
ADAMS PLUMBING & HEATING, INC. (WBE)	BARBARA SHELDON (WBE)	CARING HEALTH CENTER INC (M/NPO)	CONLON PRODUCTS INC (SBPP)
ADAMSON INDUSTRIES CORP (WBE SBPP)	BARGMANN HENDRIE & ARCHETYPE INC. (WBE)	CAROLE S HIRSCH (WBE*)	CONSOLIDATED UTILITIES CORP (SBPP)
ADAPTIVISION INC (SBPP)	BAY COLONY GROUP INC (SBPP)	CARROLL COMMUNICATIONS GROUP LLC (MBE* SBPP)	CONVENTURES INC (WBE)
ADERONKE NAOMI OSAGIEDO BEYONE HEALTHCAR (M/WBE*)	BAY STATE ALARM SECURITY INC (SDVOBE)	CASA ESPERANZA INC. (M/NPO)	COOLSOFT LLC (MBE)
ADTECH SYSTEMS INC (WBE*)	BAY STATE ENVELOPE INC (WBE)	CASA MYRNA VAZQUEZ INC (W/NPO)	COPLY COURT REPORTING INC (SBPP)
ADVANCE AIR & HEAT CO INC (SBPP)	BAUSEIDE ENGINEERING INC (SBPP)	CAUSEMEDIA INC (M/WBE)	CORAL M GROUT (SBPP)
ADVANCED ALARM SYSTEMS INC (SBPP)	BAYSTATE MOBILE VETERINARY SERVICES (SBPP)	CAVENDISH SCOTT EAST INC (SBPP)	CORNERSTONE CONSTRUCTION SERVICES LLC (SDVOBE SBPP)
ADVANCED PRESENTATION SYSTEMS INC (M/WBE)	BAYTECH SERVICES INC (MBE SBPP)	CDW CONSULTANTS INC (M/WBE SBPP)	CORP ENVIRONMENTAL ADVISOR INC (WBE)
ADVANCED SIGNING LLC (SBPP)	BBE CORPORATION (WBE)	CELESTE N DERECHO PHD (WBE)	CORRTECH INC. (SBPP)
ADVERTISING PRODUCTS CORP (WBE SBPP)	BEAVERBROOK STEP INC (W/NPO)	CENTER FOR HUMAN (W/NPO)	COUNSEL & ASSESS CLINIC & WORCESTER LLC (M/WBE)
AHEARN EQUIPMENT INC (WBE)	BECAUSE WATER BENEFIT CORP. (SBPP)	CENTER FOR SOCIAL INNOVATION LLC (WBE)	CR ENVIRONMENTAL INC (WBE SBPP)
AI ENGINEERS INC (MBE)	BEEBE ENGINEERING & MGMT. GROUP, LLC (SBPP)	CENTER OF HOPE FOUNDATION, INCORPORATED (W/NPO)	CRAYON CAMPUS INC. (SBPP)
AIDS PROJECT WORCESTER INC (SBPP)	BEHAVIORAL HEALTH NETWORK INC (W/NPO)	CENTRAL BOSTON ELDER (M/NPO)	CRIPSUS ATTUCKS CHILDRENS (M/NPO)
AIR CLEANING SPECIALISTS OF NE (SBPP)	BELCHERTOWN AUTO PARTS INC (SBPP)	CENTRAL BOSTON ELDER SERVICES INC (M/NPO)	CROSBY SCHLESSINGER & (WBE)
ALDORE TETREAUULT & SONS INC (WBE)	BERKSHIRE AREA HEALTH (W/NPO)	CENTRAL BUREAU OF INVESTIGATION INC (WBE)	CROSS CULTURAL COMM SYSTEM INC (P/WBE+)
ALL COMM TECHNOLOGIES INC (SBPP)	BERKSHIRE DIRECT MARKETING GROUP (SBPP)	CENTRAL MASS AREA HEALTH (W/NPO)	CROSSROADS FOR KIDS INC (SBPP)
ALL OUT ADVENTURES INC (SBPP)	BERKSHIRE FAMILY YOUNG MENS CHRSTN ASSOC (SBPP)	CENTRO LAS AMERICAS INC (M/NPO)	CROWLEYS POWER EQUIPMENT INC (SBPP)
ALL SPORTS HEROES UNIFORMS (WBE)	BERKSHIRE HILLS MUSIC ACADEMY (SBPP)	CENTRO LATINO, INC (M/NPO*)	CURRIER MCCABE & ASSOC INC (WBE)
ALLEN & MAJOR ASSOC INC (SDVOBE SBPP)	BERKSHIRE SOUTH REGIONAL (SBPP)	CENTURY HOMECARE LLC (MBE)	CUSHING, JAMMALLO & WHEELER, INC. (SBPP)
ALLIANCE DETECTIVE & SECURITY (WBE)	BESTPRO CLEANING LLC (M/WBE SBPP)	CHARTER CONTRACTING COMPANY LLC (MBE)	D & D ASPHALT PAVING INC. (WBE*)
ALLIED HOME HEALTH CARE INC (SBPP)	BEVCO ASSOCIATES INC (M/WBE)	CHELMSFORD AUTO ELECTRIC INC (SBPP)	D & R INVESTMENTS INC (SBPP)
ALL-TECH ELECTRIC INC. (SBPP)	BEVERLY CHILDRENS LEARNING CTR INC (W/NPO SBPP)	CHEM NUT EQUIPMENT INC. (SBPP)	DAGLE ELECTRICAL CONSTR CORP (WBE)
ALPHA IDENTIFICATION INC (M/WBE SBPP)	BIDDOCS ONLINE INC. (WBE SBPP)	CHICOPEE CHILD DEVELOPMENT (SBPP)	DANIEL P BELANGER II (SBPP)
ALZHEIMERS DISEASE & RELATED (SBPP)	BIG FOOT MOVING & STORAGE INC (SBPP)	CHILD WELFARE LEAGUE OF (SBPP)	DARTER SPECIALTIES INC (WBE)
AMC CONSTRUCTION CO., INC. (PBE+)	BIGELOW NURSERIES INC (WBE)	CHILDRENS SERVICES OF ROXBURY, INC. (M/NPO)	DATAMANUSA LLC (M/WBE)
AMDA ENTERPRISES INC (WBE SBPP)	BILL TOMPKINS CORP (SDVOBE SBPP)	CHILDREN'S TRUST, INC. (SBPP)	DAVEN CORP (WBE)
AMERICAN CHINESE CHRISTIAN (M/NPO*)	BLUE FLEET WELDING INC (SBPP)	CHOPCHOPKIDS, INC. (SBPP)	DAVID TURO (SBPP)
AMERICAN CONTRACT SERVICES INC (WBE)	BMCA INC (SBPP)	CHRISTINE M SWISTRO (WBE SBPP)	DAVIS ADVERTISING, INC. (SBPP)
AMERICAN ELECTRICAL CONSTRUCTION INC (WBE)	BOSHCO INC (SBPP)	CHRISTINE MILLER (WBE)	DAYMARK ENERGY ADVISORS, INC (SBPP)
AMERICAN ENVIRONMENTAL CONSULTANTS, INC (SBPP)	BOSTON ALCOHOLISM/AND SUBSTANCE (SBPP)	CITWORKS, CORP. (SBPP)	DEBOISE CONTRACTORS CO (MBE)
AMERICAN FIRE EQUIPMENT CO INC (SBPP)	BOSTON BENEFIT PARTNERS LLC (WBE SBPP*)	CITIZEN SECURITY CORP (SBPP)	DEBRA POASTER (SBPP)
AMERICAN SERVICE CO INC (SBPP)	BOSTON BUSINESS PRINTING INC (SBPP)	CITIZENS FOR ADEQUATE HSNIG INC (SBPP)	DEBRA S. BLOCK (SBPP)
AMY SOBEL (SBPP)	BOSTON CHINATOWN NEIGHBORHOOD CENTER (M/NPO)	CITY POINT PARTNERS LLC (WBE)	DECONTAMINATION DECOMMISSION & ENV SVCS (SBPP)
ANALYTICAL BALANCE CORP (SBPP)	BOSTON GREEN FUEL CO INC (SBPP)	CIVICTECTS PC (WBE)	DEDHAM SPORTSMENS CENTER INC (SBPP)
ANDELMAN AND LELEK ENGINEERING, INC. (WBE)	BOSTON MAILING COMPANY INC (WBE)	CLARENDON HILL CONSULTING LLC (WBE)	DEFENSE INVESTIGATORS GROUP INC (WBE SBPP)
ANDERSEN & SCOLARI INC (SBPP)	BOSTON SAW & KNIFE CORP (SBPP)	CLARK & FALCETTI (SBPP)	DELUCCA FENCE COMPANY INC (WBE)
ANDREAS POLICE SUPPLY INC (WBE SBPP)	BOULEVARD PHARMACEUTICAL (SBPP)	CLARKWOOD AND ASSOCIATES (SBPP)	DEMELO CONSTRUCTION SERVICES CORPORATION (WBE)

DESIGN DIVISION INC (SBPP)  
 DEVALLES MEMORIAL FAMILY (W/NPO)  
 DEVELOPMENTAL DISABILITIES (SBPP)  
 DEVO BUSINESS ENTERPRISES (SBPP)  
 DEVON LANE FARM SUPPLY INC (SBPP)  
 DHK ARCHITECTS, INC. (MBE SBPP)  
 DIANE BROOKS (SBPP)  
 DILLON BOILER SERVICES CO INC (VBE)  
 DIMOCK COMMUNITY HEALTH CTR (M/NPO)  
 DIVERSIFIED TECHNOLOGY CONSLTS (M/WBE)  
 DJF MASONRY CO., INC. (VBE)  
 DONLON DRAPER INC (SBPP)  
 DONNA JACKSON (SBPP)  
 DONS POWER EQUIPMENT & HARDWARE INC (SBPP)  
 DORIS O WONG ASSOCIATES INC (M/WBE SBPP)  
 DOROTHEA M ROURKE (SBPP)  
 DPV TRANSPORTATION INC (MBE)  
 DRAIN SHOOTER INC (WBE)  
 DRUFEE PLUMBING AND HEATING LLC (SBPP)  
 DUSEAU TRUCKING LLC (WBE)  
 E C DIVERS INC (SBPP)  
 E T & L CORP (WBE)  
 EAGLE FLAG OF AMERICA INC (SBPP)  
 EAGLE POINT BUILDERS (WBE SBPP)  
 EARLY CHILDHOOD ASSOCIATES INC (WBE)  
 EARLY LEARNING CHILD CARE INC (W/NPO)  
 EAST BOSTON ECUMENICAL (SBPP)  
 EAST BOSTON SOCIAL CENTERS INC (SBPP)  
 EAST COAST PETROLEUM CORP (WBE\* SBPP)  
 EAST END HOUSE (SBPP)  
 EASTERN BAG & PAPER CO INC (WBE)  
 EASTERN GENERAL CONTRS INC (MBE SBPP)  
 ECOLOGIC ENTOMOLOGY LLC (LGBT SBPP)  
 ECONOMIC MOBILITY PATHWAYS INC (W/NPO)  
 EDGO COLLABORATIVE (SBPP)  
 EDMERE CONSULTING CORPORATION (SBPP)  
 EDUARDO BERNSTEIN TRANSLATIONS LLC (MBE)  
 EDWARD M. KENNEDY COM HLTH CTR, INC (W/NPO)  
 EDWARD V CASEY (SBPP)  
 EGER ENGINEERING CORP (SBPP)  
 EKEM INC (SBPP)  
 ELECTRICAL ENGINEERING & (SBPP)  
 ELECTRICAL INSTALLATIONS INC (WBE)  
 ELECTRONIC SECURITY & CONTROL (WBE)  
 ELITE CONCRETE, PAVING & EXCAVATION LLC (SBPP)  
 ELITE PLUMBING-MECHANICAL LLC (SBPP)  
 ELIZABETH STONE HOUSE INC (M/NPO)  
 ELLIE'S PET BARN INC (SBPP)  
 ELLIS MEMORIAL & ELDRIDGE (SBPP)  
 EMBREE & WHITE INC (SBPP)  
 EMH RECOVERY INC (SBPP)  
 EMMA HERNANDEZ IVERSON (SBPP)  
 EMMAUS INC (W/NPO)  
 EMPIRE HISTORICAL MASONRY RESTORATIONS (WBE)  
 EMPLOYMENT RESOURCES INC (W/NPO)  
 ENCORE IMAGES INC (WBE)  
 ENFIELD ENTERPRISES INC (MBE)  
 ENLACE DE FAMILIAS DE HOLYOKE (W/NPO)  
 ENVIRONMENTAL INTEGRITY COMPANY LLC (MBE)  
 ENVIRONMENTAL PARTNERS GRP INC (SBPP)  
 ENVIROTECH LABORATORIES INC (SBPP)  
 EOS APPROACH LLC (WBE)  
 EPSILON ASSOCIATES INC (SBPP)  
 EPXRESS YOURSELF (M/NPO)  
 ERINN GILMORE (SBPP)  
 ESCO ENERGY SERVICE CO (SBPP)  
 E-SQUARED CONSULTING CORPORATION (MBE)  
 ESS GROUP INC (SBPP)  
 EVALOGIC SERVICES, INC. (SBPP)  
 EXPERTCON INC (MBE SBPP)  
 FAIRFAX DATA SYSTEMS INC (MBE VBE)  
 FALL RIVER ELECTRICAL ASSOCIAT (SBPP)  
 FAMILY DAY CARE PROGRAM (M/NPO)  
 FENNICK MCCREDIE ARCHITECTURE LTD (WBE)  
 FINEPOINT ASSOCIATES LLC (WBE)  
 FIRE SYSTEMS INC (SBPP)  
 FIRST CHURCH IN CAMBRIDGE (SBPP)  
 FIRST WORLD USA INC (MBE SBPP)  
 FLETCHER SEWER & DRAIN INC (WBE)  
 FOLAN WATERPROOFING (WBE)  
 FORT HILL INFRASTRUCTURE SVCS LLC (SDVOBE SBPP)  
 FOSTER LAING & NOONAN INC (SBPP)  
 FOWLER PRINTING & GRAPHICS INC (WBE)  
 FRANK LABELLES SALES (SBPP)  
 FRANK P MCCARTIN CO INC (SBPP)  
 FRANKLIN II INC (SBPP)  
 FRANKLIN LAND TRUST INC (SBPP)  
 FS ENGINEERS INC (MBE)  
 G & L LABORATORIES (M/WBE)  
 G A BLANCO & SONS INC (MBE SBPP)  
 G T EXCAVATING CORP (WBE)  
 GAAMHA INCORPORATED (W/NPO SBPP)  
 GAIL A MANN (WBE)  
 GANDARA MENTAL HEALTH CENTER INC (M/NPO)  
 GANGI PRINTING INC (WBE)  
 GAR CHIANG (MBE)  
 GARDNER ANIMAL CARE CENTER LLC (SBPP)  
 GAY MENS DOMESTIC VIOLENCE PROJECT INC (SBPP)  
 GCOM SOFTWARE INC (MBE)  
 GENERAL AIR CONDITIONING (MBE)  
 GENERAL SUPPLY & METALS INC (SBPP)  
 GENERATION PERFORMANCE INC (SBPP)  
 GENESIS CLUB HOUSE INC (SBPP)  
 GEOD CONSULTING INC (SBPP)  
 GEOVISION INC (MBE)  
 GILBERT & BECKER CO INC (WBE)  
 GIRLS CLUB OF GREENFIELD INC (SBPP)  
 GIRLS INCORPORATED OF LYNN (W/NPO)  
 GLADYS ALLEN BRIGHAM COMMUNITY CTR (W/NPO)  
 GLOBAL ADVANCED TECH INC (M/WBE)  
 GOLDMAN REINDORF ARCHITECTS INC (WBE)  
 GOMES CONSTRUCTION CO INC (P/WBE+)  
 GORDON INDUSTRIES INC (SBPP)  
 GORMAN ACTUARIAL, INC (M/WBE SBPP)  
 GRANITE CITY ELECTRIC SUPP CO (WBE)  
 GRANT STEEL CO INC (SBPP)  
 GRAPHIC EXCELLENCE INC (SBPP)  
 GRASSROOTS WILDLIFE CONSERVATION, INC (SBPP)  
 GREAT GETAWAYS INC (WBE SBPP)  
 GREATER BOSTON CHINESE (M/NPO)  
 GREATER LAWRENCE FAMILY HEALTH CENTER (W/NPO)  
 GREATER MILFORD EYE ASSOC INC (SBPP)  
 GREEN INTERNATL AFFILIATES INC (MBE)  
 GREEN SEAL ENVIRONMENTAL INC. (M/WBE SBPP)  
 GREEN STREETS INITIATIVE (SBPP)  
 GRIMES OIL CO INC (MBE SBPP)  
 GUARDIAN ENERGY MANAGEMENT SOLUTIONS (SBPP)  
 GUERRIERE & HALNON INC (SBPP)  
 GUIDEWIRE, INC. (W/NPO)  
 HAGER-RICHTER GEOSCIENCE INC (WBE)  
 HAITIAN AMERICAN PUBLIC HEALTH (M/NPO)  
 HAKS ENGINEERS PC (MBE)  
 HAMPSHIRE-FRANKLIN CHILDDRENS (SBPP)  
 HAPPY DAY CHILD CARE (SBPP)  
 HARBOR HEALTH SERVICES INC (M/W/NPO)  
 HARBORCOV INC (W/NPO)  
 HARMONY ENVIRONMENTAL INC (SBPP)  
 HARMONY HEALTHCARE INTERNATIONAL INC (SBPP)  
 HAYWOOD ASSOCIATES INC (SBPP)  
 HEALING ABUSED WORKING FOR CHANGE, INC. (W/NPO)  
 HEALTH CARE PHARMACY INC (WBE)  
 HEALTH IMPERATIVES, INC (W/NPO)  
 HEALTH QUARTERS INC (W/NPO SBPP)  
 HEALTH TRAINING EDUCATIONAL SERVS INC (SBPP)  
 HEALTHY CHILDREN PROJECT INC (W/NPO)  
 HEIDREA COMMUNICATIONS LLC (VBE SBPP)  
 HELENE KARL ARCHITECTS INC (WBE)  
 HELP SERVICES FOR THE (M/NPO)  
 HERCULES SLR (US) INC (SBPP)  
 HFSE INC (WBE SBPP)  
 HIGH COUNTRY WORKWEAR INC (SBPP)  
 HILDEBRAND FAP SELF HELP CTR (SBPP)  
 HIREZON CORPORATION (MBE SBPP)  
 HOLYOKE HEALTH CENTER INC (M/NPO)  
 HOLYOKE YMCA (SBPP)  
 HOME IMPROVEMENT GROUP INC (MBE\*)  
 HOPE RESTORED HUMAN SERVICES (M/NPO SBPP)  
 HOPE W KENEFFICK (WBE)  
 HERRIGAN CLEANERS INC (SBPP)  
 HOUSING FAMILIES INC. (SBPP)  
 HRV PERFORMANCE VERIFICATION ASSOC INC (WBE)  
 HUB GLASS SERVICES INC (WBE)  
 HUB TESTING LABORATORY INC (WBE SBPP)  
 HUMAN SERVICE FORUM, INC (W/NPO)  
 HUNTER SYSTEMS GROUP INC (SBPP)  
 HYDRA TECH, INC (SBPP)  
 IBA SOFTWARE TECHNOLOGIES INC (SBPP)  
 IBC OFFSHORE INC (WBE)  
 ICON ARCHITECTURE INC (WBE)  
 INDEPENDENCE ASSOCIATES INC (SBPP)  
 INDEPENDENCE FARM, INC (SBPP)  
 INDEPENDENCE HOUSE INC (W/NPO)  
 INDEPENDENT LIVING CENTER OF (SBPP)  
 INDOOR AIR TECHNOLOGIES INC (WBE)  
 INDUSTRIAL PROTECTION PRODUCTS (SBPP)  
 INDUSTRIAL STEEL & BOIL SERV (SBPP)  
 INFINART INC (WBE SBPP)  
 INNO4 LLC (SBPP)  
 INQUILINOS BORICUAS EN ACCION (M/NPO SBPP)  
 INSTITUTE FOR HEALTH AND (W/NPO)  
 INTEGRATED WILDLIFT CONTROL (WBE)  
 INTELLIGENT SYS & CONTROLS CONT INC (SBPP)  
 INTERCONNECT COMPUTER CABLING SER INC (WBE)  
 INTERNATIONAL HUNTER EDUC ASSC (SBPP)  
 INTERNATIONAL INSTITUTE OF GR LAWR (SBPP)  
 INTERNATIONAL MARKETING SERVICES, LLC (SBPP)  
 INTERNATL HLTH CARE TRAIN & SVCS LLC (SBPP)  
 INTERPRETERS & TRANSLATORS INC (M/WBE)  
 INTERPRETERS ASSOCIATES INC (M/WBE)  
 INTERSEMINARIAN-PROJECT PLACE (SBPP)  
 IRON HORSE STRUCTURES (SBPP)  
 IRONMAN INC (SBPP)  
 ISLAND HEALTH INC. (SBPP)  
 J & J CONTRACTORS INC (MBE)  
 J & J DRIVING SCHOOL & LOGISTICS INC (MBE)  
 J F GRIFFIN PUBLISHING LLC (SBPP)  
 J P RIVARD TRAILER SALES INC (SBPP)  
 J TROPEANO INC (WBE)  
 JACQUELINE ELECTRIC AND CONTRACTING INC (WBE)  
 JALARAM KUTIR INC (SBPP)  
 JAMAICA PLAIN NEIGHBORHOOD DEVEL CORP (M/NPO)  
 JAMES E LARKIN INC (SBPP)  
 JAMES S SACCO (SBPP)  
 JANE DOE INC MASS COALITION (SBPP)  
 JANUS ASSOCIATES INC (WBE)  
 JBL CONSTRUCTION COMPANY INC (PBE+)  
 JEANNE GEIGER CRISIS CTR INC (W/NPO)  
 JENNIFER WRIGHT (SBPP)  
 JERE FULLERTON (SBPP)  
 JIM MCLAUGHLINS LYNNWAY (SBPP)  
 JOHN ASHFORD LINK HOUSE INC (SBPP)  
 JOHN CANTO LANDSCAP & BOBCAT (MBE)  
 JOHN F KENNEDY FAMILY SERV CENTER INC (SBPP)  
 JOHN F SHEA CO INC (SBPP)  
 JOHN F URATO (SBPP)  
 JOHNSON & HILL STAFFING (WBE)  
 JOHNSON ROBERTS ASSOCIATES INC (WBE)  
 JONES & FULLER REPORTING INC (SBPP)  
 JONES WHITSETT ARCHITECTS INC (WBE SBPP)  
 JORDAN ENTERPRISES (MBE)  
 JS CONTRACTORS INC (SBPP)  
 JULES CATERING INC (WBE)  
 JULIE ALBETSKI (SBPP)  
 JUST A START (W/NPO)  
 JUSTICE RESOURCE INSTITUTE INC (W/NPO)  
 K N E CORPORATION (SBPP)  
 KANAAN CONSULTING US INC (SBPP)  
 KAREN A FAIOLA (WBE)  
 KATHERINE A. FOULSER (WBE SBPP)  
 KATHERINE FLAHERTY (SBPP)  
 KATHLEEN A MOORE KOCOT (WBE)  
 KATHRYN C LUSSIER (SBPP)  
 KATIE BROWN EDUCATIONAL PROGRAM (SBPP)  
 KATZ YARN SALES INC (SBPP)  
 KEANE FIRE & SAFETY EQUIPMENT CO INC (WBE)  
 KENNETH J URATO (SDVOBE)  
 KEVILLE ENTERPRISES INC (WBE)  
 KEYSTONE CONSULTING GROUP (SBPP)  
 KIDDIE KAMPAS INC (WBE)  
 KIDS UNLIMITED SERVICES INC (W/NPO)  
 KING OPTICAL CO INC (SBPP)  
 KITTREDGE EQUIPMENT COMPANY INC (WBE)  
 KLIP SECURITY CORPORATION (SBPP)  
 KOBO UTILITY CONSTRUCTION CORP (SBPP)  
 KOSMOS CONSTRUCTION INC (SBPP)  
 KROKIDAS AND BLUESTEIN (WBE)  
 KYRAN RESEARCH ASSOCIATES INC (WBE)  
 L & K TRUCKING (MBE)  
 L & R SALES INC (SBPP)  
 L B WHEATON INC (SBPP)  
 LP COLLEGE INC (WBE)  
 LAL CONSTRUCTION CO INC (PBE+)  
 LAMOUR COMMUNITY HEALTH INST (M/W/NPO)  
 LAMSON ENGINEERING CORP (MBE)  
 LANCASTER PACKAGING INC (M/WBE)  
 LANDSCAPEXPRESS INC (SBPP)  
 LANE PRINTING CO INC (WBE SBPP)  
 LANGUAGE BRIDGE LLC (WBE)  
 LATINO HEALTH INSTITUTE INC (M/NPO\*)  
 LAWRENCE TRAINING SCHOOL, INC (M/WBE SBPP)  
 LEAD IT CORPORATION (M/WBE)  
 LEDGES SCHOOL & RESIDENT INC (SBPP)  
 LEERS WEINZAPFEL ASSOCS INC (WBE)  
 LETS GO TECHNOLOGY INC (SBPP)  
 LIFE NEEDS CO-OP INC (SBPP)  
 LIFT & CARE SYSTEMS INC (SBPP)  
 LIKARR INC (SBPP)  
 LIM CONSULTANTS INC (M/WBE)  
 LIN ASSOCIATES INC (MBE)  
 LIONHEART FOUNDATION (SBPP)  
 LITTLE FOLKS COMMUNITY (SBPP)  
 LITTLE PEOPLES COLLEGE INC (WBE)  
 LIVING INDEPENDENTLY FOR EQUALITY INC (SBPP)  
 LIZAK BUS SERVICE INC (SBPP)  
 LJG ASSOCIATES INC (SBPP)  
 LOWELL ACADEMY INC (SBPP)  
 LOWELL DAY NURSERY ASSOC (SBPP)  
 LOWELL HOUSE INC (SBPP)  
 LUDLOW CONSTRUCTION CO INC (PBE+)  
 LUMINOUS BEHAVIORAL HEALTH SVCS INC (SBPP)  
 LUNA DESIGN GROUP (MBE)  
 LYNN COMMUNITY HEALTH INC (W/NPO)  
 LYNN SHELTER ASSOCIATION INC (SBPP)  
 M & M CONTRACT CLEANING INC (MBE)  
 M & R CONSULTANTS CORPORATION (MBE)  
 M E OBRIEN & SONS INC (WBE)  
 M O L F E INC (W/NPO)  
 MACKAY CONST SERVICES INC (SBPP)  
 MALLORY HEADSETS INC (M/WBE SBPP)  
 MANET COMMUNITY HEALTH CENTER (W/NPO)  
 MARGARET FULLER (SBPP)  
 MARY DONA PEELER (WBE)  
 MARKET STREET RESEARCH INC (WBE SBPP)  
 MARKETING DOCTOR INC (WBE)  
 MARKINGS INC (WBE SBPP)  
 MARTHA E OESCH (SBPP)  
 MARTHA'S VINEYARD CENTER FOR LIVING (SBPP)  
 MARY C CAPKANIS (WBE SBPP)  
 MARY JO SCHWIE (SBPP)  
 MARYANN THOMPSON (WBE)  
 MASS ASSOC OF EARLY EDUCATION AND CARE (SBPP)  
 MASS ASSOC OF HEALTH BOARDS INC (SBPP)  
 MASS COALITION PREVENTION MEDICAL ERRORS (SBPP)  
 MASS HEALTH DATA CONSORTIUM INC (SBPP)  
 MASS REPRO LTD (WBE\*)  
 MASSACHUSETTS COUNCIL ON COMPU (SBPP)  
 MASSACHUSETTS EHEALTH COLLABORATIVE, INC (SBPP)  
 MASSACHUSETTS WOODLANDS INSTITUTE (SBPP)

MATTAPAN / GREATER BOSTON TECH LEARN CTR (SBPP)  
MATTAPAN COMMUNITY (M/NPO)  
MAYNARD SUPPLY COMPANY INC (SBPP)  
MCDERMOTT-PALLOTTA INC (SBPP)  
MCGRORY EQUIPMENT CORP (WBE)  
MD STETSON COMPANY INC (WBE)  
MECHANICAL AIR CONTROLS INC (SBPP)  
MEDEX HEALTH CARE INC (M/WBE)  
MENTAL HEALTH ASSOCIATION INC (W/NPO)  
MERRIMACK VALLEY TRAUMA SRVCS INC (WBE)  
METRO EQUIPMENT CORP (WBE SBPP)  
METRO NORTH REGIONAL (SBPP)  
METROPOLITAN TELEPHONE CO INC (SBPP)  
MG PRODUCTS LLC (WBE SBPP)  
MICHAEL P DAVIDS (MBE)  
MICROSEARCH CORPORATION (WBE)  
MICROTEK INC (W/NPO)  
MIDTOWN HOME HEALTH SERVICE (M/WBE)  
MILHENCH INC (WBE)  
MILL CITY ENVIRONMENTAL CORP (MBE)  
MILLENNIUM PRINTING CORP (WBE)  
MINI WAREHOUSING INC (PBE+ SBPP)  
MINUTEMAN PEST CONTROL CO INC (SBPP)  
MINUTEMAN TRUCKS INC (MBE)  
MJS CONSTRUCTION INC (SBPP)  
ML SCHMITT INC (SBPP)  
MM ENVIRONMENTAL ENGINEERING INC (SBPP)  
MOLARI INC (WBE)  
M-O-N LANDSCAPING INC (PBE+)  
MONAGHAN PRINTING INC (WBE)  
MONAHANS MARINE INC (SBPP)  
MORAN SHEET METAL, INC. (SBPP)  
MOSS ELECTRICAL SERVICE INC (SBPP)  
MOURAS CLEANING SERVICE INC (PBE-)  
MULTICULTURAL WELLNESS CTR (M/W/NPO SBPP\*)  
MULTITEMP MECHANICAL CORP. (SBPP)  
MURPHY SPECIALTY INC (SBPP)  
MYSTIC LEARNING CENTER INC (SBPP)  
NASHOBA BLUEPRINT (SBPP)  
NATALIA GALICHINA (SBPP)  
NATIONAL OFFICE SYSTEMS NEW ENGLAND INC (SBPP)  
NATIONAL VAN BUILDERS INC (SBPP)  
NATIONAL VIDEO REPORTERS INC (SBPP)  
NEED-A-LIFT-MEDI-VAN INC (WBE)  
NEPTUNE UNIFORMS & EQUIPMENT INC (SBPP)  
NETWORK TECH ACADEMY INC (MBE)  
NEURO REHAB MANAGEMENT INC. (WBE)  
NEW BEDFORD FLOOR (MBE SBPP)  
NEW BEDFORD WOMENS CTR INC (W/NPO)  
NEW ENGLAND AFTERCARE (SBPP)  
NEW ENGLAND CIVIL ENGINEERING CORP (SBPP)  
NEW ENGLAND DOOR CLOSER INC (SBPP)  
NEW ENGLAND ENVIRONMENTAL INC (SBPP)  
NEW ENGLAND FARM WORKERS (M/NPO)  
NEW ENGLAND OFFICE SUPPLY, INC. (M/WBE\*)  
NEW ENGLAND SCHOOL SERVICES INC (SBPP)  
NEW ENGLAND TIME SOLUTIONS, INC. (SBPP)  
NEW ENGLAND WHEELS INC (SBPP)  
NEW HOPE INC (W/NPO)  
NEW LIFE COUNSELING & WELLNESS CTR (M/WBE\*)  
NEW NORTH CITIZENS COUNCIL (M/NPO)  
NEW ORLEANS TELEPORT INC (M/WBE)  
NEWMAN SEWING MACHINE INC (SBPP\*)  
NEWROADS ENVIRONMENTAL SERVICES LLC (SBPP)  
NIEMIEC MARINE INC (SBPP)  
NITSCH ENGINEERING, INC (WBE)  
NOBIS ENGINEERING INC (MBE)  
NORFOLK POWER EQUIPMENT INC (WBE)  
NORRAPRO LLC (SBPP)  
NORTH ADAMS TOWER COMPANY INC (SBPP)  
NORTH CHARLES MENTAL HEALTH (SBPP)  
NORTH SHORE COUNSELING CENTER (SBPP)  
NORTH SHORE FAMILY DAYCARE INC (WBE)  
NORTH SHORE MOTOR SPORTS (SBPP)  
NORTH SHORE VET COUNSELING SER (SBPP)  
NORTH SUFFOLK MENTAL (W/NPO)  
NORTH SUFFOLK MENTAL HLTH (W/NPO)

NORTHEAST ENVIROMENTAL LABORAT (WBE SBPP)  
NORTHEAST TRAFFIC CONTROL (SBPP)  
NORTHEAST WASTE MANAGEMENT (SBPP)  
NORTHERN BERKSHIRE COMMUNITY (SBPP)  
NORTHERN LIGHT PRODUCTIONS (SBPP)  
NORTHSTAR LEARNING CENTERS INC (M/NPO SBPP)  
NORTHSTAR RECOGNITION INC (SBPP)  
NOVA SHEEN CORPORATION (MBE)  
NOVER-ARMSTRONG ASSOCIATES INC (WBE)  
NSH INC (SBPP)  
NU-CHECKER INC (M/WBE)  
NWN CORPORATION (WBE\*)  
NXTVENT INC (WBE)  
OAKDALE FOUNDATION INC (W/NPO)  
OCCUPATIONAL REHAB GROUP (SBPP)  
OCONNELL FIRE PROTECTION INC (SBPP)  
OCONNORS AWARDS UNLIMITED INC (SBPP)  
OESCO INC (SBPP)  
OFFICE SOLUTIONS PLUS LLC (WBE SBPP)  
OHRENBERGER COMMUNITY SCHOOL COUNCIL INC (SBPP)  
OHS TRAINING & CONSULTING INC (WBE)  
ON TARGET TRAINING INCORPORATED (SBPP)  
ON THE RISE INC (SBPP)  
ONE LIFE AT A TIME, INC. (W/NPO)  
OPUS DESIGN LLC (WBE SBPP)  
OREILLY TALBOT & OKUN ASSOC INC (SBPP)  
ORTHOPEDIC TRAUMA P C (SBPP)  
OSD CONSULTING LLC (SBPP)  
OT&T TRAVEL MANAGEMENT (MBE)  
OUR FATHERS HOUSE (SBPP)  
OUR SPACE OUR PLACE INC (SBPP)  
OUTBACK ENGINEERING, INC (SBPP)  
OVERTURE PARTNERS LLC (WBE)  
OX BOW MARINA INC (SBPP)  
PACKARD DESIGN, INC. (WBE)  
PAIXAO INC (PBE+)  
PARTNERS INTERPRETING (SBPP)  
PARTS UNLIMITED AUTOMOTIVE (WBE SBPP)  
PATHWAYS FOR CHANGE, INC (W/NPO)  
PATHWAYS FOR CHILDREN INC (W/NPO)  
PATIENT CENTERED MEDICAL CARE INC (M/WBE)  
PATRICIA A PELLETIER (WBE)  
PATRICIA J FISHER (WBE)  
PATRIOT PLUMBING & HEATING, INC. (SBPP)  
PAUL DUGAS (SBPP)  
PAVAO CONSTRUCTION CO INC (PBE+)  
PC SURVIVORS OF MASS LLC (WBE SBPP)  
PC-PLUS TECHNOLOGIES INC (SBPP)  
PEOPLEGIS INC (SBPP)  
PEOPLESERVE PRS INC (WBE\* SBPP)  
PEREGRINE ENERGY GROUP INC (SBPP)  
PERRY DEAN ROGERS & PARTNERS (WBE)  
PEST END INC (WBE)  
PETER ENRICH (SBPP)  
PETER GORER (SBPP)  
PICKET FENCES INCORPORATED (SBPP)  
PINCK & CO INC (WBE LGBT)  
PIONEER LANDSCAPES INC (SBPP)  
PIONEER VALLEY EYE ASSOC P C (SBPP)  
PIPETTE CALIBRATION SERVICES INC (M/WBE)  
PITTSFIELD LAWN & TRACTOR INC (SBPP)  
PITTSFIELD TIRE & AUTO SERVICE (SBPP)  
PJ SYSTEMS INCORPORATED (MBE)  
PLASTIC CARD SYSTEMS INC (WBE SBPP)  
PMA CONSULTANTS LLC (MBE)  
PODGURSKI CORPORATION (SBPP)  
POETRY TO EMPOWER (SBPP)  
POLARIS HEALTHCARE SRVS INC (SBPP)  
POWDER HORN PRESS INC (WBE SBPP)  
PRECISE PAVING INC. (SBPP)  
PRECISION FITNESS EQUIPMENT INC (SBPP)  
PRIME AE GROUP INC (MBE)  
PRINT & MORE ASSOCIATES INC (MBE SBPP)  
PRISM CONSULTING INC (WBE SBPP)  
PRO PAVING & EXCAVATING INC (PBE+)  
PRO SOUND SERVICE INC (SBPP)  
PROAV SYSTEMS INC (M/WBE)

PRODUCTION LINE SUPPORT INC (MBE)  
PROFESSIONAL FIRE & SECURITY (WBE)  
PROJECT ADVENTURE INC (SBPP)  
PROJECT RIGHT INC (SBPP)  
PRUDENTIAL DOOR & WINDOW CO (WBE)  
PUMP COAT INC (WBE SBPP)  
PYRAMID BUILDERS ASSOC (M/NPO)  
QUADRANT HEALTH STRATEGIES INC (WBE)  
QUALITY CLEANERS (SBPP)  
QUICK PRINT LTD INC (WBE SBPP)  
R 1 BAKER CO INC (SBPP)  
R P OCONNELL INC (SBPP)  
RAAB ASSOCIATES LTD (SBPP)  
RAINBOW CHILD (SBPP)  
RAMCO SURVEY STAKES INC (WBE)  
RANSFORD ENVIRONMENTAL SOLUTIONS INC (WBE)  
RAPID FLOW INC (SBPP)  
RAPPORT INTERNATIONAL LLC (WBE SBPP)  
RASHAUN J. MARTIN (SBPP)  
RAW MATERIAL RECOVERY CORPORATION (SBPP)  
RAY HALUCH INC (WBE SBPP)  
RAZZ-M-TAZZ PROMOTIONS LLC (WBE)  
RCAP SOLUTIONS INC (W/NPO)  
REACH INC (SBPP)  
READY 2 RUN GRAPHICS & SIGNS INC (SDVOBE SBPP)  
RECOVERY HOMES COLLABORATIVE INC (SBPP)  
REFUGEE & IMMIGRANT ASSIST. CENTER (SBPP)  
REGINA VILLA ASSOCIATES INC (WBE SBPP)  
REHABILITATION AND HEALTH (W/NPO)  
REIDARS MANUFACTURING INC (SBPP)  
REINHARDT ASSOCIATES INC (SBPP)  
RELISH MANAGEMENT LLC (WBE)  
RENAUD ELECTRIC & COMMUNICATIONS INC (SBPP)  
RENAUD HVAC & CONTROLS INC (SBPP)  
RENE L COTE SONS INC (SBPP)  
RENT ALL OF BOSTON INC (SBPP)  
RESOURCESOFT INC (M/WBE)  
RESTORATION PROJECT INC (W/NPO SBPP)  
RIBAS ASSOCIATES AND PUBLICATIONS (SBPP\*)  
RIBEIRO CONSTRUCTION INC (PBE+)  
RICHARDS PLUMBING G & (SBPP)  
RICHCO PRODUCTS INC (SBPP)  
RICK PIERMARINI INC (SBPP)  
RITE TIME HOMECARE SERVICES INC (MBE)  
RIVERBROOK RESIDENCE INC (W/NPO)  
RJ NARDONE CONSTRUCTION INC (WBE SBPP)  
ROAD-WAY MAINTENANCE SERVICES INC (WBE)  
ROBBINS CHILDREN'S PROGRAMS, INC. (SBPP)  
ROBERT FERNANDES (MBE)  
ROBERT T MERCERS SEA & SKI INC (SBPP)  
ROBERT W CARTER (SBPP)  
ROBERTO F FELIZ (SBPP)  
ROGERS AUTO RADIATOR INC (SBPP)  
ROLLAS MOTOR PARTS INC (SBPP)  
ROXBURY MULTI-SERVICE CTR INC (M/NPO\*)  
ROXBURY YOUTHWORKS INC (M/NPO)  
RTD LOGISTICS LLC (MBE)  
RUSTIC FIRE PROTECTION INC (SBPP)  
RUTH SHEETS WILSON (WBE)  
RWM ENGINEERING INC (MBE)  
SADIE BURTON-GOSS (MBE\*)  
SAHASRA TECHNOLOGIES CORP (M/WBE)  
SALEM COMMUNITY CHILD CARE INC (M/W/NPO)  
SALS CUSTOM DRY CLEANING INC (SBPP)  
SANDWICH SHIP SUPPLY (SBPP)  
SARAH FOSTER (SBPP)  
SARGENT & ASSOCIATES LOSS (WBE SBPP)  
SCOPE MEDICAL LLC (WBE)  
SCREENING FOR MENTAL HEALTH INC (SBPP)  
SCS BUILDING MAINTENANCE, INC. (MBE SBPP)  
SDG AUTO BODY INC (SBPP)  
SDG DIRECT LTD (WBE)  
SEALCOATING INC (WBE\*)  
SEASCAPE CONSULTING LLC (SBPP)  
SEASONAL FOOD BRANDS, LLC (WBE)  
SECOND STEP INC (W/NPO SBPP)  
SELF ESTEEM BOSTON EDUC INS IN (W/NPO SBPP)

SENIOR CARE INC (SBPP)  
SEPINUCK SIGN CO INC (SBPP)  
SERAPHIC SPRINGS HEALTH CARE (M/WBE)  
SERVICENET INC (W/NPO\*)  
SERV-U STORES OF WESTERN MASS (SBPP)  
SGT WM CARNEY ACADEMY AFTER (M/NPO)  
SHADLEY ASSOCIATES PC (WBE SBPP)  
SHANAHAN SOUND & ELECTRONICS, INC (WBE)  
SHARYN KLIPSTEIN (SBPP)  
SHEKAR & ASSOCIATES INC (MBE)  
SHEPLEY BULFINCH RICHARDSON & ABBOTT INC (WBE)  
SHI INTERNATIONAL CORP (M/WBE)  
SIGMA SYSTEMS INC (M/WBE SBPP)  
SIGN DESIGN INC (WBE)  
SIGNATURE MARKETING LLC (WBE)  
SIRUM EQUIPMENT CO INC (SBPP)  
SITE SPECIFICS, LLC (P/WBE+)  
SMH ELECTRONICS CO INC (SBPP)  
SOFTWARE PEOPLE INC (M/WBE)  
SOJOURNER HOUSE INC (SBPP)  
SOLOMON MCCOWN & COMPANY, INC. (WBE SBPP)  
SOLTRIX TECHNOLOGY SOLUTIONS INC (M/WBE)  
SOMERVILLE HOMELESS COALITION (SBPP)  
SOUTH COVE COMMUNITY HEALTH CENTER (M/NPO)  
SOUTH SHORE DIVERS INC (SBPP)  
SOUTH SHORE GENERATOR (WBE)  
SOUTH SHORE RECOVERY HOME, INC. (SBPP)  
SOUTH SHORE SUPPORT SERV INC (W/NPO)  
SOUTHERN WORCESTER COUNTY (W/NPO)  
SOVEREIGN CONSULTING INC (MBE)  
SPALDING TOUGIAS ARCHITECTS (WBE SBPP)  
SPANISH AMERICAN CENTER INC (M/W/NPO SBPP)  
SPECTOR TEXTILE PRODUCTS INC (SBPP)  
SPORTS MED PRESS, INC (SBPP)  
SPRINGFIELD DAY NURSERY CORP (W/NPO)  
SPRINGFIELD PARTNERS FOR (M/NPO)  
SQUASH AUTOMOTIVECORPORATION (SBPP)  
SRCPI, INC. (WBE)  
STANDARD MODERN CO INC (WBE)  
STANLEY STREET TREATMENT & RESOURCES INC (W/NPO)  
STAR BUILDING SERVICES INC (M/WBE)  
STEERE ENGINEERING INC (WBE)  
STELLAR CORP (MBE)  
STERLING BUSINESS PRODUCTS INC (MBE SBPP)  
STEVE'S SHOP, INC. (SBPP)  
STONE & BERG COMPANY, INC. (WBE SBPP)  
STONEWALL SOLUTIONS INC (SBPP)  
STRATEGIC ENTERPRISE TECH INC (MBE SBPP)  
STRATEGY MATTERS LLC (WBE)  
STUART A ANFANG (SBPP)  
STUDIO G ARCHITECTS INC (WBE)  
SULLIVAN & COGLIANO DESIGNERS (SBPP)  
SUMCO ECO-CONTRACTING LLC (SBPP)  
SUPPORTIVE CARE INC (M/WBE)  
SUTTON ANIMAL HOSPITAL, INC. (SBPP)  
SWBAILEY CONSULTING LLC (WBE)  
SWISSBAKERS (SBPP)  
T & M LANDSCAPE INC (WBE)  
TAINO CONSULTING GROUP LLC (MBE)  
TALVY FLORIST OF ASHLAND INC (SBPP)  
TANGO CONSTRUCTION INC (MBE)  
TAPESTRY HEALTH SYSTEMS INC (W/NPO)  
TAYLOR & BURNS INC (WBE)  
TAYLOR & LLOYD INC (WBE)  
TAYLOR DAVIS LANDSCAPE CO (WBE SBPP)  
TCOGNITION INC (MBE SBPP)  
TECEDGE, LLC (WBE SBPP)  
TECH FUSION CORP (SBPP)  
TECHGLOBAL INC (M/WBE)  
TETREault & SON FOREST MANAGEMENT, INC (SBPP)  
THE 45 CONSTRUCTION CO INC (WBE)  
THE ADDICTION TREATMENT OF NE (SBPP)  
THE ARC OF CAPE COD INC (SBPP)  
THE CECIL GROUP INC (SBPP)  
THE CENTER FOR HOPE AND HEALING, INC. (SBPP)  
THE COMMUNITY ARTCENTER INC (SBPP)  
THE EDINBURG CENTER INC (W/NPO)



THE GARDEN CONTINUUM, INC. (WBE)	TRANSFLUENCI LLC (M/WBE)	VENTURA GRAIN CO INC (SBPP)	WESTNET INC (MBE)
THE GREATER NEW LIFE CHRISTIAN CNTR (SBPP)	TRANSITION HOUSE INC (M/W/NO SBPP)	VENTURE COMMUNITY SERVICES, INC (W/NO)	WHITTIER STREET HEALTH CTR COMMITTEE INC (M/NO)
THE GREEN ENGINEER, INC. (SBPP)	TRANSITIONS CENTERS INC (SBPP)	VERC INC (WBE SBPP)	WILKEM SCIENTIFIC LTD (WBE)
THE INSTITUTE FOR EDUCATION (SBPP)	TRIPPIS UNIFORMS INC (SBPP)	VETERANS NORTHEAST OUTREACH (SBPP)	WILLIAMSON ELECTRICAL CO (SBPP)
THE MAVERICK GROUP INC (MBE SBPP)	TUCK'S TRUCKS, INC (SBPP)	VICTOR A LEWIS (SBPP)	WOLPERT DISPOSAL INC (SBPP)
THE NORTHEAST INDEPENDENT (SBPP)	TULLY CONSTRUCTION CORP (SBPP)	VICTORY HUMAN SERVICES INC (M/NO)	WOMANSHELTER COMPANERAS INC (W/NO)
THE RESOURCE CONNECTION INC (WBE)	TURNER STEEL CO INC (SBPP)	VISI FLASH RENTALS EASTERN INC (SBPP)	WOODS HOLE GROUP INC (SBPP)
THE SALVATION ARMY (SBPP)	TYBURSKI APPRAISAL & CONSULTANT SERVS (SBPP)	VISIONS INC (M/NO* SBPP*)	WORAD INC (SBPP)
THE UNITED TEEN EQUALITY CENTER (SBPP)	UEL CONTRACTORS INC (WBE)	VOLTREK, LLC (WBE)	WORCESTER COUNTY MECHANICS ASSOCIATION (SBPP)
THIRD SECTOR NEW ENGLAND, INC. (W/NO)	UNITED ALLIANCE SERVICES CORPORATION (WBE)	WALTECH INC (MBE)	WORCESTER ELEVATOR CO INC (SBPP)
THOMAS CASON (SBPP*)	UNITED CEREBRAL PALSY (SBPP)	WAREHAM EARLY CHILDHOOD (W/NO*)	WORK OPPORTUNITY CENTER INC (SBPP)
THOMAS P. RYLAND CO, INC. (SBPP)	UNITED ELEVATOR COMPANY, INC. (WBE SBPP)	WARNER LARSON INC (SBPP)	WORKPLACE ESSENTIALS INC (WBE)
THOSCO INC (WBE SBPP)	UNITED NEIGHBORS OF CLEGHORN (SBPP)	WATER RESOURCE SERVICES INC (SBPP)	WORKPLACE RESOURCE LTD (WBE SBPP)
THREE LANTERN MARINE AND FISHING CO. INC (SBPP)	UPHAMS CORNER COMMUNITY CENTER (SBPP)	WAYPOINT ADVENTURE INC (SBPP)	WORLDTech ENGINEERING LLC (SBPP)
TIBBETTS ENGINEERING CORP (SBPP)	US ENVIRONMENTAL RENTAL CORP (SBPP)	WAYSIDE TRANS CORP (SBPP)	WRAPAROUND FAMILY SERVICES INC. (SBPP)
TITAN ROOFING COMPANY (MBE)	USA COURIERS INC (WBE SBPP)	WEBJECT SYSTEMS INC (MBE)	WSI MANUFACTURING INC (SBPP)
TOMMYS TAXI INC (SBPP)	USM MARINE INC (SBPP)	WEBSTER SQUARE DAY CARE (SBPP)	YOUNG WOMEN'S CHRIST ASSOC LOWELL (SBPP)
TOOL & EQUIPMENT CONNECTION INC (SBPP)	USA.NET INC (WBE)	WELLSPRING FARM LLC (WBE)	YOUNG WOMEN'S CHRISTIAN ASSOC (W/NO)
TOOLE DESIGN GROUP LLC (WBE)	USNE, INC (SBPP)	WENDY JEHLIN (SBPP)	YOUNG WOMEN'S CHRISTIAN ASSOC CENTRAL MA (W/NO)
TOOLS UNLIMITED INC (WBE SBPP)	VALLEY WELDING & EQUIPMT INC (SBPP)	WESCOR PARKING CONTROLS INC (WBE SBPP)	YWCA OF GREATER LAWRENCE (W/NO)
TOPAZ ENGINEERINGSUPPLY INC (SBPP)	VALUING OUR CHILDREN INC (W/NO)	WESLEY CHILDR CARE CENTER INC (M/NO*)	YWCA OF SOUTHEASTERN MASSACHUSETTS (W/NO)
TRACKER SYSTEMS INC (SBPP)	VANESSA L MCCLINCHY (SBPP)	WEST BOYLSTON AUTO PARTS (SBPP)	YWCA OF WESTERN MASS (W/NO)
TRACY SHEEHAN (SBPP)	VARANDAS & SONS CONSTRUCTION INC (PBE+)	WEST END DAY NURSERY OF NEW (M/NO SBPP)	
TRAILERS OF NEW ENGLAND INC (SBPP)	VAV INTERNATIONAL INC (MBE)	WESTERN MASSACHUSETTS TRAINING (W/NO)	
TRANSACTION ASSOCIATES INC (WBE)	VENILIA GARDENS INC (M/NO)	WESTFIELD AUTO & TRUCK CTR INC (SBPP)	

## Appendix G: FY2016 Vendor List – Indirect Spending

The following is a list of diverse businesses which Commonwealth contractors reported as their Supplier Diversity Program (SDP) Partners. These business relationships resulted in Commonwealth indirect spending detailed in this report. Additional notations: \* Company certification no longer valid at the time of report publication. + MBE certification was converted to PBE during FY2016. # Spending with this SDP partner was not included in the indirect spending total, because the Commonwealth did not issue payments to the statewide or departmental contractor that reported spending with this company.

1 STOP DESIGN SHOP, INC. (WBE)	ADAMSON INDUSTRIES CORP.# (WBE)	AMERICAN MOVING & INSTALLATION, INC.# (WBE)	AUDREY O'HAGAN ARCHITECTS, LLC (M/WBE)
111 TECHNOLOGY, LLC# (M/WBE)	ADCOTRON EMS, INC. (MBE)	AMERICAN TELE-CONNECT SERVICES, INC. (WBE)	AUTOMATED BUSINESS CONTROLS (WBE)
21ST CENTURY HOME CARE, INC (M/WBE)	ADF CLEANING SERVICES (WBE)	AMERICAN TRANSLATION PARTNERS, INC. (M/WBE)	AVANT-GARDE SOLUTIONS, LTD. (M/WBE)
3IVE, LLC (MBE)	ADONAI SPRING WATER, INC. (M/WBE)	AMERPHIL, INC. (MBE)	AVCO CONSULTING, INC. (MBE)
A & A ELECTRICAL SUPPLY CORPORATION (WBE)	ADROIT SOFTWARE, INC. (MBE)	AMESBURY GLASS & MIRROR, LLC (WBE*)	AVID IRONWORKS, INC. (WBE)
A J LETOURNEAU, INC.# (WBE)	ADECH SYSTEMS INC. (WBE*)	AMY D CONNER D/B/A: PREMIUMS R US# (WBE)	AXESS MEDICAL, LLC (MBE)
A MARTINS & SON CONSTRUCTION, INC. (PBE+)	ADVANCED ARCHITECTURAL METAL SPECIALTIES CORP D/B/A AAMS CORP (MBE*)	ANDELLA IRON, INC. (MBE)	AYALA EXCAVATING AND TRUCKING, LLC (MBE)
A PEREIRA CONSTRUCTION COMPANY, INC. (PBE+)	ADVANCED PRESENTATION SYSTEMS, INC. D/B/A: CCS PRESENTATION SYSTEMS (M/WBE)	ANDELMAN AND LELEK ENGINEERING, INC. (WBE)	AZTEC STEEL, INC. (WBE)
A R BELLI, INC. (WBE)	AD-VANTAGE, INC. (WBE)	ANDERSON CLEANING, INC. (WBE)	B & E CONSTRUCTION CORP. (MBE*)
A YARD AND A HALF LANDSCAPING COOPERATIVE, INC. (MBE)	ADVERTISING PRODUCTS CORPORATION (WBE)	ANGELINI PLASTERING, INC. (WBE)	B+AC, LLC (MBE)
A&E ENVIRONMENTAL, INC. (WBE)	AFFORDABLE CONSTRUCTION, INC. (MBE)	ANTONELLIS CONSTRUCTION, INC. (MBE)	BACK BAY CONCRETE, CORP. (WBE)
ABC HOME & HEALTHCARE PROFESSIONALS, INC. (WBE)	AHC ALLIED HEALTHCARE OF NEW ENGLAND (WBE)	APEX HEALTHCARE SERVICES, INC. (WBE)	BAKER SIGN WORKS, INC. (WBE*)
ABC SOILS, INC. (WBE)	AHEARN EQUIPMENT, INC. (WBE)	A-PLUS WELDING & ENGINEERING, INC. (MBE)	BALLOON CITY OF BOSTON, INC. (WBE)
ABC SPECIALTEES (WBE)	AJE FINANCIAL CORP. D/B/A: AJE FINANCIAL SERVICES (WBE)	APPLE D'OR TREE, INC. (M/WBE)	BARTON'S ANGELS, INC. (WBE)
ABLE ASSOCIATES, INC. (WBE)	ALBANESE BROTHERS, INC. (WBE)	APPLE HOMECARE ASSOCIATES, INC. (WBE)	BASELINE SUPPLY, LLC (WBE)
ABRIDGE INFO SYSTEMS, INC. (MBE)	ALGAR CONSTRUCTION CORPORATION (PBE+)	AQUENT, LLC# (MBE)	BASS ROCKS CONSTRUCTION CORP. (MBE*)
ABSOLUTE FINISHING SYSTEMS, LLC (WBE)	ALISON DOWD MARKETING, INC. (WBE)	ARBOR ASSOCIATES, INC. (WBE*)	BATALLAS ELECTRIC, INC. (MBE)
ABSOLUTE RENEWABLE ENERGY, LLC (WBE)	ALL SPORTS HEROES UNIFORMS, SPORTING GOODS & PROMOTIONS, INC.# (WBE)	ARCHITECTURAL ENGINEERS, INC. (WBE)	BAY STATE ALARM SECURITY, INC. (SDVOBE)
ABSOLUTE RESOURCE ASSOCIATES, LLC (WBE)	ALL STAR STAFFING, LLC (WBE)	ARCHITECTURAL PRODUCTS, INC. (WBE)	BAY STATE CHILD CARE FOOD PROGRAM, INC. (M/W/NO)
ACADA COMMUNICATIONS, LLC (WBE)	ALL STATE WASTE, INC. (WBE)	ARGUS COMMUNICATIONS, INC. (MBE)	BAY STATE ENVELOPE, INC.# (WBE)
ACCENT BANNER, LLC (WBE)	ALL TIME SERVICE, INC. (M/WBE)	ARMANDS CARPET & LINOLEUM CO., INC. (WBE)	BAY STATE PROPERTY SERVICES, INC. D/B/A: CITY WIDE
ACCENT PRINTING, INC. (MBE*)	ALLETZ CONSULTING, INC. D/B/A: Z-TECH (MBE)	ARROW TIME CONSULTANTS, LLC (M/WBE)	MAINTENANCE OF BOSTON# (WBE)
ACCLAIM HOME HEALTH CARE INC. (M/WBE*)	ALLIANCE PRINT GROUP, INC. (WBE)	ART ENGINEERING CORPORATION (MBE)	BAY STATE WATER WORKS SUPPLY, INC.# (WBE)
ACCOUNTAIDES, INC.# (WBE)	ALLIANTE RUBBER COMPANY# (WBE)	ARVEST PRESS, INC. (WBE)	BAYTECH SERVICES, INC. (MBE)
ACCU-CLEAN, INC. (WBE)	ALPHA IDENTIFICATION, INC. (M/WBE)	ASA ENVIRONMENTAL PRODUCTS, INC. (P/WBE+)	BBCG, LLC D/B/A: VANTAGE GRAPHICS (MBE)
ACE MEDICAL SERVICES, INC. (MBE)	ALPHA OFFICE SUPPLIES, INC.# (MBE)	ASH ENGINEERING (MBE*)	BE SAFER AT HOME, INC. (WBE)
ACM GROUP, INC. D/B/A: ATLANTIC-ACM (WBE)	ALVIN DISTRIBUTING, INC. D/B/A: ALVIN COFFEE & SERVICE (MBE)	ASIAN AMERICAN CIVIC ASSOCIATION, INC. (M/NO)	BEACON LIGHT & SUPPLY, CO., THE# (WBE)
ACME ABATEMENT CONTRACTOR, INC. (MBE)	AMARAL GROUP, LLC, THE (PBE+)	ASIAN TASK FORCE AGAINST DOMESTIC VIOLENCE (M/NO)	BEAVERBROOK STEP, INC. (W/NO)
ACORN RECORDING SOLUTIONS, INC. (WBE)	AMDA ENTERPRISES, INC. D/B/A: NEPM (WBE)	ASSOCIATED CAREER NETWORK, LLC# (WBE)	BETRIX (WBE)
ACP FACILITY SERVICES, INC.# (MBE)	AMERICA ONE TECHNOLOGIES, INC. (MBE)	ASSURE ESERVICES, INC. (MBE)	BEHAVIORAL HEALTH NETWORK, INC. (W/NO)
ACT SERVICES, CORP. (P/WBE+)	AMERICAN EARTH PRODUCTS, INC. (WBE)	ATKINSON-WHITWORTH CORPORATION D/B/A: JET-A-WAY (M/WBE)	BENCHMARK OFFICE SYSTEMS, INC. (WBE)
ACTION FOR BOSTON COMMUNITY DEVELOPMENT, INC. (ABCD) (M/NO)	AMERICAN ELECTRICAL CONSTRUCTION, INC. (WBE)	ATLANTIC BAY CONTRACTING CO., INC. (MBE)	BERKSHIRE AREA HEALTH EDUCATION CENTER, INC. (W/NO)
ACTION STEEL, LLC (WBE)	AMERICAN ENVIRONMENTAL, INC. (MBE)	ATLANTIC BRIDGE & ENGINEERING, INC. (WBE)	BERNICE F. LORD, CPA (WBE)
ADAM GRAPHIC CORPORATION# (WBE)		ATLANTIC CARPENTRY (MBE)	BETSY GOLD DESIGN (WBE)
ADAMS & RUXTON CONSTRUCTION COMPANY (PBE+)		ATLAS TRAVEL & TECHNOLOGY GROUP, INC. (WBE)	BETTS PLUMBING & HEATING SUPPLY, INC. (WBE)
		ATTENTIVE HOME CARE, INC. (M/WBE)	BEYOND HEALTH CARE AGENCY LLC (M/WBE*)

BIG GAME OUTFITTERS, INC. (WBE)  
 BIGELOW NURSERIES, INC.# (WBE)  
 BIMSHA CORPORATION (MBE)  
 BOSTON BRIDGE SERVICES, INC. (WBE)  
 BOSTON HOME INFUSION, INC. (WBE)  
 BOWDITCH & MARINELLI, INC. (M/WBE\*)  
 BRAVA ELECTRIC, INC. (MBE)  
 BRENDA JACKSON CONSULTING, LLC (M/WBE)  
 BRICKLOGIX, INC. (MBE)  
 BRIGHAM INDUSTRIES, INC. (WBE)  
 BRIGHT CLEANING SERVICES, INC. (M/WBE)  
 BRILJENT LLC (WBE)  
 BRING CARE HOME, INC. (WBE)  
 BRISTOL ELDER SERVICES (W/NPO)  
 BROCKTON AREA MULTI SERVICES, INC. (M/NPO)  
 BRONNER GROUP, LLC (WBE)  
 BROOKVIEW HOUSE, INC. (M/NPO)  
 BROWN RICHARDSON & ROWE, INC. (WBE)  
 BRYANT ASSOCIATES, INC. (MBE)  
 BRYANT WILLIAMS PAINTING COMPANY (MBE)  
 BSST SOFTWARE GROUP, INC. D/B/A: BOSTON GROUP, THE (MBE)  
 BTB CONSTRUCTION, INC. (PBE+)  
 BUCKY SPARKLE D/B/A: THE ZENGINEER (MBE)  
 BULLDOG, INC. (WBE)  
 BUYER ADVERTISING, INC.# (WBE)  
 BYTESTREAM SOFTWARE TECHNOLOGIES, INC. (MBE)  
 C & A CONSTRUCTION COMPANY, INC. (PBE+)  
 C & C CONSULTING ENGINEERS, LLC (MBE)  
 C & J FARRAR, INC. D/B/A: EDIBLE ARRANGEMENTS 769 (M/WBE\*)  
 C T S SERVICES, INC. (WBE)  
 C&C JANITORIAL SUPPLIES, INC. (P/WBE+)  
 C.E. COMMUNICATION SERVICES, INC. (WBE)  
 C.F. MEDICAL, INC. (WBE)  
 C.M. CLEANING COMPANY, INC. (WBE)  
 C.V.D. PAVING, CORP. (MBE)  
 CADAN CORPORATION (WBE)  
 CALENDAR PRESS, INC.# (WBE)  
 CAM OFFICE SERVICES, INC.# (M/WBE)  
 CAMBRIDGE BIOMEDICAL RESEARCH GROUP, INC. (WBE)  
 CAMBRIDGE COMMUNITY CENTER, INC. (M/NPO)  
 CAPACCIO ENVIRONMENTAL ENGINEERING, INC. (WBE)  
 CAPE ANN TRANSPORTATION OPERATING COMPANY (MBE)  
 CAPEWAY ROOFING SYSTEMS, INC. (PBE+)  
 CARACAS CONSTRUCTION CORPORATION (MBE)  
 CARDUCCI DESIGN GROUP, INC. (WBE)  
 CARIBBEAN FOUNDATION OF BOSTON, INC., THE (M/NPO)  
 CARING HEALTH CENTER, INC. (M/NPO)  
 CARL-LOUIS & CO., INC. (MBE)  
 CAROLINE & COMPANY (WBE)  
 CAROL'S LIGHTING & SUPPLY COMPANY (M/WBE)  
 CASA MYRNA VAZQUEZ, INC. (W/NPO)  
 CASTLE GROUP, INC., THE (WBE)  
 CAUSEMEDIA, INC. D/B/A: MORE ADVERTISING (M/WBE)  
 CAVALIER COACH, CORP. (WBE)  
 CCK2 CLEANING SERVICES (M/WBE)  
 CDW CONSULTANTS, INC. (M/WBE)  
 CEC BUSINESS SOLUTIONS, INC.# (M/WBE)  
 CENTER FOR HUMAN DEVELOPMENT, INC. (W/NPO)  
 CENTER FOR SOCIAL INNOVATION, LLC (WBE)  
 CENTER OF HOPE FOUNDATION, INC. F/K/A: SOUTHERN WORCESTER COUNTY, ARC, INC. (WBE)  
 CENTRAL MASSACHUSETTS AREA HEALTH EDUCATION CENTER, INC. (W/NPO)  
 CENTRO COMMUNAL HISPANO, INC. D/B/A: CENTRO LAS AMERICAS (M/NPO)  
 CERTIFIED CONNECTIONS, INC.# (MBE)  
 CGKV ARCHITECTS, INC. (MBE)  
 CHAN MOCK ARCHITECTS, LLC (MBE)  
 CHAPMAN CONSTRUCTION GROUP, INC. (WBE)  
 CHARDONNAY DIALYSIS, INC. (WBE)  
 CHARLES GEORGE COMPANIES, INC. (WBE)  
 CHARTER CONTRACTING COMPANY, LLC# (MBE)  
 CHASE LANDSCAPE, INC. (WBE)  
 CHB EXCAVATION, INC. (MBE)  
 CHEMGENES INC. (MBE)  
 CHICOPEE INDUSTRIAL CONTRACTORS, INC. (WBE)  
 CHILDREN'S SERVICES OF ROXBURY, INC. (M/NPO)

CHRISTINE R. MILLER D/B/A: OCEANS PROMOTIONS (WBE)  
 CINNAMON FERN ENVIRONMENTAL DESIGN & CONSTRUCTION (WBE)  
 CITY ENTERPRISE, INC. (M/WBE)  
 CITY FRESH FOODS, INC. (MBE)  
 CITY POINT PARTNERS, LLC (WBE)  
 CITYSCAPES PLANTCARE, INC. (WBE)  
 CK FLOORING SOLUTIONS, INC. (WBE)  
 CLEAN TECH SYSTEMS, INC. (MBE)  
 CODMAN SQUARE HEALTH CENTER, INC. (M/NPO)  
 COGHLIN ELECTRICAL CONTRACTORS, INC. (WBE)  
 COGHLIN NETWORK SERVICES, INC. (WBE)  
 COLLINS-CROCHIERE CONSTRUCTION SERVICES, INC. (WBE)  
 COLONIAL SYSTEMS, INC. (WBE)  
 COLONY DRYWALL, INC. (PBE+)  
 COMMERCIAL CLEANING SERVICE, INC. (WBE)  
 COMMON SENSE ENVIRONMENTAL, INC. (WBE)  
 COMMUNICATION VIA DESIGN, LTD. (WBE)  
 COMMUNITY ACTION OF THE FRANKLIN HAMPSHIRE AND NORTH QUABBIN REGIONS (W/NPO)  
 COMMUNITY HEALTH PROGRAMS, INC. (W/NPO)  
 COMMUNITY OUTCOMES, LLC (WBE)  
 COMMUNITY REHAB CARE, INC. (WBE)  
 COMPASS RESTORATION SERVICES, LLC (PBE+)  
 COMPETITIVE EDGE SERVICES, LTD. (WBE)  
 COMPLETE CLEANING SYSTEM, LLC (MBE)  
 COMPU-CALL, INC. (WBE)  
 COMTRONICS CORPORATION# (WBE)  
 CONCORD INFORMATION SYSTEMS, LLC (WBE)  
 CONNECTICUT DRYWALL FINISHING, INC. (WBE)  
 CONVENTURES, INC. (WBE)  
 COOLSOFT, LLC (MBE)  
 COPLEY WOLFF DESIGN GROUP, INC. (WBE\*)  
 CORPORATE ELECTRIC & ALARMS, INC. (MBE)  
 CORPORATE ENVIRONMENTAL ADVISORS, INC.# (WBE)  
 CORPORATE MECHANICAL, INC. (WBE\*)  
 CORPORATE SPACES, INC. D/B/A: CSI FULLMER# (SDVOBE)  
 CORRECTIONAL PSYCHIATRIC SERVICES, P.C. (MBE)  
 COSTA BROTHERS MASONRY, INC. (PBE+)  
 COSTA'S TRUCKING, INC. (PBE+)  
 CP INDUSTRIES, LLC (WBE)  
 CQ FLUENCY, INC. (M/WBE)  
 CR ENVIRONMENTAL, INC. (WBE)  
 CRABTREE MCGRATH ASSOCIATES, INC. (PBE+)  
 CRACK-SEALING, INC. (WBE)  
 CREATIVE IMPRESSIONS, INC. (WBE)  
 CREATIVE TOUCH DESIGNS, LLC (WBE)  
 CRONIN TRUCKING & EXCAVATION, INC. (WBE)  
 CROSS CULTURAL COMMUNICATION SYSTEMS, INC. (P/WBE+)  
 CROSSLAND GROUP LTD, THE (WBE)  
 CRUZ MANAGEMENT CO., INC. (MBE)  
 CSL, INC. (P/WBE+)  
 CSW, INC. (WBE)  
 CUSTOM COMMUNICATION, LLC (WBE)  
 CUSTOM COPPER AND SLATE, LTD. (MBE\*)  
 CUSTOM DRYWALL, INC. (WBE)  
 CUSTOM STITCH, LLC (WBE)  
 CUTTING EDGE ENVIRONMENTAL, INC. (WBE)  
 CUTTING EDGE INSTALLATIONS INCORPORATED (WBE)  
 D & A STEEL, INC. (WBE)  
 D & F AFONSO BUILDERS, INC. (PBE+)  
 DAGLE ELECTRICAL CONSTRUCTION CORP# (WBE)  
 DANIEL G SILVA D/B/A: D SILVA TRUCKING (MBE)  
 DATASYS CORPORATION (WBE)  
 DAVEN CORP. (WBE)  
 DAVISKELLY, LLC (WBE)  
 DAVISKELLY, LLP F/K/A: RANDALL S. DAVIS & COMPANY, LLP (MBE)  
 DB HEALTHCARE, INC.# (MBE)  
 DE PRIZIO AND CONSTRUCTION COMPANY, INC# (SDVOBE)  
 DEBORA BLOOM ASSOCIATES (WBE)  
 DEBRA BLATT D/B/A: GROUP RESTORATION (WBE)  
 DELTAMINE, INC. (M/WBE)  
 DELUCCA FENCE COMPANY, INC. (WBE)  
 DERBLEIN WORLDWIDE, INC. (WBE)  
 DEPAOLI MOSAIC COMPANY, INC. (WBE)  
 DEPENDABLE MASONRY CONSTRUCTION COMPANY, INC. (MBE)  
 DERBY ASSOCIATES, INC. (WBE)  
 DERENZY DOCUMENT SOLUTIONS, INC. (WBE)

DESIGN PRINCIPLES, INC. (WBE)  
 DESPERINI CONTRACTING GROUP, INC. (MBE)  
 DETOUR CONSTRUCTION, LLC (PBE+)  
 DEWEY SERVICE CORP. (MBE)  
 DIETZ & COMPANY ARCHITECTS, INC. (WBE)  
 DIMOCK COMMUNITY HEALTH CENTER (M/NPO)  
 DINING IN THE LIGHT, INC. D/B/A: EASTERN FOOD SAFETY (WBE\*)  
 DIVERSIFIED MARKETING GROUP, LLC# (WBE)  
 DIVERSITY STUDIO, INC. (WBE)  
 DK CONSULTING, LLC (WBE)  
 DL WAREHAM, INC. D/B/A: FIRST CALL TRUCKING & COURIER (WBE)  
 DOCUMENT TECHNOLOGIES, INC.# (WBE)  
 DOLPHIN RESOURCE GROUP, INC. (WBE)  
 DON MARTIN CORPORATION (MBE)  
 DORIS O. WONG ASSOCIATES, INC.# (M/WBE)  
 DOUGLAS STEWARD COMPANY, INC (WBE\*)  
 DOUGLAS FLOORING INC. D/B/A: AMERICAN FLOORING UNITED (WBE)  
 DOWN HOME DELIVERY & CATERING (MBE)  
 DP ASPHALT, INC. (WBE\*)  
 DPV TRANSPORTATION, INC. (MBE)  
 DRAIN SHOOTER, INC. (WBE)  
 DUSEAU TRUCKING, LLC (WBE)  
 DYNAMIC JANITORIAL CLEANING, INC. (M/WBE)  
 DYNAMIC SCHEDULING SOLUTIONS, INC. (WBE)  
 E ALVES CLEANING SERVICE# (P/WBE+)  
 E L WATERMAN, INC. (WBE)  
 E.T.&L. CORP. (WBE)  
 EARLYBIRD POWER, LLC (MBE)  
 EAST COAST PETROLEUM (WBE\*)  
 EAST COAST SYSTEMS ENGINEERING (WBE)  
 EASTERN BAG & PAPER COMPANY, INC. D/B/A: EBP SUPPLY SOLUTIONS# (WBE)  
 EASTWIND CORPORATION (MBE)  
 ECO WASTE DISPOSAL & CONTAINER STORAGE, INC. (MBE)  
 ECONOMIC MOBILITY PATHWAYS, INC. (W/NPO)  
 EDINBURG CENTER, INC., THE (W/NPO)  
 EDM CONSTRUCTION, INC. (WBE)  
 EDWARD M. KENNEDY COMMUNITY HEALTH CENTER, INC. (W/NPO)  
 EES SILVER, LLC D/B/A: HOMEWATCH CAREGIVERS (WBE)  
 EINSTEIN'S SOLUTIONS, INC. (WBE)  
 ELECTRICAL CONSTRUCTION SERVICES, LLC (PBE+)  
 ELIZABETH STONE HOUSE, INC., THE (M/NPO)  
 ELLCO PROMOTIONS, INC. (WBE)  
 ELLIS PAINTING, INC. (MBE)  
 EMERALD EXCAVATING CO, INC. (WBE)  
 EMILY ROTHSCHILD D/B/A: ROTHSCHILD & ASSOCIATES (WBE)  
 EMILY SPER D/B/A: BLUE IRIS DESIGN (WBE)  
 ENCOMPASS PREMIUMS & APPAREL (WBE)  
 ENCORE CONTRACTING SERVICES, INC. (MBE)  
 ENCORE IMAGES, INC. (WBE)  
 ENVIRONMENTAL INTEGRITY COMPANY, LLC (MBE)  
 EOS APPROACH, LLC D/B/A: PROSHRED SECURITY (WBE)  
 EPATH LEARNING, INC. (MBE)  
 EPS CONSULTING GROUP, LLC (M/WBE)  
 ESENSE INCORPORATED (MBE)  
 ESSEX NEWBURY NORTH CONTRACTING CORPORATION (MBE)  
 ETEAM, INC. (MBE)  
 EVERETT APPLIANCE SERVICE (MBE)  
 EXCEL NURSING SERVICES, INC. (WBE)  
 F C CONSTRUCTION CORPORATION (PBE+)  
 F L & A TRANSPORTATION COMPANY, INC. (MBE)  
 FABIANO OIL CORP. (WBE)  
 FAIRFAX DATA SYSTEMS, INC. (MBE)  
 FEDERAL CONCRETE, INC. (WBE)  
 FELICITY HARDEE LAW PRACTICE (MBE)  
 FERNANDES MASONRY, INC. (PBE+)  
 FERNANDEZ & ASSOCIATES (MBE)  
 FERREIRA CONCRETE FORMS, INC. (PBE+)  
 FERREIRA TOWING, INC. (WBE)  
 FIBER OPTIC INTERCONNECT SOLUTIONS, INC. (WBE)  
 FIBER OPTIC SPLICING & TESTING, INC. (WBE)  
 FILLION ASSOCIATES, INC. (WBE)  
 FILLION'S LANDSCAPING, INC. (WBE)  
 FIRECODE DESIGN, LLC (M/WBE)  
 FIRSTWORLD USA, INC. D/B/A: TERMINAL EXCHANGE SYSTEMS (MBE)  
 FISHER CONTRACTING CORPORATION (M/WBE)  
 FITZHUGH & MARIANI, LLP (MBE\*)

FLETCHER SEWER & DRAIN, INC. (WBE)  
 FLUOROLITE PLASTICS, INC. (WBE)  
 FOLAN WATERPROOFING & CONSTRUCTION COMPANY, INC. (WBE)  
 FORT HILL COMPANIES, LLC# (SDVOBE)  
 FORTRESS, INC. D/B/A: FORTRESS EMERGENCY PREPAREDNESS SERVICES (MBE)  
 FOWLER PRINTING & GRAPHICS, INC. (WBE)  
 FRASER ENGINEERING COMPANY, INC. (WBE)  
 FRONT LINE, INC. (WBE)  
 FT. HILL SIGN PRODUCTS COMPANY (WBE)  
 FULLERTON ENGINEERING CONSULTANTS, INC. (MBE)  
 FURNITURE SYSTEMS MANAGEMENT, INC. (WBE)  
 G & M VALUATION (WBE)  
 G A BLANCO & SONS, INC.# (MBE)  
 GANDARA MENTAL HEALTH CENTER, INC. (M/NPO)  
 GANGI PRINTING, INC.# (WBE)  
 GARCIA, GALUSKA & DESOUSA, INC. (PBE+)  
 GENERAL AIR CONDITIONING & HEATING, INC. (MBE)  
 GENESIS MEDICAL PRODUCTS, INC. (WBE)  
 GEOLOGIC-EARTH EXPLORATION, INC. (WBE)  
 GEOTECHNICAL PARTNERSHIP, INC. (WBE)  
 GEOTEK ENGINEERING, INC. (WBE)  
 GILLETTE RESTAURANT EQUIPMENT, INC. (WBE)  
 GIRLS INCORPORATED OF LYNN (W/NPO)  
 GLOBAL BLUE DVBE INC. (SDVOBE)  
 GLOBAL CAPITAL (WBE)  
 GLOBAL CARE PROVIDERS, LLC (MBE)  
 GLOBAL LINK LANGUAGE SERVICES, INC. (WBE)  
 GO GREEN SOLUTIONS, INC. (M/WBE)  
 GOMES CONSTRUCTION COMPANY, INC. (P/WBE+)  
 GOSS & MCLAIN INSURANCE AGENCY (WBE)  
 GOULD-SHERWOOD CONSULTING, LLC (WBE)  
 GOVERNOR'S GARDEN (WBE)  
 GP3 DESIGN (MBE)  
 GRANITE CITY ELECTRIC SUPPLY COMPANY, INC.# (WBE)  
 GRANITE PRINT, LLC (WBE)  
 GREATER BOSTON CHINESE GOLDEN AGE CENTER, INC. (M/NPO)  
 GREATER LAWRENCE FAMILY HEALTH CENTER, INC. (W/NPO)  
 GREEN CASTLE BUSINESS SOLUTIONS, LLC (MBE)  
 GREEN INSULATION, INC. (WBE)  
 GREEN INTERNATIONAL AFFILIATES, INC. (MBE)  
 GREEN SEAL ENVIRONMENTAL, INC. (M/WBE)  
 GREENFIELD GLASS CO, INC. (WBE)  
 GREENOUGH PACKAGING & MAINTENANCE SUPPLIES, INC.# (P/WBE+)  
 GRI ENGINEERING & DEV. (MBE)  
 GRIMES OIL CO., INC. (MBE)  
 GROUND, INC. (WBE)  
 GT EXCAVATING CORPORATION (WBE)  
 GUARDIAN HEALTHCARE, LLC (M/WBE)  
 GUSTIN ADVERTISING ASSOCIATES, INC. (WBE)  
 GUSTIN ADVERTISING GROUP, INC. (WBE)  
 GUY BROWN MANAGEMENT, LLC (MBE)  
 H B WELDING, INC. (WBE)  
 H&A STEEL, LLC (MBE)  
 H.M. NUNES & SONS CONSTRUCTION, INC. (P/WBE+)  
 HANDS-FREE COMMUNICATIONS (WBE)  
 HARBOR CONNECTIONS, INC.# (WBE)  
 HARBOR HEALTH SERVICES, INC. (M/W/NPO)  
 HARRIS MILLER MILLER & HANSON, INC. D/B/A: HMMH (WBE)  
 HAWKINS POINT PARTNERS, LLC (WBE)  
 HCH ENTERPRISES, LLC (MBE)  
 HEALTH IMPERATIVES, INC. (W/NPO)  
 HEALTH QUARTERS (W/NPO)  
 HEALTHDATAVIZ, LLC (WBE)  
 HECK ELECTRIC, LLC (MBE)  
 HELCO SAFETY EQUIPMENT CORPORATION (WBE)  
 HELP SERVICES NETWORK, INC. (M/NPO)  
 HENRY F OWENS, INC. (MBE)  
 HENRY GENERAL CONTRACTORS, INC. (MBE)  
 HERITAGE CONSTRUCTION & SUPPLY (WBE)  
 HICKS AUTO BODY, INC. (MBE)  
 HIGHGROUND TECHNOLOGIES, INC (SDVOBE)  
 HIRE PARTNERSHIP, LLC (M/WBE)  
 HISPANIC RESOURCES, INC. (M/NPO)  
 HOLLISTER ASSOCIATES, INC. (WBE)  
 HOLLISTER STAFFING (WBE)

HOLM & ASSOCIATES, INC. (WBE)  
HOLMBERG & HOWE, INC. (WBE)  
HOLYOKE HEALTH CENTER, INC. (M/NPO)  
HOME HEALTH RESOURCES, INC. (WBE)  
HORIUCHI SOLIEN, INC. (M/WBE)  
HORIZON SERVICES CORPORATION (MBE)  
HORTICULTURAL DNA, INC. (MBE)  
HORTON LEES BROGDEN LIGHTING DESIGN, INC. (WBE)  
HOW'S WORK, INC. (WBE)  
HUB GLASS SERVICES, INC.# (WBE)  
HURST LANDSCAPING, INC. (MBE)  
ICE WORLDWIDE, LLC (WBE)  
ICON ARCHITECTURE, INC. (WBE)  
IDEA AGENCY INC. (WBE)  
IDS HIGHWAY SAFETY, INC. (WBE)  
IMMI INTERNATIONAL MARKETING MANAGEMENT, INC. (M/WBE)  
IMPRINT EXPRESS, INC. (WBE)  
INDUSTRIAL HEAT TREATING, INC. (WBE)  
INFINART, INC. (WBE)  
INNOVATEI, INC.# (M/WBE)  
INNOVATIONS GROUP, INCORPORATED, THE (WBE)  
INNOVATIVE SAFETY SERVICES, INC. (WBE)  
INQUILINOS BORICUAS EN ACCION, INC. (M/NPO)  
INSIDE OUT COMMUNICATIONS, INC. (M/WBE)  
INSURANCEONE INSURANCE AGENCY, INC. D/B/A: WEST INSURANCE AGENCY, INC. (MBE)  
INTERCONNECT COMPUTER CABLING SERVICES, INC. (WBE)  
INTERGLOBAL COMMUNICATION GROUP, LLC (MBE)  
INTERIOR RESOURCES GROUP, LLC (WBE)  
INTERIOR RESOURCES OF NEW ENGLAND (WBE)  
INTERNATIONAL HEALTH SERVICES, INC. (WBE)  
INTOTALITY, INC. (M/WBE)  
IT MANTRA, LLC (M/WBE)  
IZ SCHWARTZ APPLIANCE WAREHOUSE, INC. (WBE)  
J & J CONSTRUCTION ARCHITECTURAL WOODWORKING, INC. (MBE)  
J & J DRIVING SCHOOL AND LOGISTICS, INC. (MBE)  
J & P GRAPHICS, INC. (MBE\*)  
J & S CONCRETE PUMPING AND GROUTING, INC. (WBE)  
J & S LANDSCAPING, INC. (WBE)  
J C ELECTRIC, INC. (MBE)  
J COUGLER, INC. (WBE)  
J F SHINE MECHANICAL, INC. (WBE)  
J PARKER GROUP, LLC, THE (MBE\*)  
J REGO TRUCKING, INC. (WBE)  
J TROPEANO, INC. (WBE)  
J&L CABLE T.V. SERVICES, INC. (P/WBE+)  
J. L. ENTERPRISES, INC. (WBE)  
J. L. RAYMAAKERS & SONS, INC. (WBE)  
J.A.J. TILE COMPANY, INC. (WBE)  
JACKSON GLASS, INC. (WBE)  
JACQUELINE ELECTRIC AND CONTRACTING, INC. (WBE)  
JAKE NELLY AND ASSOCIATES (MBE)  
JAMES GALVIN ELECTRIC COMPANY, INC.# (WBE)  
JANIE FREEDMAN LAW, LLC (WBE)  
JASON TRUCKS, INC. (MBE)  
JASONICS SECURITY CORPORATION (WBE)  
JAYDE CORPORATION (MBE)  
JAZZY SPORTSWEAR PROMOTIONAL CO.# (MBE)  
JBL CONSTRUCTION CO., INC. (PBE+)  
JENNE DISTRIBUTORS (WBE)  
JEREZ, LLC (M/WBE)  
JHT ASSOCIATES, INC. (WBE\*)  
JIMENEZ & SON CONSTRUCTION CO., INC. (MBE)  
JIM FISKE ENVIRONMENTAL (WBE)  
JO ANN BENTLEY ARCHITECT, INC. (WBE)  
JOAN B. HONIG (WBE)  
JOANNE FRANKLIN, INC. (WBE)  
JOHN B. CRUZ CONSTRUCTION CO., INC. (MBE)  
JOHN GALT STAFFING, INC. (WBE)  
JOHN K. DIETRICH & ASSOCIATES, INC. D/B/A: CLASSIC GRAPHX (WBE)  
JOHN LATKA & CO. (WBE)  
JOHN LEONARD EMPLOYMENT SERVICES, INC. (WBE)  
JOHNSON & HILL STAFFING SERVICES, INC. (WBE)  
JOHNSON LUMBER CO., INC. (WBE)  
JOS HEALTHCARE STAFFING, INC. (MBE)  
JOSEPH COHN & SON, INC. (WBE\*)

JP ADVERTISING, INC. (WBE)  
JRL CONSTRUCTION, INC. (SDVOBE)  
JUAN VALERA D/B/A: GIBBS AUTO SERVICE# (MBE)  
JULES CATERING, INC.# (WBE)  
JUST-A-START CORPORATION (W/NPO)  
JUSTICE RESOURCE INSTITUTE (W/NPO)  
JYL TRANSPORTATION, INC. (WBE)  
K DAPONTE CONSTRUCTION CORPORATION (PBE+)  
KADRE HEALTH SOLUTIONS INC. (WBE\*)  
KAPPA MAPPING, INC.# (WBE)  
KAREN L. STACEY D/B/A: KREATIVE LEARNING SOLUTIONS (WBE)  
KEANE FIRE & SAFETY EQUIPMENT CO., INC.# (WBE)  
KEMPER CORPORATION# (WBE)  
KENNEY MASONRY, LLC (WBE)  
KEVILLE ENTERPRISES, INC. (WBE)  
KIDSTERRAIN, INC. (WBE)  
KIESSLING TRANSIT, INC. (WBE)  
KITTRIDGE EQUIPMENT COMPANY, INC. (WBE)  
KLN LOGISTICS CORP. D/B/A: AIT WORLDWIDE LOGISTICS (M/WBE)  
KNF&T, INC. (WBE)  
KOOL, INK., LLC D/B/A: SIR SPEEDY PRINTING OF BLOOMFIELD (MBE)  
KREATE AND PRINT, INC. (M/WBE)  
KROKIDAS & BLUESTEIN, LLP (WBE)  
KT & T DISTRIBUTORS, INC. (MBE)  
L & L CONTRACTING, INC. (WBE)  
L A L CONSTRUCTION COMPANY, INC. (PBE+)  
L J ROGERS, INC. (WBE)  
LADYBUG PEST CONTROL SERVICES, INC. (WBE)  
LAHLAF GEOTECHNICAL CONSULTING, INC. (MBE)  
LAILONNIE J. KEENE D/B/A: KEENKUT LANDSCAPING (WBE)  
LANCASTER PACKAGING, INC.# (M/WBE)  
LANCO SCAFFOLDING, INC. (MBE)  
LANGUAGE BRIDGE, LLC (WBE)  
LASER KARE TECHNOLOGY, INC. (WBE)  
LASER TECHNOLOGIES SERVICE, INC. (MBE)  
LAUFER AND ASSOCIATES, INC. (WBE)  
LAWRENCE TRAINING SCHOOL, INC. (M/WBE)  
LC SYSTEMS (WBE)  
LEAD IT CORPORATION (M/WBE)  
LEMOI ERECTORS, INC. (WBE\*)  
LENA SAETRE GRANT D/B/A: THE RED APPLE (WBE)  
LESLIE & COMPANY - SOLUTIONS IN PRINTING (WBE)  
LESLIE E ROBERTSON ASSOCIATES, RLLP (M/WBE)  
LEXICON ENERGY CONSULTING, INC. (WBE)  
LIBERTY PRINTING CO., INC., THE (WBE)  
LIGHTHOUSE MASONRY, INC. (PBE+)  
LIGHTHOUSE PLACEMENT SERVICES, LLC (WBE)  
LIM CONSULTANTS, INC. (M/WBE)  
LIN ASSOCIATES, INC. (MBE)  
LINA CIUFFO CONSTRUCTION CORPORATION (M/WBE)  
LOGISTICO, LLC (MBE)  
LOGISTICS CONCEPTS & RFID STRATEGIES, INC. (SDVOBE)  
LONG BAY SERVICES, INC. (M/WBE)  
LUB-O-LINE INDUSTRIAL OIL CO., INC. (WBE)  
LUDLOW CONSTRUCTION COMPANY, INC. (PBE+)  
LY CONSULTING ENGINEERS, INC. (MBE)  
LYNCH ASSOCIATES, INC. (WBE)  
LYNN COMMUNITY HEALTH, INC. (W/NPO)  
LYNN LADDER & SCAFFOLDING CO., INC. (WBE)  
M & M CONTRACT CLEANING, INC. (MBE)  
M & R CONSULTANTS CORP. (MBE)  
M G DENSON ELECTRICAL SERVICES, INC. (MBE)  
M R ENTERPRISES, INC. (WBE)  
M&S CLEANING SERVICE, LLC# (MBE)  
M. FRANK HIGGINS & CO., INC. (WBE)  
M. MCHATTEN CONSULTING, LLC (WBE)  
M.E. O'BRIEN & SONS, INC. (WBE)  
MA WASTE SYSTEMS, LLC (WBE\*)  
MADISON PARK DEVELOPMENT CORPORATION# (MBE)  
MAESTRI CONSULTANTS, INC. (WBE)  
MAGIC SPOON, THE (WBE)  
MALLORY HEADSETS, INC.# (M/WBE)  
MANET COMMUNITY HEALTH CENTER, INC. (W/NPO)  
MARIA FALLON ELECTRICAL SERVICES, LLC (M/WBE)  
MARK E. MEACHAM, INC. D/B/A: MEACHAM HEATING COOLING AND ENERGY SOLUTIONS (WBE)  
MARKET MENTORS, LLC (WBE)

MARKINGS, INC. (WBE)  
MARMELO BROS. CONSTRUCTION CO., INC. (PBE+)  
MARQUIS DESIGN, INC. (WBE)  
MASS ECONOMICS, LLC# (WBE)  
MASS JANITORIAL SUPPLIES, INC. (M/WBE)  
MASSACHUSETTS PC SERVICES, INC. (MBE)  
MASSACHUSETTS REPRO LTD (WBE)  
MATAPAN COMMUNITY HEALTH CENTER (M/NPO)  
MAYFLOWER MAIDS, INC.# (WBE)  
MCRAE HILL CORPORATION# (M/WBE)  
MCSORLEY-KERY DESIGN (WBE)  
MEDIEROS HYDROSEEDING & LANDSCAPING CONSTRUCTION, INC. (PBE+)  
MEDUVI (M/WBE)  
MELISSA GILROY, CPA (WBE)  
MELO'S RODBUSTERS, INC. (P/WBE+)  
MENTAL HEALTH ASSOCIATION, INC. (W/NPO)  
MERRIMACK VALLEY TRAUMA SERVICES, INC. (WBE)  
METRO EQUIPMENT CORP. (WBE)  
METROPOLITAN HOME HEALTH SERVICES, INC. (WBE)  
MG PRODUCTS, LLC# (WBE)  
MICHELE VAN BUREN KIEFER D/B/A: CAYUGA COMMUNICATIONS (WBE)  
MIDTOWN HOME HEALTH SERVICES, INC. (M/WBE)  
MIKE ANDRADE CONSTRUCTION COMPANY (MBE)  
MIKYOUNG KIM DESIGN, LLC (M/WBE)  
MILHENCH, INC. D/B/A: MILHENCH SUPPLY (WBE)  
MILL CITY ENVIRONMENTAL CORPORATION (MBE)  
MILLENNIUM PRINTING CORPORATION (WBE)  
MINI WAREHOUSING, INC. (PBE+)  
MINUTEMAN TRUCKS, INC.# (MBE)  
MISTURA INTERIOR DESIGN, INC.# (WBE)  
MJH COMMUNICATIONS (WBE)  
MJM CONSTRUCTION CORP., INC. (PBE+)  
MLM STRATEGIES, LLC (WBE)  
MNJ TECHNOLOGIES DIRECT, INC. (WBE)  
MODERN AUTO GLASS, LLC# (WBE)  
MODULEASE CORPORATION (WBE)  
MOHARDESIGN, LLC (WBE)  
MOLARI, INC. D/B/A: MOLARI EMPLOYMENT AND HEALTH CARE SERVICES (WBE)  
M-O-N LANDSCAPING, INC. (PBE+)  
MONAHAN GROUP, INC. (THE) (WBE)  
MONICA NG AND ASSOCIATES INC. (WBE\*)  
MOURA'S CLEANING SERVICE, INC. (PBE+)  
MP SOLUTIONS, INC. (WBE)  
MSG STAFFING, INC. (MBE)  
M-V ELECTRICAL CONTRACTORS, INC. (PBE+)  
MY MARKETING SOLUTIONS, INC. (WBE)  
N L CONSTRUCTION, INC. (WBE)  
NAUGHTON ENERGY CORP (M/WBE)  
NEED-A-LIFT MEDI VAN, INC. (WBE)  
NET PAC INTERNATIONAL, LLC (M/WBE)  
NETCABLESPLUS, INC. (MBE)  
NEUTRAL POSTURE, INC. (WBE)  
NEW BEDFORD PEST CONTROL, INC. (WBE)  
NEW ENGLAND CONCRETE SERVICES, INC. (PBE+)  
NEW ENGLAND DIE CUTTING, INC. (WBE)  
NEW ENGLAND OFFICE SUPPLY INC.# (M/WBE)  
NEW ENGLAND PROFESSIONAL SYSTEMS, INC. (WBE)  
NEWSTAMP LIGHTING, CORP. (WBE)  
NEWTON DISTRIBUTING COMPANY, INC. (WBE)  
NEXT LEVEL PROMOTIONS, LLC (WBE)  
NITSCH ENGINEERING, INC. (WBE)  
NOBSCOTT SUPPLY COMPANY (WBE)  
NORFOLK POWER EQUIPMENT, INC.# (WBE)  
NORTH SHORE STEEL COMPANY, INC. (MBE)  
NORTH SUFFOLK MENTAL HEALTH ASSOCIATION, INC. (W/NPO)  
NORTHEAST ENVIRONMENTAL LABORATORY, INC. (WBE)  
NOVEL IRON WORKS, INC. (WBE)  
NOVER-ARMSTRONG ASSOCIATES, INC. (WBE)  
NS CONTRACTING CO., INC. (M/WBE)  
NSK & ASSOCIATES, INC. (WBE)  
NU-CHECKER INC., D/B/A: RED CAB (M/WBE)  
NWN CORPORATION (WBE\*)  
OAK SQUARE RESOURCES, LLC (WBE)  
ONE WORLD LOGISTICS, INC. D/B/A: MAINFREIGHT (WBE)

ON-LINE COMPUTER PRODUCTS INC# (WBE)  
ON-SITE PRINTING AND COPYING, INC. (MBE\*)  
ON-TIME PAYROLL SERVICES, LLC (WBE)  
OPEN BOOK SYSTEMS, INC. (WBE)  
OSBORNE B GAUGH, INC. (WBE)  
OUTKAST ELECTRICAL CONTRACTORS, INC. (MBE)  
OVERTURE PARTNERS, LLC (WBE)  
P L JONES & ASSOCIATES, PC (WBE)  
P L KRYNICKI INSURANCE AGENCY (WBE)  
P&W ENTERPRISES, LLC D/B/A: IMAGE RESOLUTIONS (WBE)  
P.A.W., INC. (WBE)  
P31 INCORPORATED (M/WBE)  
PACELLA ENTERPRISES, INC. (WBE)  
PALMER TRAILER SALES CO., INC. (WBE)  
PAN ELECTRIC COMPANY, INC. (MBE)  
PARADISE COPIES, INC. (WBE)  
PARENTAL PRAKOP & ASSOCIATES INSURANCE AGENCY, INC. (WBE)  
PATHWAYS FOR CHANGE, INC. (W/NPO)  
PATIENT CENTERED MEDICAL CARE, INC. (M/WBE)  
PATRIOT PETROLEUM, INC.# (WBE)  
PATRIOT TRAFFIC, LLC (WBE)  
PAVAO CONSTRUCTION COMPANY, INC. (PBE+)  
PC TRUCKING, INC.# (WBE)  
PEABODY PROPERTIES, INC. (WBE)  
PEGASUS COURIER SERVICE, INC. (MBE\*)  
PEOPLESERVE PRS, INC. (WBE\*)  
PERFORMANCE TRANS., INC. (WBE)  
PEST END, INC. (WBE)  
PIERSON COMPUTING CONNECTION, INC. (WBE)  
PJ MECHANICAL, LLC (WBE)  
PJ SYSTEMS, INC. D/B/A: HIQ COMPUTERS# (MBE)  
P.J'S PAINTING, INC. (MBE)  
PLANNING & DEVELOPMENT APPLICATIONS (WBE)  
PLAYFUL MINDS, LLC (WBE)  
POPULUS GROUP, LLC (MBE)  
POTENZA CONSTRUCTION COMPANY, LLC (MBE)  
POTTER'S PRINTING, INC. D/B/A: CAMBRIDGE OFFSET PRINTING (WBE\*)  
POWDER HORN PRESS, INC.# (WBE)  
POWER ENGINEERING CO., INC. (WBE)  
POWER PROMOTIONAL PRODUCTS (WBE\*)  
PRECISION ENGINEERING, INC. (WBE)  
PREFERRED CONTRACTORS, INC. (WBE)  
PREMIER ABATEMENT & LABOR SERVICES, INC. (MBE)  
PRESERVATION TECHNOLOGY ASSOCIATES (WBE)  
PRIDE ENVIRONMENTAL CONSTRUCTION, INC. (WBE)  
PRIME AE GROUP, INC. (MBE)  
PRINT & MORE ASSOCIATES, INC. (MBE)  
PRINT ASSOCIATES (WBE)  
PRINTER & FAX TECHNOLOGY, INC.# (MBE)  
PRINTER SUPPORT CORPORATION (WBE)  
PRISTINE ENGINEERS, INC. (MBE)  
PRO PAVING & EXCAVATING, INC. (PBE+)  
PROAV SYSTEMS, INC. (MBE)  
PRODUCTION LINE SUPPORT, INC. (MBE)  
PROFESSIONAL FIRE & SECURITY, INC. (WBE)  
PROFORMA PRINT & PROMOTIONAL SOLUTIONS (WBE)  
PROTAPE SPECIALTIES, INC. (WBE)  
PROVERB, LLC (MBE)  
PRO-WEST & ASSOCIATES, INC. (WBE\*)  
PRUDENTIAL DOOR & WINDOW, INC. (WBE)  
PRWT SERVICES, INC. (MBE)  
PUBLICALL TELECOMMUNICATIONS, INC. (M/WBE)  
PYRAMID TECHNOLOGY SERVICES, INC. (WBE)  
QUADRANT HEALTH STRATEGIES, INC. (WBE)  
QUALITY MATRIX, INC. (M/WBE)  
QUALITY PRINT (M/WBE)  
QUICK PRINT LTD., INC. D/B/A: QPL, INC., THE IMAGE GROUP# (WBE)  
QUINN CABLE TECHNOLOGY (WBE)  
QUINTANA ASSOCIATES, INC. (MBE\*)  
R M TECHNOLOGIES, INC. (MBE)  
R O U CONSTRUCTION, INC. (MBE)  
R. A. D. EMPLOYMENT SERVICES, INC. (WBE)  
R. A. MITCHELL CO., INC. (WBE)  
R.A. HAMMOND CONSTRUCTION CORPORATION (WBE)  
R.J. NARDONE CONSTRUCTION, INC. (WBE)  
RAMCO SURVEY STAKES CO., INC.# (WBE)

RANSFORD ENVIRONMENTAL SOLUTIONS, INC. (WBE)  
RAPPORT INTERNATIONAL, LLC (WBE)  
RAY HALUCH, INC. (WBE)  
RAZZ-M-TAZZ PROMOTIONS, LLC# (WBE)  
RBV AND SONS INCORPORATED (MBE)  
RCAP SOLUTIONS, INC. (W/NPO)  
READY TO RUN GRAPHICS (SDVOBE)  
REAL COOL PRODUCTIONS, INC. (WBE)  
REALE ASSOCIATES, INC. (WBE)  
REBARS & MESH, INC. (WBE)  
RED TECHNOLOGIES, LLC (WBE)  
REGINA VILLA ASSOCIATES, INC. (WBE)  
REGIS STEEL CORPORATION (MBE)  
REIDY ASSOCIATES (WBE)  
RESOURCE CONNECTION, INC. (THE) (WBE)  
RE-STREAM CO. (WBE)  
RICHARD W REID ELECTRICAL CO., INC.# (MBE)  
RICHARDSON ELECTRICAL COMPANY, INC. (WBE)  
RICKES ASSOCIATES, INC. (WBE)  
RISE & SHINE CONTRACT CLEANING & CONSULTATION SERVICES, INC. (M/WBE)  
RL CONTROLS, LLC (WBE)  
ROAD-WAY MAINTENANCE SERVICES, INC. (WBE)  
ROMEIRO'S LANDSCAPING, INC. (PBE+)  
ROXBURY TECHNOLOGY, LLC (M/WBE)  
ROYAL, P.C. (WBE)  
RSE ASSOCIATES, INC. (MBE)  
RTD LOGISTICS, LLC D/B/A: SKYCOM COURIER (MBE)  
RWM ENGINEERING, INC. (MBE)  
S & F CONCRETE CONTRACTORS, INC. (PBE+)  
S O S CORPORATION (WBE)  
SAHASRA TECHNOLOGIES CORP. (M/WBE)  
SAN, INC. D/B/A: OMNI DIGITAL PRINTERS (MBE)  
SAR ENGINEERING, INC. (MBE)  
SARGENT & ASSOCIATES (WBE)  
SAUGUS CONSTRUCTION CORPORATION (M/WBE)  
SAVIN PRODUCTS COMPANY, INC. (WBE)  
SAVVY STAFFING SOLUTIONS, LLC (WBE)  
SAY YES INSTITUTE (WBE)  
SCHEDULE DYNAMICS, INC. (WBE)  
SCHWARTZ HANNUM PC (WBE)  
SEACOAST ASPHALT SERVICES, INC. (WBE)  
SEALCOATING, INC. (MBE\*)  
SECURITY CONSTRUCTION SERVICES, INC. D/B/A: SECURITY FENCE CO. (WBE)  
SERAPHIC SPRINGS HEALTH CARE AGENCY, INC. (M/WBE)  
SERRANO & SERRANO CONSTRUCTION, INC. (M/WBE)  
SERVICENET, INC. (W/NPO)  
SHADLEY ASSOCIATES, P.C. (WBE)  
SHANAHAN SOUND & ELECTRONICS, INC. (WBE)  
SHAWNTech COMMUNICATIONS, INC.# (MBE)  
SHEKAR & ASSOCIATES, INC. (MBE)  
SHI INTERNATIONAL CORP. (M/WBE)  
SHRED KING CORPORATION# (WBE)  
SHRI MAHAVIR, INC. D/B/A: MINUTEMAN PRESS (M/WBE)  
SIGMA SYSTEMS, INC. (M/WBE)  
SIGN DESIGN, INC.# (WBE)  
SILVER SCREEN DESIGN, INC. (WBE)  
SIMONDS, INC.# (WBE)  
SIMOSCONSULTING, INC.# (WBE)  
SITE SPECIFICS, LLC (P/WBE+)  
SJB BAGELS MAKERS OF BOSTON, INC. (WBE)

SJB ENTERPRISES, INC. D/B/A: SANDRA NETWORK (WBE)  
SMART SOURCE TECHNOLOGIES, INC. (M/WBE)  
SMEAD MANUFACTURING COMPANY, (THE)# (WBE)  
SMI DEMOLITION, INC. (MBE)  
SMITH MARINE, INC. (WBE)  
SMITH, SULLIVAN & BROWN, P.C. F/K/A: SMITH SULLIVAN & COMPANY, P.C. (WBE)  
SOFTWARE HOUSE INTERNATIONAL (SHI) (M/WBE)  
SOIL EXPLORATION CORPORATION (WBE)  
SOLIDUS TECHNICAL SOLUTIONS, INC. (WBE)  
SOLOMON MCCOWN & COMPANY, INC. (WBE)  
SOLTRIX TECHNOLOGY SOLUTIONS, INC. (M/WBE)  
SOUTH COVE COMMUNITY HEALTH CENTER, INC. (M/NPO)  
SOUTH DARTMOUTH CONSTRUCTION, INC. (PBE+)  
SOUTH SHORE GENERATOR SERVICE, INC. (WBE)  
SOUTH SHORE PIPELINE SERVICES, INC. (WBE)  
SPANISH AMERICAN CENTER, INC. (M/W/NPO)  
SPECTRUM LIFE WORKS (WBE\*)  
SPINDLE CITY INSULATION, INC. (WBE)  
SPLIT EXCAVATING, INC. (WBE)  
SPOTLIGHT GRAPHICS, INC. (WBE)  
SPRINGFIELD DAY NURSERY CORPORATION D/B/A: SQUARE ONE (W/NPO)  
SPRINGFIELD PARTNERS FOR COMMUNITY ACTION, INC. (M/NPO)  
SRS CONTRACTORS, INC. (M/WBE)  
STADIUM OIL HEAT, INC. (WBE)  
STAFFORD CONSTRUCTION SERVICES, INC. (WBE)  
STANDARD MODERN COMPANY, INC. (WBE)  
STANLEY STREET TREATMENT AND RESOURCES, INC. (W/NPO)  
STAR BRIGHT BOOKS, INC.# (WBE)  
STAR BUILDING SERVICES, INC. (M/WBE)  
STARBURST PRINTING & GRAPHICS, INC. (MBE)  
STATE CLEANING SERVICE, INC. (WBE)  
STATEMENT OUTSOURCING, LLC (WBE)  
STEEER ENGINEERING, INC. (WBE)  
STEFURA ASSOCIATES, INC. (WBE)  
STELLAR SERVICES, INC. (MBE)  
STEPHENSON & BROOK COMPANY (WBE)  
STERLING BUSINESS PRODUCTS, INC. D/B/A: STERLING PRINTING (MBE)  
STEWART INTERNATIONAL, LTD. (WBE)  
STONE & BERG COMPANY, INC. (WBE)  
STONEHILL ENVIRONMENTAL (WBE\*)  
STRATEGIC ENVIRONMENTAL SERVICES, INC. (WBE)  
STRATEGIC RESOURCE GROUP, LLC (WBE)  
STRATEGIC THINKING GROUP# (WBE)  
STRATEGIS, LLC (M/WBE)  
STRATEGY MATTERS, LLC (WBE)  
STUDIO 207 (WBE)  
STULL & LEE, INC. (MBE)  
SUBURBAN SERVICE CORPORATION OF NORWOOD# (WBE)  
SUN SPECIALTIES, INC. (WBE)  
SUND STUDIO (WBE)  
SUPPLIES EXCHANGE SYSTEMS (MBE)  
SUPPORTIVE CARE, INC. (M/WBE)  
SUPRA OFFICE SOLUTIONS, INC. (MBE)  
SUPREME SAFETY, INC. (WBE)  
SUSAN KOHLER-GRAY MANAGEMENT CONSULTANTS (WBE)  
SWBAILEY CONSULTING, LLC (WBE)  
SWIFT STAFFING AGENCY, INC. (MBE)  
SYLVIA AND COMPANY INSURANCE AGENCY, INC. (WBE)  
T & J COMPUTER SERVICE, LLC (M/WBE)

T & T STEEL ERECTORS, INC. (MBE)  
T A C CONSTRUCTION CO., INC. (MBE)  
TAINO CONSULTING GROUP, LLC (MBE)  
TANGO CONSTRUCTION, INC. (MBE)  
TANISHA SYSTEMS, INC. (MBE)  
TANTAR CORP. D/B/A: OPTAMARK PRINTING & MARKETING (M/WBE)  
TAPESTRY HEALTH SYSTEM, INC. (W/NPO)  
TARA CONSTRUCTION, INC. (MBE)  
TAUNTON ELECTRICAL CORP (MBE\*)  
TAVARES, LLC (MBE)  
TAYLOR & BURNS, INC. (WBE)  
TAYLOR & LLOYD, INC.# (WBE)  
TAYLOR DAVIS LANDSCAPE COMPANY, INC. D/B/A: NORTHEAST ENVIRONMENTAL SOLUTIONS (WBE)  
TCOGNITION, INC. (MBE)  
TCS OF AMERICA ENTERPRISES, LLC (M/WBE)  
TECH NETWORKS OF BOSTON, INC.# (WBE)  
TECHPRO PUBLICATIONS (WBE)  
TECHQUISITE, INC.# (MBE)  
TFJ MANAGEMENT SERVICES# (MBE)  
THAYER DISTRIBUTION, INC.# (MBE)  
THE AULSON CO., INC. (SDVOBE)  
THE DOW COMPANY, INC. (MBE\*)  
THIRD SECTOR NEW ENGLAND, INC. (W/NPO)  
THOMPSON COMPANY, INC. (WBE)  
TIC BUSINESS CONSULTANTS, LTD (WBE)  
TITAN ROOFING COMPANY (MBE)  
TLC CLEANING & JANITORIAL SUPPLY CO., INC.# (WBE)  
TOBIN & SONS MOVING AND STORAGE, INC. (WBE\*)  
TODD TSIANG (MBE)  
TONY'S TRANSPORTATION, INC. (MBE)  
TOOLS UNLIMITED, INC. (WBE)  
TOPOLOGE, LLC (MBE)  
TOTAL MECHANICAL SERVICE CORP. (MBE)  
TOWERS GOLDE, LLC (WBE\*)  
TOWN SANITATION, INC. (WBE)  
TRAINING ASSOCIATES CORPORATION, THE# (WBE)  
TRAMM ELEVATOR COMPANY, INC. (MBE)  
TRANSFLUENCI, LLC (M/WBE)  
TRANSITION HOUSE, INC. (M/W/NPO)  
TRANSTEK ASSOCIATES, INC. (WBE)  
TRAVERS PRINTING, INC. (WBE)  
TRAVIS ASSOCIATES, INC. (WBE)  
TRILOGY INSURANCE GROUP, INC. (WBE)  
TRINITY HEALTH SERVICES, INC. (MBE)  
TRI-STATE PAINTING, INC. (MBE\*)  
TRITON LEASING AND RENTAL, INC. (WBE)  
TRIVISION PRODUCTIONS, LLC (WBE)  
TROUTRUN, INC. (WBE)  
TRUAX CORPORATION (WBE)  
TSM DESIGN, INC. (WBE)  
TURTLE & HUGHES, INC. (WBE)  
TWINS ENTERPRISE, INC.# (WBE)  
U.S. DRYWALL, INC. (PBE+)  
UEL CONTRACTORS, INC. (WBE)  
ULTIMATE ABATEMENT COMPANY, INC. (WBE)  
UNIC PRO, INC.# (M/WBE)  
UNITED ELEVATOR COMPANY, INC.# (WBE)  
UNITED PERSONNEL SERVICES, INC. (WBE)  
UNITED PRINT PARTNERS, INC. (WBE)  
UNITED PRODUCTS, LLC (WBE)  
UNITED STONE AND SITE, INC. (WBE)

UNITED WALLS SYSTEMS, LLC (MBE)  
UNIVERSAL SOFTWARE CORPORATION (MBE)  
US ECO PRODUCTS CORPORATION (WBE)  
USA COURIERS, INC. (WBE)  
V&S FINISHING, INC. (WBE)  
VAL INDUSTRIAL INSULATION CO. (MBE)  
VALLEY GREEN SHREDDING (VBE)  
VANGUARD GENERAL SERVICES CORPORATION# (MBE)  
VANTAGE GRAPHICS (MBE)  
VARANDAS & SONS CONSTRUCTION, INC. (PBE+)  
VAV INTERNATIONAL, INC. (MBE)  
VESUME GROUP, LLC, THE# (WBE)  
VETERAN CONSTRUCTION INC. (SDVOBE)  
VIGIL ELECTRIC COMPANY, INC. (MBE)  
VILLAGE FORGE, INC. (WBE)  
VINE HOMECARE & STAFFING, INC. (MBE)  
VJ ASSOCIATES OF NEW ENGLAND, INC. (MBE)  
VLINK, INC. (MBE)  
VODAVI TECHNOLOGIES, LLC (WBE)  
W.J. HOEY TIRE CO., INC. (WBE)  
W.S. ANDERSON, INC. (MBE)  
WALKING CITY PRODUCTION RENTALS, LLC (WBE\*)  
WALTECH, INC. (MBE)  
WAYSIDE PROFESSIONALS, INC. (WBE)  
WBEJECT SYSTEMS, INC. (MBE)  
WELCH ASSOCIATES LAND SURVEYORS, INC. (WBE)  
WELLSPRING FARM, LLC (WBE)  
WEST FLOOR COVERING, INC. (WBE)  
WESTERN MASSACHUSETTS TRAINING CONSORTIUM (W/NPO)  
WESTNET, INC. (MBE)  
WESTPORT CURBSETTERS, INC. (WBE)  
WHITTIER STREET HEALTH CENTER COMMITTEE, INC. (M/NPO)  
WHOLESALE DISTRIBUTION (THOSCO, INC.) (WBE)  
WILKEM SCIENTIFIC, LTD. (WBE)  
WILLIAM G MOORE & SON, INC. OF DELAWARE (WBE)  
WILLOW TREE OUTDOOR, LLC (WBE)  
WINSLOW EVANS & CROCKER (WBE)  
WOOD & WIRE FENCE CO., INC. (PBE+)  
WORCESTER COMPREHENSIVE CHILDCARE (M/W/NPO\*)  
WORCESTER MEDICAL TRANSPORTATION, LLC (MBE)  
WORK/FAMILY DIRECTIONS, INC. (WBE)  
WORKPLACE ESSENTIALS, INC.# (WBE)  
WORKPLACE RESOURCE, LTD (WBE)  
WORLD WIDE TECHNOLOGY, INC. (MBE)  
WROBEL ENGINEERING COMPANY, INC. (WBE)  
XPERTTECH, INC. (M/WBE)  
XPRESSMAN TRUCKING & COURIER, INC. (WBE)  
XQUISITE LANDSCAPING, INC. (PBE+)  
YANKEE PEST CONTROL (VBE)  
YELLIN/MCCARRON, INC.# (WBE)  
YESDEE GLOBAL CORPORATION (M/WBE)  
YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF CENTRAL MASSACHUSETTS, INC. (W/NPO)  
YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF GREATER NEWBURYPORT D/B/A: YWCA GREATER NEWBURYPORT (W/NPO)  
YULIA DUBINCHIK D/B/A: D SOFTWARE SOLUTION (WBE)  
YWCA CAMBRIDGE (M/W/NPO\*)  
YWCA OF GREATER LAWRENCE (W/NPO)  
YWCA OF SOUTHEASTERN MASS (W/NPO)  
YWCA OF WESTERN MASS (W/NPO)