



OPERATIONAL SERVICES DIVISION

SUPPLIER DIVERSITY OFFICE

Reginald Nunnally
Executive Director

THE COMMONWEALTH OF MASSACHUSETTS
Executive Office for Administration and Finance
OPERATIONAL SERVICES DIVISION
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Deval L. Patrick
Governor

Glen Shor
Secretary

Gary J. Lambert
Assistant Secretary for
Operational Services

December 4, 2014,

Dear Members of the General Court, Cabinet Secretaries, Agency Heads,

Secretariat and Agency Supplier Diversity Program Officers:

It is with great pleasure that I present to you the Operational Services Division's (OSD), Supplier Diversity Office (SDO) FY2014 Annual Report. This is the third successive year that we combine our reporting for the Supplier Diversity Office and all of its programs including: the Supplier Diversity Program (SDP), and the Small Business Purchasing Program (SBPP) into one report. This is a comprehensive Annual Report for all programs under the Supplier Diversity Office for FY2014.

There are approximately 2700 certified firms with a gross revenue of \$13.3 Billion that hire over 60,000 employees. Women and Minority owned firms are a major contributor to the Massachusetts economy. We are proud that SDO continues on a positive trend and acknowledge that more needs to be done.

Access and opportunity in state procurement is one of the prime objectives of the Patrick Administration that is changing how government does business with Minority, Women, and Disadvantaged Business owned firms, as well as Massachusetts Small Businesses. This report highlights the offices' accomplishments in promoting the advancement of Minority and Women Business Enterprises (M/WBE's) for profit and not-for-profit enterprises in our program, as well as Small Businesses in public contracting. This report also includes our Performance Management efforts over the past fiscal year and demonstrates how SDO continues to build upon the objective of informing the businesses we serve of the opportunities within the Commonwealth for Minority, Women, and Disadvantaged owned firms, and Small Businesses.

The Supplier Diversity Office is pleased to announce that \$991,590,145 in total combined Commonwealth spending was accomplished through the Supplier Diversity Office in FY2014, with MBEs, WBEs, SBPP participants, through the Goods and Services and Construction Reform programs. This includes \$247,150,817 (6.19%) with Minority Business Enterprise (MBE), \$574,818,148 (14.40%) with Women Business Enterprise (WBE), \$140,946,043 with the Small Business Purchasing Program (SBPP) participants and \$16,263,222 (6.3%) for MBE's in direct construction related contracts and \$12,411,914 (4.8%) for WBEs in direct construction related contracts.

It is good business to diversify who the Commonwealth does business with and it is important that as many businesses as possible in Massachusetts have an equal opportunity to contract with state government. This is the new Massachusetts, moving in a direction of inclusion and transparency as we continue into the new millennium. Congratulations to the Supplier Diversity Office staff on a job well done, and congratulations to all of the SDO Certified firms and businesses on their success in contracting with the Commonwealth.

Sincerely,

A handwritten signature in blue ink, appearing to read "Reginald A. Nunnally". The signature is fluid and cursive, with a prominent initial "R" and "A".

Reginald A. Nunnally

Executive Director

Supplier Diversity Office

Supplier Diversity Office
Comprehensive Annual Report
FY2014

Commonwealth of Massachusetts
Operational Services Division



OPERATIONAL SERVICES DIVISION
THE SUPPLIER DIVERSITY OFFICE

Executive Summary

In FY2014, the Operational Services Division's (OSD) Supplier Diversity Office (SDO) had a tremendous year. We started the year as the proud recipient of the "Pinnacle Award for Excellence" presented by the New England Area Conference of the NAACP at its One Hundred Year Dinner Award Celebration.

Certified minority, women owned, and registered small businesses received **\$991,590,145** in business with the Commonwealth: \$247,150,819 with Minority Business Enterprises (MBE), \$574,818,148 with Women Business Enterprises (WBE), \$140,946,043 with Small Business Purchasing Program (SBPP) participants, and \$16,263,222 (6.3%) for MBE's in direct construction related contracts and \$12,411,914 (4.8%) for WBEs in direct construction related contracts within the Construction Reform Initiative. There were 542 new applications for certification filed. The office processed 581 requests for certification actions and 2,103 renewal applications.

Although the core mission of OSD's Supplier Diversity Office is the certification of Minority and Women owned businesses, we recognize that there is a need to provide technical assistance to businesses in support of their efforts to secure contracts through the Commonwealth's various bidding processes.

The technical assistance opportunities were developed through a variety of programs that have either expanded or were newly created through our Supplier Diversity Program (SDP) and Construction Reform Program. OSD and SDO provided technical assistance to numerous businesses. These services included pre-certification workshops and recruitment of certified firms into construction technical assistance programs.

The Supplier Diversity Program is directly involved in the monitoring of statewide contracts for Minority and Women participation in providing goods and services to the Commonwealth. Executive Branch spending with certified entities and small business participating entities, occurs through three different types of procurements statewide, large procurements (over \$150,000.01), small procurements (between \$5,000.01 and \$150,000.00), and incidental procurements (typically one -time procurements under \$5,000.00).

In June of 2010, Governor Patrick issued Executive Order 523 to establish the Small Business Purchasing Program (SBPP) for the Commonwealth in recognition of the importance of Massachusetts small businesses. The mission of the SBPP is to direct Executive Department spending for non-construction goods and services to program-eligible small businesses. Departments took steps to direct notification and award non-construction procurements valued Fulfilling the Promise of Access and Opportunity within the Operational Services Division's Supplier Diversity Office. For further information you can review the Supplier Diversity Office Comprehensive Annual Report [FY2013](#).

The Commonwealth's Construction Reform Law, Chapter 193 of the Acts of 2004, establishes that state Municipalities must incorporate MBE and WBE goals into both the design and construction phases of any vertical construction project where state funds are used if that phase exceeds \$100,000.

This applies to the construction, reconstruction, alteration, remodeling, repair or demolition of any vertical public building by any city or town.

The SDO enjoys a positive relationship with the Massachusetts School Building Authority (MSBA), which conducts the majority of large budget vertical construction projects in the Commonwealth over which the SDO has oversight. SDO also recognizes the technical assistance provided through our partners: the Turner School of Construction Management and Gilbane School of Construction.

We have accomplished a great deal in FY2014, We look forward to monitoring compliance with Executive Orders [524](#) and [523](#), building capacity of certified Minority and Women owned firms as well as Small Businesses.

CONTENTS

| | |
|---|----|
| OPERATIONAL SERVICES DIVISION | 7 |
| PERFORMANCE MANAGEMENT | 10 |
| CERTIFICATION UNIT | 12 |
| STATE CERTIFICATION PROGRAM | 12 |
| UNIFIED CERTIFICATION PROGRAM..... | 14 |
| COMBINED FEDERAL and STATE RESULTS | 15 |
| APPEALS..... | 16 |
| SUPPLIER DIVERSITY PROGRAM (SDP) | 17 |
| Three year trend of spending at the Secretariat level | 18 |
| SMALL BUSINESS PURCHASING PROGRAM (SBPP)..... | 21 |
| FY2014 State Expenditures with SBPP Participants | 21 |
| CONSTRUCTION REFORM LAW PROGRAM | 22 |
| APPENDIX A | 25 |
| APPENDIX B | 26 |
| APPENDIX C | 27 |
| APPENDIX D | 32 |
| APPENDIX E | 36 |



SUPPLIER DIVERSITY OFFICE
WITHIN THE
OPERATIONAL SERVICES DIVISION

In January of 2010, Governor Patrick executed An Act Reorganizing Certain Agencies of the Executive Department (Article 87) specifically combining the State Office of Minority and Women Business Assistance (SOMWBA) and the Affirmative Market Program (AMP) within the Operational Services Division (OSD) to create a single door through which Minority and Women-owned businesses can seek certification, technical assistance and capacity-building services. The newly created department within OSD was named the Supplier Diversity Office.¹

OSD administers the procurement process for the Commonwealth by establishing Statewide Contracts for goods and services that ensure best value, provide customer satisfaction, and support the socioeconomic and environmental goals of the Commonwealth and by providing specific operational services. OSD provides unified support to the Commonwealth and external customers and is leading through a team approach under the direction of Gary Lambert, the Assistant Secretary for Operational Services.

The Supplier Diversity Office is fully integrated into OSD. Throughout FY2014 SDO has actively participated in all aspects of the procurement and contracting of goods and services on statewide contracts, the performance management efforts within OSD, and SDO and its Supplier Diversity Program are involved in the strategic planning and reviewing of statewide contracts that come up for initial bid, renewal, or re-bid.

The OSD Leadership Team

Gary J. Lambert, Assistant Secretary for Operational Services

William McAvoy, Esq., Deputy State Purchasing Agent and General Counsel, Legal, Policy and Compliance Office

Patricia Wynn, Deputy State Purchasing Agent, Office of Operations, Training, and Audit

Reginald A. Nunnally, Executive Director, Supplier Diversity Office

Julie S. Sullivan, C.F.O., Office of Administration and Finance

Kathy Reilly, Director Strategic Sourcing Services

¹ The “as filed” legislation can be reviewed at: <http://www.mass.gov/governor/docs/legislation/2010article87.pdf>.

Nancy Burke, Office of Administration and Finance Agency C.I.O. for Operational Services, Division of Capital Asset Management and Maintenance (DCAMM) and Bureau of the State House (BSB)

The Commonwealth of Massachusetts spends approximately \$4 Billion each year on goods and services. Approximately \$1 Billion of this amount is targeted to Operational Services Division Supplier Diversity Office certified minority and women-owned business enterprises as well as Small Business Purchasing Program participants. The SDO is responsible for reviewing applications for certification from businesses that meet certain state and federal criteria. The SDO has a long tradition of service to minority and women owned businesses in the Commonwealth of Massachusetts. Today the SDO continues to expand outreach to even more business communities.

The SDO is comprised of the following programs:

- Certification
 - State Certification Program
 - Unified Certification Program
- Supplier Diversity Program
- Small Business Purchasing Program
- Construction Reform Program
- Service Disabled Veteran Owned Business Enterprise

Certification Program: State / UCP Program

One of our primary services at the state level is to certify Minority (MBE), Women (WBE), and at the federal level through the Unified Certification Program (UCP), the Disadvantaged Business Enterprises (DBE) that meet certain state and/or federal criteria. SDO certification is a marketing tool used to enhance a firm's ability to do business in public markets. Although certification does not guarantee that a business will be successful every time it bids, it may add a competitive edge to firms seeking contracts with the government.

Supplier Diversity Program (SDP)

The Supplier Diversity Program was established in September, 2010 via Executive Order 524 to promote equality in state contracting by ensuring full participation of minority and women owned business enterprises in all areas of state contracting including goods and services. The SDP provides opportunities in state contracting for minority and women owned business enterprises to partner with prime vendors in completing their SDP Plan contracting obligations.

Small Business Purchasing Program (SBPP)

Governor Deval Patrick recognizes the importance of Massachusetts small businesses and the impact and challenges the latest recession has placed on them. Governor Patrick signed Executive Order 523, on June 29, 2010, establishing a new Massachusetts Small Business

Purchasing Program (SBPP) to direct state spending for non-construction goods and services to participating Massachusetts small businesses.

Construction Reform Program

The Construction Reform Law, Chapter 193 of the Acts of 2004 was signed into law on July 19, 2004 and requires that municipalities incorporate MBE and WBE goals into both the design and construction phase of vertical municipal construction projects utilizing state funds if that phase exceeds \$100,000.

Service Disabled Veteran Owned Business:

The Service-Disabled Veteran-Owned Business Enterprise (SDVOBE) Program was established March 8, 2013 by Executive Order 546 to promote self-reliance among service-disabled veterans by offering such veterans who own and control business enterprises the opportunity to participate in state contracting activity; and to promote supplier diversity in public contracting. The program encourages the award of state contracts in a manner that develops and strengthens Service-Disabled Veteran-Owned Business Enterprise. Our mission is to increase business opportunities for SDVOBE's. As this is the newest of the Supplier Diversity Office's programs we will begin tracking spending effective July 1, 2014 of FY15.

PERFORMANCE MANAGEMENT

Governor Patrick signed [Executive Order 540](#) in FY2012, which set out the policy framework for instituting performance management across state government. Under the Executive Office for Administration and Finance, OSD and SDO participated throughout FY2013 in various Performance Management activities including the Mass Results Initiative launched by the Patrick Administration to build a results orientated government. SDO is included within OSD's Two-Year Strategic Plan which was developed as part of the first milestone of EO540. To that end, the OSD 2013 – 2015 Strategic Plan-in-Brief can be located at www.mass.gov/anf/docs/osd/osd-2013-2015-strategic-plan.pdf. SDO members successfully participate in the strategic plan and you can find many of the achievements of the office identified in the document. Further, SDO members participated in Performance Management Executive Training sessions, attended the second annual Conference on Performance Management in State Government, and continue to seek opportunities to drive efficiencies in our work. OSD's Leadership Team selected a business tool to lead the entire organization to achieve one singularly important goal.

The Wildly Important Goal

4 Disciplines of Execution (4DX) is that business tool; the instructive book was written by Sean Covey, Chris McChesney, and Jim Huling. 4DX is a simple, repeatable, and proven formula for executing on your most important strategic priorities in the midst of the Whirlwind (urgent activity required to keep things running day-to-day). By following the 4 Disciplines leaders can produce breakthrough results.²

Discipline 1: focusing on the wildly important,

Discipline 2: acting on lead measures,

Discipline 3: keeping a compelling scoreboard, and

Discipline 4: creating a cadence of accountability.

In working with 4DX, an organization creates one Wildly Important Goal (“WIG”) and all departments within the organization then create their own goals that relate to and support the single most important goal of the organization. The formula for a WIG is to make a change: from X to Y by a specific date. OSD's WIG was a fiscal year long one and SDO participated with two sub-WIGs throughout the fiscal year.

Operational Services Division FY2014 WIG:

Increase the Amount of Unique Page Views on the OSD Websites from 390,000 to 445,000 by June 30, 2014.

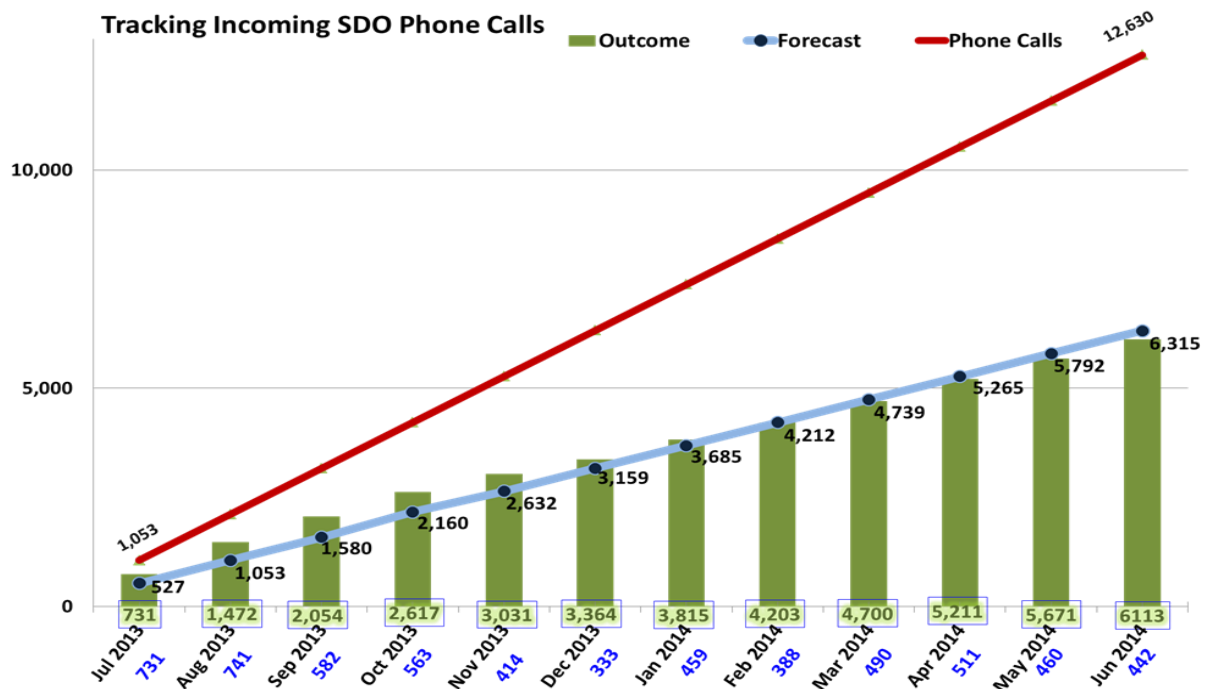
The Supplier Diversity Office's WIG was:

² <http://www.4dxbook.com/blog/category/the-4dx-book/>

To reduce the number of telephone calls from 12,630 to 6,315 by June 30, 2014.

To achieve this, the SDO team updated, refreshed and made more user friendly the SDO web pages www.Mass.gov/SDO to ensure customers could obtain information relative the SDO programs without having to call for additional information. SDO surpassed the goal by 4%/ 6,113 telephone calls. As a result the web pages are much more user friendly, all information is up to date.

Each WIG has a scoreboard so that the WIG forecast and the WIG performance can be tracked, measured, and immediately visually available to the team at all times. The process of identifying potentially qualified companies and having them apply for SDO certification and the review and approval or denial process takes time, as did the profile evaluation process, so the achievement of this WIG shows the slow and methodical progress and then the final results that came together at the very end of the year.



Other Training and Performance Management efforts:

For other training and performance management efforts that SDO either participated in, or provided throughout FY2014, please see pre-certification workshops on page 12.

CERTIFICATION UNIT

The Supplier Diversity Office (SDO), continues its rich and long tradition of service to Minority and Women owned businesses in the Commonwealth of Massachusetts. One of our primary services to Minority and Women business enterprises is to certify businesses that meet certain criteria. SDO certification is a marketing tool used to enhance a firm's ability to do business in public markets. Although certification does not guarantee that a business will be successful every time it bids, it may add a competitive edge to a bid.

The SDO Certification Unit publishes a directory of certified Minority and Women business enterprises and certified Minority and Women-controlled, non-profit organizations. The directory is searchable online, and may also be downloaded. You may access the directory at: www.mass.gov/SDO

STATE CERTIFICATION PROGRAM MBE, WBE, M/WBE, M/NPO, W/NPO, M/W/NPO

The SDO reviews applicants who seek to participate in affirmative business opportunities to determine that they meet the requirements of state statutes and regulations. SDO reviews applications for certification as: Minority Business Enterprises (MBE), Women Business Enterprises (WBE), Minority Women Business Enterprises (M/WBE), and Minority or Women or Minority Women Non Profit Organizations (M/NPO, W/NPO, or M/W/NPO).

At the end of FY2014 there were a total of 2797 certified businesses at the state level. Each week some new businesses are certified, some are decertified, and some withdraw their applications, therefore the total number of certified businesses within the Commonwealth is an ever fluctuating number.

In FY2014 there were 172 Non-profit certified businesses at the state level.

| Non-profit certified businesses | M/NPO | W/NPO | M/W/NPO | Total |
|---------------------------------|-------|-------|---------|-------|
| Non-profit | 86 | 73 | 13 | 172 |

In FY2014 there were 1817 Women-owned certified businesses at the state level.

| Women-owned certified businesses | WBE | M/WBE | Total |
|----------------------------------|------|-------|-------|
| Women-owned | 1511 | 306 | 1817 |

In FY2014 there were 1114 Minority owned certified businesses at the state level.

The breakdown of certified businesses, by ethnicity/minority, is as follows:

| Ethnicity/Minority | WBE | M/WBE | MBE | Total |
|-------------------------------|------|-------|-----|-------|
| African American, Black | | 112 | 317 | 429 |
| Asian American (Pacific) | | 60 | 121 | 181 |
| Asian American (Subcontinent) | | 32 | 96 | 128 |
| Cape Verdean | | 2 | 37 | 39 |
| Caucasian | 1511 | | | 1511 |
| Hispanic | | 74 | 149 | 223 |
| Native American | | 6 | 9 | 15 |
| Person with a Disability | | 0 | 0 | 0 |
| Portuguese | | 20 | 79 | 99 |
| Eskimo/Aleut | | 0 | 0 | 0 |
| Total | 1511 | 306 | 808 | 2625 |

Pre-Certification Workshops offered by SDO and OSD

Throughout every year the SDO, in conjunction with the Training, Outreach, and Marketing department of OSD offer Pre-Certification Workshops. These workshops introduce the topic of SDO Certification as minority (MBE) or women (WBE) business enterprises, both for profit and not for profit, as well as disadvantaged business enterprises (DBE) the workshops provide companies and entrepreneurs with information and awareness about opportunities to do work with the government and how Certification may help them market their company.

In FY2014 there were fourteen Pre-Certification Workshops held throughout the Commonwealth. On average each workshop offered a capacity of 59 seats, with an average of 63 individuals registering and an average of 44 individuals attending. This means that the Pre Certification Workshops had a show rate of 74 percent.

| Date | City | Capacity | Registered | Attended | % attended | Any extraordinary activity |
|--------------------|-------------|----------|------------|----------|------------|----------------------------|
| July 31, 2013 | Boston | 40 | 40 | 27 | 68% | |
| August 23, 2013 | Boston | 75 | 87 | 68 | 78% | |
| September 12, 2013 | Cambridge | 35 | 35 | 19 | 54% | |
| October 21, 2013 | Springfield | 45 | 57 | 45 | 79% | |
| November 13, 2013 | Worcester | 100 | 99 | 91 | 92% | |
| December 10, 2013 | Boston | 75 | 75 | 56 | 75% | Snow Storm |
| January 27, 2014 | Springfield | 45 | 44 | 33 | 75% | |
| January 31, 2014 | Boston | 60 | 58 | 44 | 76% | |
| February 12, 2014 | Dorchester | 40 | 34 | 19 | 56% | Location Changed |
| February 20, 2014 | Lawrence | 80 | 58 | 44 | 76% | |
| March 13, 2014 | Fall River | 30 | 30 | 27 | 90% | |
| April 17, 2014 | Boston | 70 | 70 | 61 | 87% | |
| May 14, 2014 | Cambridge | 35 | 40 | 27 | 68% | |

| Date | City | Capacity | Registered | Attended | % attended | Any extraordinary activity |
|---------------|-----------|----------|------------|----------|------------|------------------------------------|
| June 11, 2014 | Worcester | 100 | 72 | 48 | 67% | President Obama spoke in Worcester |
| | Webinar | | | 373 | 100% | New in FY2013 |

One less Pre-certification Workshop was held in FY2014 than during FY2013. A webcast was developed to make attending a Pre-Certification Workshop easier for the vendor community. In FY2014, the webcast's popularity continues to increase, receiving a total 1541 views. With the webcast attendance, the overall outreach for Pre-Certification for FY2014 touched 2,123 individuals, exceeding FY2013 by 1,023.

UNIFIED CERTIFICATION PROGRAM Disadvantaged Business Enterprises

The public agencies and authorities of the Commonwealth of Massachusetts, as direct recipients of US DOT funding or as managers of federally funded projects, have established Disadvantaged Business Enterprise (DBE) programs in accordance with federal regulations, 49 CFR Part 26³.

It is the goal of these public entities, through the Massachusetts Unified Certification Program (MassUCP) and its other DBE program components to ensure that DBE firms have an equal opportunity to receive and participate in DOT assisted contracts.

At the end of FY2014 there were a total of 1023 certified businesses at the federal level as DBEs. Each week new businesses are certified, and some are decertified, and others withdraw their applications, therefore the total number of certified DBE businesses within the Commonwealth is a fluctuating number. The breakdown of the DBE firms can be viewed in the following chart.

| DBE firms | Total |
|-----------|-------|
| DBE/M | 375 |
| DBE/W | 527 |
| DBE/M/W | 121 |
| Total | 1023 |

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

| DBE firms by Ethnicity | Total |
|-------------------------------|-------|
| African American, Black | 216 |
| Hispanic | 85 |
| Asian American (Pacific) | 74 |
| Asian American (Subcontinent) | 44 |
| Cape Verdean | 18 |

³ regulations are available at: <http://www.gpo.gov/fdsys/pkg/CFR-2010-title49-vol1/pdf/CFR-2010-title49-vol1-part26.pdf>

| DBE firms by Ethnicity | Total |
|--|-------|
| Caucasian (includes women) | 526 |
| Native American | 9 |
| Socially/Economic Disadvantaged (White Male) | 1 |
| Portuguese | 50 |
| Eskimo/Aleut | 0 |
| Total | 1023 |

Unified Certification Program (UCP):

The MassUCP reviews and investigates applications by entities seeking certification as a Disadvantage Business Enterprise (DBE) with the U.S. government. DBE certification is a Federal designation used in conjunction with US Department of Transportation (US DOT) funded projects and contracts.

Disadvantaged Business Enterprise (DBE):

By definition a DBE is for-profit small business concern, 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 business are controlled by one or more of the socially and economically disadvantaged individuals who own it.

COMBINED FEDERAL and STATE RESULTS

The Commonwealth of Massachusetts spends approximately \$4 billion each year doing business with firms. Becoming SDO certified can help firms seeking contracts with the government. In FY2014 the state certification unit (MBE, M/NPO, W/NPO, WBE, M/WBE) and the Unified Certification Program (DBE) processed new applications and conducted Annual Updates and Biennial Renewals, including conducting Administrative and Recertification reviews.

New Applications:

The SDO saw a total of 348 state and 171 federal new applications arrive for review in FY2014; this is an decrease as compared with the 376 state and increase with 168 federal applications received in FY2013.

Annual Updates and Biennial Renewals:

SDO sends out reminder letters to companies whose time for renewal is approaching. These letters detail the documentation the company is required to submit in order to retain their certified status. Certifications come up for renewal according to the following schedule:

- State (MBE/WBE and Non-profit) Every two years (Biennial Renewal)
- Federal (DBE) Every year (Annual Update)

Review of certified entities for Annual Updates and Biennial Renewals result in the following possible actions: continued certification, decertification, withdrawal of a certification by the business entity, or for DBE certified entities it could mean a graduation from the program if the 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 M.

The SDO saw an increase in state administrative reviews in FY2014 over FY2013 and an increase in administrative reviews for the Federal program in FY2014 over FY2013.

APPEALS

Applicants, who receive letters of denial, or decertification, have the opportunity to appeal the Certification Committee decisions. Fiscal year 2014 saw 44 new applications denied; 30 were state and 14 were federal.

Report of Certification Denial Decisions for FY2014

| | Tentative Initial Denial ⁴ | Waiting For ID letter write-up/Pending | No Appeal/ Inactive | Re-Open | Requested Hearing |
|---------|---------------------------------------|--|---------------------|---------|-------------------|
| State | 30 | 5 | 12 | 1 | 12 |
| Federal | 14 | 7 | 6 | 0 | 1 |
| Total | 44 | 12 | 18 | 1 | 13 |

| | To be scheduled Hearing | Withdrew Hearing | Hearing Held | Reversed-Certified | Upheld-Denial | SAB-Remand | SAB/UCP pending |
|---------|-------------------------|------------------|--------------|--------------------|---------------|------------|-----------------|
| State | 6 | 0 | 6 | 2 | 1 | 1 | 3 |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 6 | 0 | 6 | 2 | 1 | 1 | 3 |

| | Show Cause ⁵ | PNW Graduated ⁶ | OSS Graduated | Decertified ⁷ | Requested Hearing |
|---------|-------------------------|----------------------------|---------------|--------------------------|-------------------|
| State | 6 | 0 | 0 | 1 | 7 |
| Federal | 5 | 2 | 1 | 0 | 8 |
| Total | 11 | 2 | 1 | 1 | 15 |

| | To be Scheduled Hearing | Re-open | Hearing Held | Reversed-Certified | Reversed-Renewal | SAB-Decertified | SAB/UCP Pending | Remand/Renewal |
|---------|-------------------------|---------|--------------|--------------------|------------------|-----------------|-----------------|----------------|
| State | 0 | 0 | 7 | 1 | 2 | 1 | 3 | 0 |
| Federal | 6 | 1 | 1 | 0 | 1 | 0 | 0 | 1 |
| Total | 6 | 1 | 8 | 1 | 3 | 1 | 3 | 1 |

⁴ Initial Denial - 14 cases (11 State, 3 Federal) were carried over from FY2012 and FY2013

⁵ Show Cause - 3 cases (2 State, 1 Federal) were carried over from FY2013

⁶ PNW- 2 cases were carried over from FY2013

⁷ Decertified – 1 case (1state, 0 Federal) was carried over from FY2012

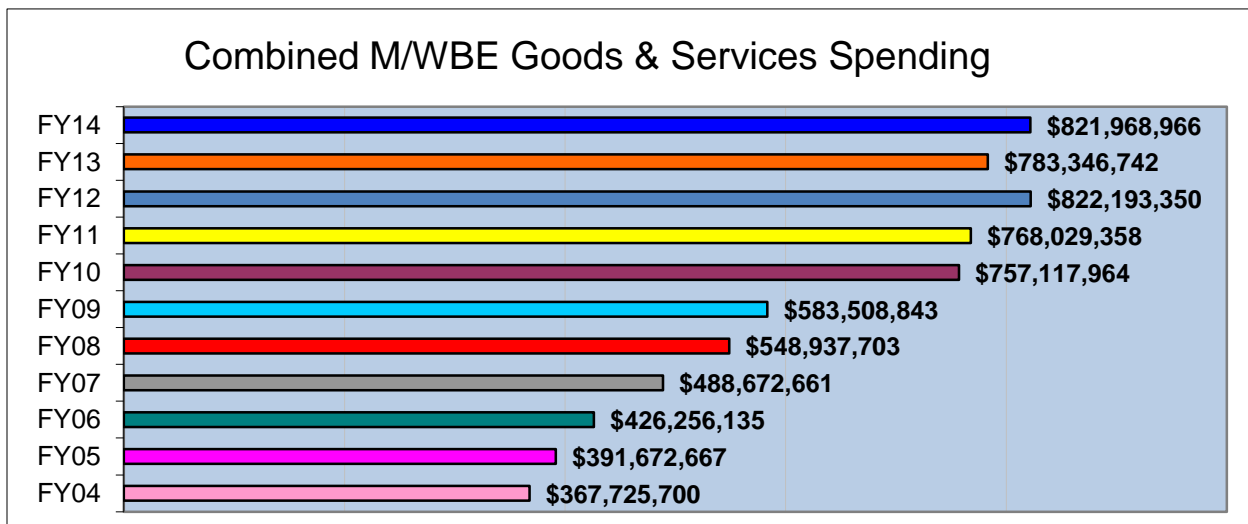
SUPPLIER DIVERSITY PROGRAM (SDP)

The Supplier Diversity Program (SDP) was established through Executive Order 524 to promote supplier diversity in public contracting for Goods and Services. The SDP is housed within the Massachusetts Supplier Diversity Office (SDO) within the Operational Services Division (OSD). The program institutes policies to encourage the award of state contracts in a manner that develops and strengthens certified Minority and Women Business Enterprises (M/WBEs). Our mission is to increase access to business opportunities for M/WBEs.

In FY2014, state expenditures in goods and services totaled \$821,968,966; this represents an overall annual increase of \$38,622,224 or 5% from FY2013. (See Appendix G)

| | FY2012 | FY2013 | FY2014 | FY2014 Increase from FY2013 |
|-----|---------------|---------------|---------------|-----------------------------|
| MBE | \$243,338,712 | \$229,169,152 | \$247,150,817 | \$17,981,665 |
| WBE | \$578,854,638 | \$554,177,590 | \$574,818,148 | \$20,640,558 |

The program's total spending, along with spending in the Small Business Purchasing Program (SBPP), was tracked and reported on a quarterly basis as illustrated in the graph below. More detail about the SBPP participants can be found in the next section of this Annual Report.



All contractors interested in doing business with the State are strongly encouraged to develop creative initiatives to help foster business relationships with certified MBEs and WBEs in the public marketplace as well as to bid as a prime vendor on statewide and department contracts. A vendor's certification status serves as a marketing tool and is valuable in the contracting process for all. The SDP provides ongoing training and marketing opportunities for certified Minority and Women-Owned Business Enterprises.

Vendors who wish to bid as a prime vendor on a statewide or departmental contract should keep their business best informed about current and upcoming opportunities by creating or updating their free account on COMMBUYS, the Commonwealth's current e-procurement system. All vendors may do so at: www.COMMBUYS.com. If you desire assistance with your COMMBUYS account please contact the COMMBUYS Helpdesk at 1-888-MA-STATE (1-888-627-8283).

Three year trend of spending at the Secretariat level:

As illustrated in the table below, the three-year trend in spending at the Secretariat level shows an overall increase with MBE and WBE firms during FY2014 from FY2013.

| MINORITY BUSINESS ENTERPRISES (MBE) STATEWIDE EXPENDITURES | | | |
|---|---------------|---------------|---------------|
| | FY2012 | FY2013 | FY2014 |
| Office of the Governor | \$26,866 | \$25,493 | \$35,641 |
| Executive Office for Administration and Finance | \$5,420,386 | \$5,809,200 | \$11,275,405 |
| Comptroller of the Commonwealth | \$21,541 | \$18,383 | \$100,462 |
| Commission Against Discrimination | \$46,146 | \$45,693 | \$21,282 |
| Disabled Persons Protection Commission | \$29,650 | \$25,705 | \$34,541 |
| Executive Office of Energy and Environmental Affairs | \$3,152,002 | \$2,524,210 | \$2,159,593 |
| Executive Office of Health and Human Services | \$150,713,999 | \$144,895,767 | \$135,903,099 |
| Executive Office of Public Safety and Security | \$2,437,108 | \$4,202,416 | \$8,606,418 |
| MassDOT | \$30,615,833 | \$29,582,566 | \$40,180,688 |
| Department of Labor and Workforce Development | \$1,133,580 | \$1,365,705 | \$1,878,522 |
| Executive Office of Housing and Economic Development | \$13,161,194 | \$12,419,752 | \$14,385,170 |
| Executive Office of Education | \$35,912,018 | \$27,388,512 | \$30,178,938 |
| MassHousing | \$668,389 | \$641,682 | \$877,398 |
| Center for Health Information and Analysis | | \$22,408 | \$1,513,660 |
| STATEWIDE TOTAL | \$243,338,712 | \$229,169,152 | \$247,150,817 |

| WOMEN BUSINESS ENTERPRISES (WBE) STATEWIDE EXPENDITURES | | | |
|--|---------------|---------------|---------------|
| | FY2012 | FY2013 | FY2014 |
| Office of the Governor | \$15,917 | \$13,018 | \$14,469 |
| Executive Office for Administration and Finance | \$8,559,535 | \$13,635,504 | \$13,807,880 |
| Comptroller of the Commonwealth | \$94,587 | \$385,042 | \$354,071 |
| Commission Against Discrimination | \$41,791 | \$63,777 | \$83,572 |
| Disabled Persons Protection Commission | \$29,846 | \$23,407 | \$35,419 |
| Executive Office of Energy and Environmental Affairs | \$6,671,910 | \$6,553,444 | \$6,659,832 |
| Executive Office of Health and Human Services | \$337,629,282 | \$363,784,053 | \$372,679,006 |
| Executive Office of Public Safety and Security | \$6,514,495 | \$5,732,856 | \$10,629,884 |
| MassDOT | \$69,626,484 | \$51,849,772 | \$36,923,960 |
| Department of Labor and Workforce Development | \$3,357,298 | \$1,585,167 | \$2,236,951 |
| Executive Office of Housing and Economic Development | \$60,990,233 | \$63,388,731 | \$79,230,353 |

| | | | |
|--|---------------|---------------|---------------|
| Executive Office of Education | \$44,868,497 | \$46,414,391 | \$49,796,743 |
| MassHousing | \$392,750 | \$150,664 | \$1,349,562 |
| Center for Health Information and Analysis | | \$234,764 | \$1,016,449 |
| STATEWIDE TOTAL | \$578,854,638 | \$554,177,590 | \$574,818,148 |

Executive Branch spending in FY2014 for benchmark attainment by Secretariat:

The SDP Program tracks spending by each of the 72 agencies and departments within the Executive Branch and of participating agencies outside of the Executive Branch, and MassHousing Authority. The SDP program provides a quarterly and an annual report to all participants showing their spending and tracking against their benchmarks.

The FY2014 Goods and Services Spending with MBE and WBE firms⁸ totaled \$ 821,968,966

Benchmarks for spending with MBE and WBE firms are measured against the discretionary budgets of each agency or department. At the beginning of FY2014, the overall discretionary budget was \$3.99 Billion. Some participating agencies' Supplier Diversity Officer and/or the Chief Procurement Officers reviewed their discretionary budgets to consider modifying them to reflect true limits; by the fourth quarter the overall discretionary budget was adjusted to \$3.98 Billion. The FY2014 benchmarks were 6% for MBE and 12% for WBE.

The FY2014 overall spending for MBE exceeded the 6% benchmark by 0.19% for a total of 6.19%, WBE spending exceeded the 12% benchmarks established by the program as well by 2.40% for a total of 14.40%.

| | FY2014 Discretionary Budget | MBE Benchmark 6% | MBE actual spend for FY2014 | MBE actual % | WBE Benchmark 12% | WBE actual spend for FY2014 | WBE actual % |
|-----------------------------------|-----------------------------------|------------------------|-----------------------------------|-----------------|-------------------------|-----------------------------------|-----------------|
| TOTAL Executive Branch | \$3,976,301,022 | \$238,578,061 | \$246,273,419 | 103.23% | \$477,129,429 | \$573,468,568 | 120.19% |
| TOTAL MassHousing ⁹ | \$14,523,438 | \$871,406 | \$877,398 | 100.69% | \$1,742,813 | \$1,349,562 | 77.44% |
| COMBINED TOTALS | \$3,990,824,460 | \$239,449,467 | \$247,150,817 | 103.22% | \$478,872,242 | \$574,818,148 | 120.04% |

⁸ Prior to and during FY2014, the Commonwealth's Massachusetts Management Accounting and Reporting System (MMARS) captured data for business entities that are Minority Women owned business entities (MWBE) and attributes 100% of those expenditures in the MBE and the WBE reports.

⁹ MassHousing is not a department within the Executive Branch. MassHousing has volunteered to participate in the SDP program and provides the SDO with their spend report on an Annual basis for inclusion in Annual Reporting. For that reason this table reports totals separately for the Executive Branch and MassHousing and then provides a combined total.

FY2014 spending was tracked for each agency or department and tallied by secretariat. For an overall view of benchmark attainment, we looked at benchmark achievement and historical spending at the secretariat level below:

| Secretariat | FY2014 Discretion Budget | MBE Benchmark 6% of Discretionary Budget | MBE FY2014 Expenditure | MBE FY2014 Variance from 6% Benchmark as a Percentage | WBE FY2014 Benchmark 12% of Discretionary Budget | WBE FY2014 Expenditure | WBE FY2014 Variance from 12% Benchmark as a Percentage |
|---|--------------------------|--|------------------------|---|--|------------------------|--|
| Administration and Finance | \$103,656,895 | \$6,219,414 | \$11,275,405 | 181.29% | \$12,438,827 | \$13,807,880 | 111.01% |
| Commission Against Discrimination | \$227,692 | \$13,662 | \$21,282 | 155.78% | \$27,323 | \$83,572 | 305.86% |
| Center for Health Information and Analysis | \$14,256,492 | \$855,390 | \$1,513,660 | 176.96% | \$1,710,779 | \$1,016,449 | 59.41% |
| Disabled Persons Protection Commission | \$111,224 | \$6,673 | \$34,541 | 517.59% | \$13,347 | \$35,419 | 265.37% |
| Massachusetts Dept. of Transportation | \$184,281,851 | \$11,056,911 | \$40,180,688 | 363.40% | \$22,087,128 | \$36,923,960 | 167.17% |
| Office of Education | \$274,402,937 | \$16,646,176 | \$30,178,938 | 183.30% | \$32,928,352 | \$49,796,743 | 151.23% |
| Office of Housing and Economic Development | \$161,650,812 | \$9,699,049 | \$14,385,170 | 148.32% | \$19,398,097 | \$79,230,353 | 408.44% |
| Office of Health and Human Services | \$3,061,908,112 | \$183,714,487 | \$135,803,009 | 73.98% | \$367,428,973 | \$372,679,006 | 101.43% |
| Office of Energy and Environmental Affairs | \$54,525,558 | \$3,271,533 | \$2,159,593 | 66.01% | \$6,543,067 | \$6,659,832 | 101.78% |
| Department of Labor and Workforce Development | \$28,226,186 | \$1,693,571 | \$1,878,522 | 110.92% | \$3,387,142 | \$2,236,951 | 66.04% |
| Office of Public Safety & Security | \$92,367,605 | \$5,542,056 | \$8,606,418 | 155.29% | \$11,084,113 | \$10,629,884 | 95.90% |
| Office of the Governor | \$260,590 | \$15,635 | \$35,641 | 227.95% | \$31,271 | \$14,469 | 46.27% |
| Comptroller of the Commonwealth | \$425,069 | \$25,504 | \$100,462 | 393.90% | \$51,008 | \$354,071 | 694.14% |

SMALL BUSINESS PURCHASING PROGRAM (SBPP)

On June 29, 2010, Governor Patrick issued Executive Order 523 to establish the Small Business Purchasing Program (SBPP) for the Commonwealth in recognition of the importance of Massachusetts small businesses and the impact and challenges from the most recent recession. The mission of the SBPP is to direct Executive Department spending for non-construction goods and services to program-eligible small businesses. The Supplier Diversity Office, as part of the Operational Services Division which is the Commonwealth's central procurement and contracting office, is responsible for SBPP development and implementation, including policies, training, capacity-building, and annual benchmarks.

For more information please visit our website at www.mass.gov/sbpp

FY2014 State Expenditures with SBPP Participants

In FY2014, Executive Branch agencies expenditures with SBPP participants totaled \$140,946,043 showing an increase of 15.77% for FY2014.

| | FY2013 | FY2014 | FY2014 increase over FY2013 |
|------|---------------|---------------|-----------------------------|
| SBPP | \$121,741,368 | \$140,946,043 | \$19,204,675 |

FY2014 Total State Expenditures with SBPP participants

The FY2014 SBPP benchmark was 2.5% of discretionary budget. In FY2014 overall spending exceeded the benchmark.

| SBPP FY2014 Total Program Discretionary Budget | SBPP FY2014 Overall Expenditure | SBPP FY2014 Variance from 2.5% Benchmark as Percentage |
|--|---------------------------------|--|
| \$3,976,078,574 | \$140,946,043 | 141.79% |

FY2014 updates to the SBPP

In FY2014 with the implementation of the new Commonwealth Marketplace COMMBUYS, all registered SBPP participant were encourage to re-register in the new application. In FY2015 the Massachusetts Department of Revenue will be undertaking an effort to review the eligibility information for current Small Business Purchasing Program (SBPP) designated vendors. In the future, this validation will be an automated process in COMMBUYS for any vendor requesting the SBPP designation. Businesses interested in participating in the SBPP are required to register as an SBPP participant at www.COMMBUYS.com .

CONSTRUCTION REFORM LAW PROGRAM

In its inception in 2004 the goal of the SDO Construction Reform Law Program was to monitor and assist in the enforcement of MBE and WBE participation for the design and construction phases of municipal projects. It was also to educate the 351 municipalities throughout the Commonwealth regarding Construction Reform Law, Chapter 193 of the Acts of 2004. Since then, to better accomplish this mission, the program has evolved by adding partnerships, new programs and services which have made the SDO Construction Reform Law Program more multi-dimensional.

Construction Reform Law, Chapter 193 of the Acts of 2004, establishes that municipalities must incorporate MBE and WBE goals into both the design and construction procurement for any municipal contracts for the construction, reconstruction, alteration, remodeling, repair or demolition of any vertical public building project by any city or town. Each municipality must enforce the current MBE and WBE goals. Projects affected have to exceed \$100,000 in either the design or construction phases and are those funded by the Commonwealth, in whole or in part by the following funding sources: Massachusetts School Building Authority (MSBA), any legislative appropriations, Grant awards, Reimbursements, Municipal commitments to use state funds and the like.

The design and construction contract awards granted post January 2012, fall under a newly established combined goal of:

| | |
|--------------|--------------------|
| Goals: | combined MBE & WBE |
| Design | 17.9% |
| Construction | 10.4% |

The new combined goals are based on the DCAMM/ Mass Housing Disparity Study. The complete breakdown of each goal can be viewed in the chart below.

| Phases | Black | Hispanic | Asian | Native American | MBE | WBE | Goals |
|--------------|-------|----------|-------|-----------------|------|-------|-------|
| Design | 1.04 | 1.29 | 2.20 | 0.10 | 4.63 | 13.23 | 17.86 |
| Construction | 0.86 | 1.59 | 0.75 | 0.23 | 3.43 | 6.95 | 10.39 |

The new combined goals allow designers and contractors flexibility in meeting the MBE/WBE goals. However the combined goals still require a reasonable representation of both MBE and WBE firm participation on a project.¹⁰

¹⁰ Construction Reform Law - <http://www.malegislature.gov/Laws/SessionLaws/Acts/2004/Chapter193>

DCAMM/Mass Housing Disparity Study - <http://www.mass.gov/anf/docs/dcam/dcam-disparity-study-executive-summary-8-11.pdf>

Massachusetts School Building Authority (MSBA)

The Massachusetts School Building Authority (MSBA) funds 95% of the projects that fall under Construction Reform Law statewide the SDO tracks their projects exclusively. The chart below reports the MBE and WBE spend on MSBA projects for FY14. The total MSBA spend for FY14 of \$258,153,176 is all construction phase dollars. The total MBE spend of \$16,263,222 makes up 6.3% of the total FY14 spend. While the Total WBE spend of \$12,411,914 makes up 4.8% of the total FY14 spend. Combined the total MBE and WBE spend is \$28,675,136 which is 11.1% of the total FY14 spend. The 11.1% exceeds the required combined goal of 10.4% by 0.7%.

| Total MSBA Spend | Total MBE Spend | MBE % | Total WBE Spend | WBE % | Total MBE/WBE Spend | Combined MBE/WBE % |
|------------------|-----------------|-------|-----------------|-------|---------------------|--------------------|
| \$258,153,176 | \$16,263,222 | 6.3% | \$12,411,914 | 4.8% | \$28,675,136 | 11.1% |

Schools of Construction:

The most innovative of all the new SDO Construction Reform Law Program initiatives is the partnership with the three schools of construction. The three schools are the established Turner School of Construction Management which has been in existence for almost 40 years, The Gilbane M/WBE Contractor Training Program, and the newly created Suffolk Subcontractor Development Series.

Gilbane M/WBE Contractor Training Program:

The classes are instructed by experienced Gilbane executives who are matched with participants as part of a mentoring program. The program helps develop ongoing relationships in which the mentor and protégé tackle issues that impact the business of the protégé. Class topics include accounting, cost estimating, marketing, safety, procurement, technology, and project management.

Milestones:

- 25 SDO certified companies have graduated from the first 4 classes
- Gilbane Construction has awarded \$4,800,000 in contracts to class participants

Suffolk Construction Subcontractor Development Series:

The SDO & Suffolk worked in partnership to develop the Suffolk Technical Assistance program. What makes this program unique is the curriculum is geared specifically to teach firms how to work for Suffolk. Each course is taught by Suffolk personnel and local industry experts.

Milestones:

- 39 SDO certified companies have graduated from the first 2 classes

- Suffolk Construction has awarded \$15,296,500 in contracts to class participants

Turner School of Construction Management

This groundbreaking program has been around since 1969 nationally. Each eight-week course consists of two classes which are two hours in length. Each class is taught by Turner staff and includes such topics as risk management, construction estimating, safety and effective marketing. The program has helped attendees build networks, establish fruitful joint ventures win contracts with Turner and other industry leaders and form long-term business relationships. The partnership between the Supplier Diversity Office (SDO) and Turner Construction in Boston began in 2007.

Milestones:

- 101 SDO certified companies have graduated from the first 6 classes
- Turner Construction has awarded \$7,900,000 in contracts to class participants

Outreach

In FY14 the SDO Construction Reform Program excelled at MBE/WBE outreach. The outreach conducted pertained to both public and private projects. Those benefitting directly from the outreach efforts were private institutions such as Suffolk Construction, Gilbane Construction, Turner Construction, Northeastern University, The Massachusetts Minority Contractors Association, The New England Minority Supplier Development Council and Next Street Financial Corporation, as well as public and quasi-public entities such as the Massachusetts Gaming Commission, Division of Capital Assets and Management, Massachusetts Housing Finance Agency, Massachusetts Department of Transportation and the Massachusetts School Building Authority. The ability of the SDO to craft a focused message and send it repeatedly to a receptive audience has proven to be invaluable. Events exceeded expected attendance. Owners working in conjunction with SDO on construction Projects exceeded their MBE/WBE goals. The Penn National Plainridge Slot Parlor construction project is a prime example of what can be achieved while working in partnership with SDO. With the project 50% complete the project has exceeded the State combined MBE/WBE goal of 10.4%, MBE participation was 13% and the WBE participation was 17%. Of the approximate \$57 million authorized by the owner to be spent, \$25 million went to MBE's and WBE's. Northeastern University for the 2nd year in a row exceeded its goal of 300 attendees at their diversity event. In both cases the SDO was the entity responsible for outreach.

APPENDIX A

SDO STAFF

Reginald A. Nunnally Executive Director

Esther Daniells Management Analyst II

Certification Unit

- Nedra White Director of Certification/Renewal Specialist
- Jose Silva Intake Specialist
- Janice Chen, CPA Auditor
- Nani Assefa EDP Systems Analyst II
- Joyce Kwong EDP Systems Analyst I
- Tina Andrews Certification Investigator
- Wanda Colon Certification Investigator
- Ayoka Drake Certification Investigator
- Letha Roberts Certification Investigator
- Ray Blount Certification Investigator
- Andre Titus Certification Investigator

Supplier Diversity Program/Small Business Purchasing Program

Gladymar Parziale Director of Goods & Services Unit

Construction Reform

John B. Fitzpatrick Director of Construction Reform

Assigned from OSD's Legal, Policy & Compliance Office to SDO

Thomas C. Hall, Esq. Legal Counsel

Supplier Diversity Office
Operational Services Division
Commonwealth of Massachusetts
One Ashburton Place, Room 1313
Boston, Massachusetts 02108
Phone: 617-502-8831
Fax: 617-502-8841
www.mass.gov/sdo

APPENDIX B

PARTNERS

The work of the Supplier Diversity Office could not be effective without partnerships with our community. SDO acknowledges the following partners for their participation and support with the various projects and programs of the Supplier Diversity Office during FY2013.

| | |
|--|---|
| American Institute of Architects | Massachusetts Office of Access & Opportunity, Ron Marlow |
| Boston Society of Architects | Massachusetts Office of the Inspector General, |
| Brockton Metro South Chamber of Commerce, Chris Cooney | Massachusetts School Building Authority, Jack McCarthy |
| Executive Office for Administration and Finance | Massachusetts State Auditor, Suzanne Bump |
| Executive Office of Housing and Economic Development, Michael Hunter | Massachusetts State Treasurer, Steven Grossman |
| Gilbane Construction, Johnathan DePina | MassHousing, Bernard Brown |
| Gilbane M/WBE Contractor Training Program FY13, Kahlil Olmstead | Merrimack Valley Federal Credit Union |
| Greater New England Minority Supplier Development Council, Dr. Fred McKinney | NAACP – Boston – Michael Curry, President |
| Hispanic-American Chamber of Commerce of Greater Boston, Nadar Acevedo | NEAC-NAACP – Regional, Juan Cofield, President |
| Marketing Edge Consulting Group | Nation of Islam, Minister Don Mohamed |
| Mass Community Development Corporation | Neighborhood Development Corporation of Grove Hall, Virginia Morrison |
| Mass Minority Contractors Association, Jesse Jeter | Next Street Financial LLC, Ron Walker |
| Massachusetts Department of Transportation including: | Office of Small Business and Entrepreneurship, Andre Porter |
| Aeronautics Division, Steve Rawding | Office of the Attorney General of Massachusetts, Bid Protest Unit, Deborah Anderson |
| Mass Highway, Miguel Fernandes | P. Gioioso & Sons, Inc. |
| Mass Port, Kenn Turner | Suffolk Construction Subcontractor Development Series, Brian McPherson |
| MBTA, Kenrick Clifton | Turner School of Construction Management, Alison Stanton |
| Regional Transit Authorities, Jeanette Orsino | U.S. Small Business Administration, Robert Nelson |
| Massachusetts Division of Capital Asset Management and Maintenance, Carol Cornelison | Urban League Eastern Massachusetts, Darnell Williams |
| Massachusetts Gaming Commission, Steve Crosby | |
| Massachusetts Growth Capital Corporation, Charles Grigsby | |
| Massachusetts Innovation Office, Tony Parham | |

APPENDIX C

By His Excellency

DEVAL L. PATRICK
GOVERNOR

EXECUTIVE ORDER NO. 524

ESTABLISHING THE MASSACHUSETTS SUPPLIER DIVERSITY PROGRAM

(Revoking and Superseding Executive Order No. 390)

WHEREAS, The Commonwealth has an affirmative responsibility to develop and maintain equitable practices and policies in the public marketplace;

WHEREAS, a diverse business community strengthens the state economy and is beneficial to all of the citizens of the Commonwealth;

WHEREAS, pursuant to Section 57 of Chapter 7 of the General Laws, it is the policy of the Commonwealth to promote and facilitate the fullest possible participation by all citizens in the affairs of the Commonwealth;

WHEREAS, various public and private programs have been initiated to assist minority and women business enterprises, where applicable, to achieve economic viability, and that state government, as the largest business in the Commonwealth of Massachusetts, has a special responsibility to see that all available services and programs are put to the best use;

WHEREAS, the steps set forth in this Executive Order are necessary to guarantee the fullest participation by all citizens of the Commonwealth in the economy of the state and to guarantee the fullest benefits to citizens of programs and services available for assistance.

WHEREAS, pursuant to Section 57 of Chapter 7 of the General Laws, effective May 1, 2010, the Supplier Diversity Office (SDO), the successor agency to the State Office of Minority and Women Business Assistance (SOMWBA), is located within the Operational Services Division (OSD) within the Executive Office for Administration and Finance (ANF) of the Commonwealth; and

WHEREAS, Executive Order 519, issued on January 28, 2010, established an Office of Access and Opportunity within ANF, the purpose of which is to promote non-discrimination and equal opportunity in all aspects of state government, including but not limited to, employment, procurement, and policy relative to state programs, services, and activities.

NOW, THEREFORE, I, Deval L. Patrick, Governor of the Commonwealth of Massachusetts, by virtue of the authority vested in me by the Constitution, Part 2, c. 2, § I, Art. I, do hereby revoke Executive Order 390 and order as follows: Section 1. Declaration of Policy It is the policy of the Commonwealth to promote equity of opportunity in state contracting; and, to that end, encourage full participation of minority and women owned businesses in all areas of state contracting, including contracts for construction, design, goods and services. Section 2. Supplier Diversity Program There is hereby established a Supplier Diversity Program (SDP) within the Supplier Diversity Office (SDO) of OSD for the purpose of meeting the goals set forth in Section 1, Declaration of Policy.

Subject to the approval and direction of the State Purchasing Agent, or his/her designee, all executive offices, agencies, departments, boards and commissions of the Commonwealth (hereinafter referred to as "Agency" or "Agencies") are hereby directed to implement the SDP set forth in this Executive Order which shall include and reflect narrowly tailored race and gender conscious goals, which pursue equality in public procurement and contracting between minority owned businesses or women owned businesses and other business entities in the Commonwealth of Massachusetts.

For purposes of this Executive Order, Minority Business Enterprise (MBE) and Woman Business Enterprise (WBE) shall have the same meaning as defined in section 58 of chapter 7 of the General Laws.

Goals for MBE and WBE participation in state funded contracts shall be based upon the broadest and most inclusive pool of available MBEs and WBEs capable of performing the contracts and interested in doing business with the Commonwealth in the areas of construction, design, goods and services. The Supplier Diversity Office (SDO), created pursuant to section 58 of chapter 7 of the General Laws and formerly known as SOMWBA, or its successor, shall maintain a current directory of certified MBEs and WBEs which will serve as one source of information in determining the pool of available MBEs and WBEs. Goals shall be established by the State Purchasing Agent, or his/her designee, in consultation with the Secretary of Administration and Finance, or his/her designee, and shall be expressed as overall annual program goals, applicable to the total dollar amount of an Agency's contracts awarded during the fiscal year for each of the Agency's types of contracts.

The State Purchasing Agent, or his/her designee, shall develop a procedure by which Agencies may, for an individual contract, adjust the goals for MBE and WBE participation based upon the results of a disparity study, which shall include an analysis of the actual availability and utilization of minority- and/or women-owned businesses, documented evidence of racial and/or gender discrimination that created the disparity, a narrowly tailored plan aimed at addressing the discrimination, geographic location, the contractual scope of work, and other relevant factors.

The State Purchasing Agent, or his/her designee, shall develop a good faith efforts waiver procedure by which Agencies may determine, at any time prior to the award of the contract, that compliance with the goals is not feasible and by which Agencies may reduce or waive the goals for an individual contract; provided that, the waiver procedure shall be developed in consultation with the Secretary of Administration and Finance or his/her designee. Recognizing the importance of joint ventures and partnerships involving MBEs and WBEs in increasing the participation of MBEs and WBEs in state contracting, the State Purchasing Agent, or his/her designee, shall develop guidelines and procedures for Agencies to follow in contracting with such entities. Such guidelines and procedures shall seek to encourage the development of joint ventures and partnerships for the purpose of contracting with the Commonwealth. Such guidelines shall be developed in consultation with the Secretary of Administration and Finance or his/her designee.

Section 3. Capacity Development SDO, or its successor, is hereby designated the state office responsible for providing a capacity development program to MBEs and WBEs. The capacity development program shall include technical assistance, training, outreach and mentoring to the minority- and women-owned business community and shall include, but not be limited to, the following core areas of business development: strategic planning, financial management planning, human resource management and planning, information technology access and management, and marketing. SDO, as necessary, will work closely with agencies within the Executive Office for Housing and Economic Development, or its successor, to coordinate and expand such efforts within the MBE and WBE community.

Contracting Agencies of the Commonwealth may supplement the capacity development program provided by SDO with industry specific assistance, technical assistance, training, mentoring, education, and procurement information. In addition, SDO will collaborate with other public and private sector entities and include the results of these collaborative efforts in their annual report to the Secretary of Administration and Finance, or his/her designee, and the State Purchasing Agent.

Section 4. Program Oversight and Enforcement

The Operational Services Division shall be responsible for the overall management, monitoring and enforcement of the program established pursuant to this Executive Order. The Director of SDO shall be designated within OSD for program development, coordination, monitoring contract compliance across all Agencies, addressing potential program violations and coordinating Agency enforcement activities with the State Purchasing Agent, or his/her designee, and the Secretary of Administration and Finance, or his/her designee.

Each Secretary and Agency head shall designate a highly placed individual to serve as the Supplier Diversity Officer, who shall be charged with management of the Supplier Diversity Program within the Secretariat/Agency. Each Secretary and Agency head may designate such other personnel as they deem necessary to support the implementation, monitoring, and enforcement of this program and the coordination of those functions. Each Secretariat shall ensure that Agencies

establish, subject to guidelines developed by the OSD, provisions that serve as governing standards for contract compliance. It is the intention of this Executive Order that the principles underlying the SDP be incorporated into the fabric of general management in state government.

Section 5. Reporting Requirements

Each Secretariat and Agency shall report annually on the prior fiscal year's activities by no later than the last Friday in November to the Director of SDO on the effectiveness of the program, including a report of the total dollar amounts, including prime contracting and subcontracting, for vertical and horizontal construction and commodities and services, both awarded and actually paid to MBEs and WBEs in all areas of state contracting.

The Director of SDO shall report annually on the prior fiscal year's activities by no later than March 15th to the Governor, Secretary of Administration and Finance, or his/her designee, the State Purchasing Agent and the SDO Advisory Board, which is established by this Executive Order, on its progress in assisting minority- and women-owned businesses, including a review and, where necessary, modification of its certification process to ensure that it operates effectively. This report shall also include the progress of Secretariats and Agencies in meeting the requirements of the SDO program.

Additionally, the Supplier Diversity Office shall prepare quarterly reports regarding the progress of secretariats and agencies in meeting the requirements of the SDO program.

Section 6. Supplier Diversity Office Advisory Board

The Executive Director of SDO, with the approval of the State Purchasing Agent, shall make recommendations to the Secretary of Administration and Finance, or his/her designee, who shall appoint an SDO Advisory Board, not to exceed 20 members, which shall assist the SDO in the implementation of this Executive Order. In addition, the Advisory Board shall be responsible for ensuring that the mission of the SDP, which is to promote the award of state contracts in a manner that develops and strengthens certified MBEs and WBEs, is carried out in a responsible manner and for assisting the Executive Director in the development, implementation and promotion of the program.

Advisory Board members shall serve for two-year terms, except that in the initial appointments, one half shall be appointed to one-year terms, and one half shall be appointed to two year terms. Members may serve a maximum of three full two-year terms. Current members of the Affirmative Market Program (AMP) Business Advisory Board, created pursuant to Executive Order 390, may remain in their current capacity for a period not to exceed one year from the effective date of this Executive Order.

Section 7. Other Commonwealth Public Entities

Independent authorities, public institutions of higher education, elected officials, constitutional officers, the legislature and judiciary are encouraged to adopt MBE and WBE policies and programs consistent with this Executive Order.

Section 8. Effective Date

This Executive Order shall take effect immediately and shall continue in effect until amended, superseded, or revoked by subsequent Executive Order.

Given at the Executive Chamber in Boston this 15th day of September in the year of our Lord two thousand and ten, and of the Independence of the United States of America two hundred and thirty-four.

DEVAL L. PATRICK

GOVERNOR

Commonwealth of Massachusetts

WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth

GOD SAVE THE COMMONWEALTH OF MASSACHUSETTS

APPENDIX D

By His Excellency

DEVAL L. PATRICK
GOVERNOR

EXECUTIVE ORDER NO. 523

ESTABLISHING THE MASSACHUSETTS SMALL BUSINESS PURCHASING PROGRAM

WHEREAS, Small Businesses are the backbone of the Commonwealth, represent the vast majority of businesses in the Commonwealth, employ hundreds of thousands of workers in the Commonwealth, and contribute to the overall health of the Massachusetts economy;

WHEREAS, the state agencies of the Commonwealth purchase hundreds of millions of dollars in commodities and services each year;

WHEREAS, Small Businesses in the Commonwealth must compete within a global economy for the Commonwealth's business;

WHEREAS, in order to encourage the growth of existing Small Businesses, and in accordance with all applicable laws, special consideration should be given by state agencies to Small Businesses when such agencies are purchasing commodities and services to meet their business needs;

WHEREAS, the national and regional economies have severely impacted all industries and all types and sizes of businesses, including Small Businesses; and

WHEREAS, there is an immediate need to continue to address the economic issues facing Small Businesses in the Commonwealth;

NOW, THEREFORE, I, Deval L. Patrick, Governor of the Commonwealth of Massachusetts, by virtue of the authority vested in me by the Constitution, Part 2, c. 2, § I, Art. I, do hereby order as follows:

Section 1. Application. This Executive Order shall apply to the procurement and purchase of commodities and services under M.G.L. Chapter 7, Section 22; M.G.L. Chapter 30, Sections 51 and 52; and 801 CMR 21.00 by all state agencies of the Executive Department. As used in this Order, "state agencies" shall include all executive offices, boards, commissions, departments,

divisions, councils, bureaus, offices, and other agencies now existing and hereafter established. Independent authorities, public institutions of higher education, elected officials, constitutional officers, the legislature and judiciary are encouraged to adopt policies and programs consistent with this Executive Order. The Small Business Purchasing Program does not apply to construction procurement.

Section 2. Declaration of Policy. There is hereby established a Small Business Purchasing Program ("Program"), which shall be located within the Operational Services Division ("OSD") of the Executive Office for Administration and Finance ("ANF"). The purpose of the Program is to support the existence and growth of small businesses which meet the Program's eligibility requirements by providing them with special consideration within the Commonwealth's procurement process for goods and services required by state agencies.

Section 3. Small Business Purchasing Program Oversight and Policies. The Operational Services Division shall be responsible for the overall management, monitoring and enforcement of the Small Business Purchasing Program, established pursuant to this Executive Order, including the following:

(a) Research. OSD shall conduct an in-depth review of small business purchasing programs in other states in order to ascertain the best practices and obstacles that said programs have experienced.

(b) Program Development. Given the immediate need to address the economic issues facing Small Businesses, OSD shall adopt Small Business Purchasing Program policies by July 31, 2010, in order to further define the parameters of the Program, including the definition of a Small Business, the guidelines for Small Business participation in the program and the development of oversight, audit, quality assurance and enforcement provisions, including penalties for businesses that misrepresent their status as a "Small Business." OSD may conduct public hearings or otherwise solicit input from all stakeholders, including the business community, in the development and implementation of the Small Business Purchasing Program policies.

(c) Small Business Eligibility Determination. OSD shall develop by no later than July 1, 2010 a process in the Commonwealth's Procurement Access and Solicitation System ("Comm-PASS" or its successor system), whereby Small Businesses will enter information about their business to determine eligibility for the Small Business Purchasing Program and attest that their business meets all eligibility requirements and that the information submitted is accurate and true. OSD may also work with relevant public and private entities in acquiring data and information in order to ascertain the legitimacy of a business's claim that it is a Small Business. The process may also include the audit and enforcement by OSD of small business eligibility and the assessment of penalties against businesses that misrepresent their status as a small business.

(d) Promotion of the Program. OSD shall actively promote the Program and shall also provide technical assistance, outreach and training to Small Businesses about the state procurement process and the Comm-PASS system.

(e) Program Policies and Benchmarks for State Agencies. OSD shall develop policies that require specific procurements and purchases of non-construction commodities and services by state agencies to be targeted to eligible Small Businesses. These policies may require that the entirety of a procurement be targeted to Small Businesses or that there be a set aside within a procurement that is targeted to Small Businesses.

OSD shall monitor the success of the program and measure the expenditures made by each state agency to eligible Small Businesses. Based on these spending levels, OSD shall, with input from Secretariats, state agencies, and the Secretary of Administration and Finance, or his/her designee, set benchmarks for each state agency's "Small Business Expenditures" in the upcoming fiscal year.

Section 4. Secretariat and Agency Responsibilities. Each Secretary and Agency Head must designate by July 16, 2010 an individual as a "Small Business Liaison", who will be charged with ensuring their respective agency or secretariat's compliance with this Executive Order and with supporting the implementation, monitoring and enforcement of this Program and the coordination of those functions within their Secretariat. The individual may be an existing employee who has other duties in addition to those required of the Small Business Liaison.

Each Secretary, Agency Head and Small Business Liaison may further designate such other individuals from among their agencies that are necessary to assist the Small Business Liaison with its agency's compliance with the requirements of this Order, including coordinating and communicating with and providing all requested reports and assistance to the Operational Services Division. Each Secretariat shall ensure that Agencies establish, subject to guidelines developed by the Operational Services Division, special provisions that serve as governing standards for contract compliance.

The State Purchasing Agent shall direct OSD's Quality Assurance, Outreach and Training Program to periodically monitor compliance with this Executive Order as part of their regular reviews of state agency procurements and include Small Business Purchasing Program information in all appropriate training sessions.

Section 5. Reporting. All state agencies shall ensure that they input the required small business designation into the Commonwealth's accounting system, known as the Massachusetts Management, Accounting, and Reporting System ("MMARS" or its successor system), which will provide the capacity for a required small business designation. All state agencies shall ensure that they comply with guidance on this requirement to be issued by OSD in consultation with the Office of the Comptroller in order to assist the Operational Services Division in determining the

total expenditures made by each state agency to Small Businesses for non-construction goods and services.

In addition, OSD shall report annually within 90 days of the close of each fiscal year to the Secretary of the Executive Office for Administration and Finance on the effectiveness of the program, including the total expenditures made to Small Businesses for non-construction goods and services, the number of eligible Small Businesses participating in the Program, and the outreach and training efforts of the Small Business Purchasing Program. OSD may request additional information from state agencies to assist in the compilation of this report.

Section 6. Small Business Purchasing Program Eligibility. For purposes of this Order, the term "Small Business" shall mean a business that has both no greater than the specific number of employees and no greater than the specific annual revenue level established according to the policies to be issued by the Operational Services Division pursuant to Section 3 herein.

Section 7. Effective Date. This Executive Order shall take effect immediately and shall continue in effect until amended, superseded, or revoked by subsequent Executive Order.

Given at the Executive Chamber in Boston this 29th day of June in the year two thousand and ten, and of the Independence of the United States of America two hundred and thirty-four.

DEVAL L. PATRICK
GOVERNOR
Commonwealth of Massachusetts

WILLIAM FRANCIS GALVIN
Secretary of the Commonwealth

GOD SAVE THE COMMONWEALTH OF MASSACHUSETTS

APPENDIX E

BY HIS EXCELLENCY

DEVAL L. PATRICK

GOVERNOR

EXECUTIVE ORDER NO. 533

ENHANCING THE EFFICIENCY AND EFFECTIVENESS OF EXECUTIVE DEPARTMENT
PROCUREMENTS

AND ESTABLISHING A MUNICIPAL PROCUREMENT PROGRAM

WHEREAS, the national economy, the financial system on which the economy relies, and the state budget are now under significant stress;

WHEREAS, state government must strive to achieve every possible efficiency in its operations and in its procurement of goods and services for use by Commonwealth public entities and in its delivery of services to the people of the Commonwealth;

WHEREAS, one mechanism for achieving greater efficiency and cost-effectiveness is by further coordinating and centralizing the management and oversight of the Executive Department's procurement practices and decision-making;

WHEREAS, the Commonwealth spends in excess of \$1 billion in the aggregate each fiscal year on goods and services, excluding energy, space rental, construction and health and human services expenses;

WHEREAS, through the improved coordination, centralization and implementation of best practices at the secretariat-level of state agency procurements and the oversight and aggregation by the Operational Services Division of all procurement, the Commonwealth can achieve considerable cost-savings, while receiving goods and services equal or better than those presently purchased;

WHEREAS, Commonwealth-procured contracts for goods and services currently provide savings opportunities for all Commonwealth public entities, including cities and towns, and, whereas, additional contracts for goods and services unique to the needs of cities and towns procured by the Commonwealth on behalf of cities and towns would provide even greater savings;

NOW, THEREFORE, I, Deval L. Patrick, Governor of the Commonwealth of Massachusetts, by virtue of the authority vested in me by the Constitution, Part 2, c. 2, § 1, Art. 1, order as follows:

Section 1. This Executive Order shall apply to the procurement and purchase of goods and services (as defined below) pursuant to M.G.L. Chapter 7, Section 22; M.G.L. Chapter 30, Sections 51 and 52; and 801 CMR 21.00 by all state agencies of the Executive Department and other entities governed by those provisions. As used in this Order, the terms "goods and services" shall not include energy, space rental, construction and health and human services expenses. As used in this Order, the term "strategically source" or "strategic sourcing" shall refer to the planned, systematic and enterprise-wide procurement process that continuously improves and re-evaluates the purchasing activities of the enterprise. As used in this Order, the term "Assistant Secretary for Operational Services" shall also mean the "State Purchasing Agent", both of which are defined in MGL Chapter 7, Section 4A.

Section 2. I hereby direct the Assistant Secretary for Operational Services (hereinafter "Assistant Secretary") of the Commonwealth's Operational Services Division ("OSD"), who serves as the Commonwealth's Chief Procurement Officer, to lead and implement all directives in this Executive Order, including to:

- Investigate opportunities to standardize and streamline the Commonwealth's procurement processes both within OSD and the Executive Department in order to simplify the process for state agency procurement staff when conducting the procurements, for public entity purchasing staff when using the contracts and for interested bidders when bidding on the procurements;
- Conduct a comprehensive review with other interested parties of the Commonwealth's standard terms and conditions and other procurement terms by October 1, 2011 for opportunities for improvements or adjustments and to identify terms that are unnecessary, costly and/or create a barrier to doing business with the Commonwealth;
- Develop and issue procurement and purchasing document templates, including, for example, a solicitation document (currently referred to as a "Request for Response" (RFR)) template similar to the RFR template used for statewide contracts, for use by state agencies by October 1, 2011 in order to streamline the process for agencies and standardize the terms for bidders, thereby making the procurement process more user friendly for agencies and businesses;
- Provide procurement training for state agency procurement staff, including the establishment of minimal procurement training requirements for state agency procurement staff;
- Perform outreach to work cooperatively and plan and strategically source the purchases for state agencies and other Commonwealth public entities to the extent practicable and where cost savings may be achieved;
- Improve customer service to public entities and businesses by implementing a Procurement Helpline;

- Investigate and benchmark Commonwealth prices for goods and services against other contracts that are of similar scope and complexity;
- Working with other professional procurement associations, identify other successful procurement models and practices and investigate implementation of such best procurement practices in the Commonwealth; and
- Investigate, lead and/or designate collective/cooperative procurements with other states and Commonwealth public entities, including, but not limited to, Commonwealth state colleges and universities and the Massachusetts Higher Education Consortium, with a goal of leveraging buying power, sharing resources and best practice strategic sourcing techniques, when in the best interest of the Commonwealth.

Section 3. By October 1, 2011, OSD shall establish and implement, in consultation with the Commonwealth's Inspector General and Commonwealth municipalities, a Municipal Procurement Program ("MPP") within OSD for purposes of providing the following ongoing services for Commonwealth cities and towns:

- Outreach to municipalities and survey of their unique procurement needs that are not being fulfilled by current statewide, department or their own contracts;
- Procurement, or delegation of procurement to other departments, of high volume goods and services that are needed by Commonwealth cities and towns;
- Coordination and aggregation of planned municipal and state agency spending from statewide or department contracts; and
- Provision of training to cities and towns on how to use statewide and department contracts and how to navigate the Commonwealth's procurement processes and systems.

Section 4. By July 1, 2011, the secretary of each executive office ("secretariat") in the Executive Department shall appoint a Secretariat Chief Procurement Officer ("SCPO") and shall submit names of said SCPOs to the Assistant Secretary. Each SCPO shall report both to the SCPO's respective secretariat and, through a dotted line relationship, to the Assistant Secretary. Each SCPO shall also serve in the role of Secretariat Supplier Diversity Officer as defined in Section 4 of Executive Order 524. Where operationally warranted, SCPOs shall have the authority, following consultation with agency heads, to appoint chief procurement officers for agencies within their secretariats ("Agency CPOs"). Each Agency CPO shall report to the SCPO of his or her Secretariat. Additionally, each Agency CPO shall serve as the Agency Supplier Diversity Officer as defined pursuant to Section 4 of Executive Officer 524. All agency procurement personnel shall report to the Agency CPO or to his or her designee, or where no Agency CPO is appointed, to the SCPO for the agency's secretariat. SCPOs, Agency CPOs and other state agency procurement staff shall meet all minimum procurement training standards and attend all required procurement training sessions as determined by the Assistant Secretary.

Section 5. By July 1, 2011, and thereafter modified based on and after the Fiscal Year 2012 budget is enacted, each SCPO shall submit to the Assistant Secretary for review and approval a FY 2012 secretariat procurement plan ("Secretariat Procurement Plan") that demonstrates how the Secretariat will, no later than September 30, 2011, migrate to the most efficient model for the management and oversight of secretariat procurements consistent with all applicable procurement laws, regulations and policies and procedures as established by the Assistant Secretary and the goals and objectives of the Commonwealth's Supplier Diversity Program. The Plan shall also address, at a minimum, the following:

- The amount of funds, from all sources, whether operating, capital, trust or otherwise, expended in Fiscal Year 2011 and previous two fiscal years on the purchase of goods and services within the secretariat;
- The types of goods and services routinely purchased by the secretariat;
- The secretariat and department procurement personnel, if any, specifically assigned to manage and oversee and conduct procurements within the secretariat and their job titles and areas of responsibility;
- The projected spending for the current and upcoming fiscal year on the purchase of goods and services broken out by spending category;
- Best practices, strategies, policies, procedures and a specific action plan that the secretariat will be implementing to accomplish an approximate 3% reduction in secretariat spending on goods and services in Fiscal Year 2012 in support of the administration's Fiscal Year goal of generating approximately \$30 million in savings by Executive Department on goods and services in Fiscal Year 2012 and the projected reduction in future fiscal years;
- Recommendations for the staffing and the organizational structure or restructure of procurement personnel within the secretariat and any savings that will result from implementing these recommendations;
- Opportunities for inter-secretariat coordination and collaboration on purchasing of goods and services to achieve cost-savings and enhanced quality;
- Recommendations for specific goods and services that the secretariat would request OSD to procure or to designate a department to procure on statewide contracts;
- Recommendations of secretariat and/or agency procurement personnel to actively participate on OSD, secretariat or agency Procurement Management Teams ("PMTs") from the top ten consumer agencies as determined by contract usage in the prior fiscal year; and
- Recommendations for policy, practice, or regulatory changes or other reforms that the Commonwealth should consider implementing to improve the efficiency and quality of statewide and secretariat/department procurements.

Section 6. Beginning April 1, 2012, and thereafter modified based on and after the budget for the upcoming fiscal year is enacted, and annually by April 1 thereafter, the SCPO shall provide an

annual Secretariat Procurement Plan to the Assistant Secretary and the Executive Office for Administration and Finance ("ANF") that, at a minimum, contains the following:

- An annual secretariat spending plan that identifies the expected level of spending on the purchase of goods and services within the secretariat;
- Major purchases anticipated for the fiscal year;
- The fiscal year goal for secretariat spending with minority-owned and women-owned businesses;
- Recommendations for reforms, cost-savings and efficiencies in the procurement practices within the secretariat; and
- Recommendations for Commonwealth-wide reforms, cost-savings and efficiencies in the procurement process.

Section 7. There shall be a Procurement Advisory Board ("PAB") established to advise ANF and the Assistant Secretary on Commonwealth-wide strategic sourcing opportunities and procurement reforms, with the goal of meaningfully reducing the cost and improving the quality, value, efficiency, techniques and trends of purchasing goods and services within the Commonwealth. The PAB shall be chaired by the Assistant Secretary and comprised of the SCPOs, the Assistant Secretary for Access and Opportunity or his/her designee, and such other members identified by ANF and/or the Assistant Secretary. The PAB shall endeavor to include members from the Judicial and Legislative branches, other constitutional offices, Commonwealth cities and towns, higher education and the quasi-public authorities to enhance the opportunity for aggregate purchasing, standardization of processes, efficiencies and other coordination and collaborative procurement reforms.

The PAB shall meet at least quarterly and shall provide ANF with a quarterly report during its first year and thereafter an annual report regarding its activities, recommendations and progress towards initially reforming and thereafter ensuring the high quality of procurement in the Commonwealth. The PAB shall, without limitation, take the following actions:

- Provide input and recommend improvements to the Assistant Secretary on the Commonwealth's standard terms and conditions and other procurement terms;
- Share best practices among and between secretariats for purchasing;
- Establish a Business Advisory Board, comprised of members of the PAB and business community, which will meet at least twice per year and will provide input from the business community to the PAB about whether the Commonwealth's procurement process creates unnecessary barriers to or burdens associated with doing business with the Commonwealth; provided that at least two members of the Supplier Diversity Office Advisory Board, as defined in section 6 of Executive Order 524, shall be appointed to serve on the Business Advisory Board. The PAB shall also solicit from the Business Advisory

Board whether any procurement and contract terms result in unnecessary increased risk and/or cost to businesses, which may result in increased prices paid by the Commonwealth or cause certain businesses not to bid, thereby limiting competition or inhibiting attainment of the Commonwealth's supplier diversity goals;

- Develop a tracking list of anticipated major purchases and monitor closely these major purchases to ensure that the procurement results in the lowest prices and/or best values for the Commonwealth;
- Consider further organizational, staffing and administrative actions that would improve the procurement process and results in the Commonwealth; and
- Assist the Assistant Secretary in identifying other successful state procurement models and practices and in implementing such best procurement practices in the Commonwealth.

Section 8. By July 1, 2011, the Assistant Secretary shall appoint an eProcurement Advisory Board including the Assistant Secretary for Access & Opportunity or his/her designee, the Commonwealth's Chief Information Officer ("CIO") or his/her designee, the Comptroller of the Commonwealth or his/her designee, the Secretariat CIO of the Executive Office for Administration and Finance, the OSD CIO and the OSD Director of eProcurement for the purpose of:

- Reviewing all currently available procurement-related systems and tools, including but not limited to Comm-PASS, to determine capabilities and limitations;
- Assessing which improvements and reforms can be implemented immediately and longer-term through existing systems;
- Reviewing systems and tools used by other states or offered by solution providers;
- Developing a strategic plan for funding, specifying and implementing an eProcurement solution which streamlines business processes including aggregation, lowers barriers to competition, collects procurement level information, facilitates the goals and objectives of the Commonwealth's Supplier Diversity Program, eliminates paper and provides public transparency; and
- Consulting with the Commonwealth CIO and the ANF SCIO in order to ensure that all proposed systems align with the Commonwealth and Secretariat goals and priorities, and comply with ITD enterprise policies and standards.

Section 9. Where appropriate, and with the approval of the Secretary for Administration and Finance, the Assistant Secretary shall have the authority to enforce this Executive Order by determining and imposing remedial courses of action in instances of secretariat or agency non-compliance with this Order's requirements.

Section 10. The Assistant Secretary shall report annually, beginning August 1, 2011, to ANF concerning: (a) progress made by the Executive Department towards statewide and secretariat procurement reform; (b) the results of such reforms; (c) opportunities for additional reforms in the

Executive Department's procurement statutes, regulations, policies, practices and standards; (d) goals for the upcoming fiscal year for cost-savings and efficiencies with the anticipated purchasing actions, with a specific action plan containing steps to bring about an annual reduction in spending on goods and services, including approximately \$30 million in savings by Executive Department on goods and services in Fiscal Year 2012; and (e) the major purchases anticipated in the Executive Department in the upcoming year and steps being taken to manage effectively and efficiently all purchasing decisions.

Section 11. Nothing in this Executive Order shall be construed such that any recommended policies, processes or actions are inconsistent with section 5 of Executive Order 526 (Non-discrimination, Diversity, Equal Opportunity, and Affirmative Action) or shall be implemented in a manner that is inconsistent with the goals and objectives of Executive Order 524 (Massachusetts Supplier Diversity Program), Executive Order 515 (Environmental Purchasing Policy), Executive Order 527 (Office of Access and Opportunity within the Executive Office of Administration and Finance) or Executive Order 523 (Massachusetts Small Business Purchasing Program), unless repealed.

Section 12. This Executive Order shall take effect immediately and shall continue in effect until amended, superseded, or revoked by subsequent Executive Order.

Given at the Executive Chamber in Boston this 9th Day of May in the Year of our Lord two thousand and eleven, and of the Independence of the United States of America two hundred and thirty-five.

DEVAL L. PATRICK
GOVERNOR
Commonwealth of Massachusetts

William Francis Galvin
Secretary of the Commonwealth

GOD SAVE THE COMMONWEALTH OF MASSACHUSETTS

APPENDIX F

| Secretariat | Department | FY2014 Discretionary Budget | MBE Benchmark 6% of Discretionary Budget | MBE FY2014 Final Spending | MBE Year to Date Variance from 6% Benchmark as Percentage | MBE Year to Date Variance from 6% Benchmark in Dollars | WBE Benchmark 12% of Discretionary Budget | WBE FY2014 Final Spending | WBE Year to Date Variance from 12% Benchmark as Percentage | WBE Year to Date Variance from 12% Benchmark in Dollars | SBPP Benchmark 2.5% of Discretionary Budget | SBPP FY2014 Final Spending | SBPP Year to Date Variance from 2.5% Benchmark as Percentage | SBPP Year to Date Variance from 2.5% Benchmark in Dollars |
|-------------------------------|---|-----------------------------|--|---------------------------|---|--|---|---------------------------|--|---|---|----------------------------|--|---|
| ANF | EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE | \$103,656,895 | \$6,219,414 | \$11,275,405 | 181.29% | \$5,055,992 | \$12,438,827 | \$13,807,880 | 111.01% | \$1,369,052 | \$2,591,422 | \$11,082,144 | 427.65% | \$8,490,721 |
| CAD | COMMISSION AGAINST DISCRIMINATION | \$227,692 | \$13,662 | \$21,282 | 155.78% | \$7,621 | \$27,323 | \$83,572 | 305.86% | \$56,249 | \$5,692 | \$80,534 | 1414.78% | \$74,841 |
| CHIA | CENTER FOR HEALTH INFORMATION & ANALYSIS | \$14,256,492 | \$855,390 | \$1,513,660 | 176.96% | \$658,270 | \$1,710,779 | \$1,016,449 | 59.41% | -\$694,330 | \$356,412 | \$2,897,105 | 812.85% | \$2,540,693 |
| DAC | DISABLED PERSONS PROTECTION COMMISSION | \$111,224 | \$6,673 | \$34,541 | 517.59% | \$27,868 | \$13,347 | \$35,419 | 265.37% | \$22,072 | \$2,781 | \$1,375 | 49.45% | -\$1,406 |
| DOT | MASSACHUSETTS DEPARTMENT OF TRANSPORTATION | \$184,281,851 | \$11,056,911 | \$40,180,688 | 363.40% | \$29,123,777 | \$22,087,128 | \$36,923,960 | 167.17% | \$14,836,831 | \$4,601,485 | \$19,138,065 | 415.91% | \$14,536,580 |
| EDU | EXECUTIVE OFFICE OF EDUCATION | \$274,402,937 | \$16,464,176 | \$30,178,938 | 183.30% | \$13,714,762 | \$32,928,352 | \$49,796,743 | 151.23% | \$16,868,390 | \$6,860,073 | \$5,116,486 | 74.58% | -\$1,743,587 |
| EED | EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT | \$161,650,812 | \$9,699,049 | \$14,385,170 | 148.32% | \$4,686,122 | \$19,398,097 | \$79,230,353 | 408.44% | \$59,832,255 | \$4,041,270 | \$13,985,694 | 346.07% | \$9,944,423 |
| EHS | EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES | \$3,061,908,112 | \$183,714,487 | \$135,903,099 | 73.98% | -\$47,811,388 | \$367,428,973 | \$372,679,006 | 101.43% | \$5,250,033 | \$76,547,703 | \$57,073,446 | 74.56% | \$19,474,257 |
| ENV | EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS | \$54,525,558 | \$3,271,533 | \$2,159,593 | 66.01% | -\$1,111,941 | \$6,543,067 | \$6,659,832 | 101.78% | \$116,765 | \$1,363,139 | \$12,451,660 | 913.45% | \$11,088,520 |
| EOL | DEPARTMENT OF WORKFORCE DEVELOPMENT | \$28,226,186 | \$1,693,571 | \$1,878,522 | 110.92% | \$184,951 | \$3,387,142 | \$2,236,951 | 66.04% | -\$1,150,191 | \$705,655 | \$2,139,506 | 303.19% | \$1,433,851 |
| EPS | EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY | \$92,367,605 | \$5,542,056 | \$8,593,168 | 155.05% | \$3,051,111 | \$11,084,113 | \$10,136,231 | 91.45% | -\$947,882 | \$2,309,190 | \$16,735,749 | 724.75% | \$14,426,559 |
| GOV | GOVERNORS OFFICE | \$260,590 | \$15,635 | \$35,641 | 227.95% | \$20,005 | \$31,271 | \$14,469 | 46.27% | -\$16,802 | \$6,515 | \$24,705 | 379.21% | \$18,190 |
| OSC | OFFICE OF THE COMPTROLLER | \$425,069 | \$25,504 | \$100,462 | 393.90% | \$74,958 | \$51,008 | \$354,071 | 694.14% | \$303,063 | \$10,627 | \$219,575 | 2066.26% | \$208,949 |
| EXECUTIVE BRANCH TOTAL | | \$3,976,301,022 | \$238,578,061 | \$246,260,169 | 103.22% | \$7,682,108 | \$477,129,429 | \$572,974,933 | 120.09% | \$95,845,505 | \$99,401,965 | \$140,946,043 | 141.79% | \$41,544,079 |

| | | | | | | | | | | | | | |
|---------------------|------------------------|----------------------|----------------------|----------------|--------------------|----------------------|----------------------|----------------|---------------------|---------------------|----------------------|----------------|---------------------|
| MASS HOUSING | \$14,523,438 | \$871,406 | \$877,398 | 100.69% | \$5,992 | \$1,742,813 | \$1,349,562 | 77.44% | -\$393,251 | \$0 | \$0 | \$0 | \$0 |
| TOTALS | \$3,990,824,460 | \$239,449,467 | \$247,137,567 | 103.21% | \$7,688,100 | \$478,872,242 | \$574,324,495 | 119.93% | \$95,452,254 | \$99,401,965 | \$140,946,043 | 141.79% | \$41,544,079 |

| | FY2014 Discretionary Budget | MBE is 6% | MBE actual \$ | MBE actual % | MBE reporting | WBE is 12% | WBE actual \$ | WBE actual % | SBPP is 2.5% | SBPP actual \$ | SBPP Actual % |
|-----------------------------------|-----------------------------|---------------|------------------|--------------|---------------|---------------|---------------|--------------|--------------|----------------|---------------|
| EXECUTIVE BRANCH BENCHMARK TOTALS | \$3,976,301,022 | \$238,578,061 | \$246,260,169 | 6.19% | | \$477,156,123 | \$572,974,933 | 14.41% | \$99,407,526 | \$140,946,043 | 3.54% |
| TOTAL INCLUDING MASS HOUSING | \$3,990,824,460 | \$239,449,468 | \$247,137,567.25 | 6.19% | | \$478,898,935 | \$574,324,495 | 14.39% | NA | NA | NA |

Good and Services: MBE, WBE and SBPP Total Spending Year to date \$962,408,106

| Secretariat | Agency Code | Department Name | FY2014 Discretionary Budget | FY2014 MBE Benchmark 6% of Discretionary | MBE Expenditure FY2014 Final Spending Q4 | Subcontracting | MBE FY2014 Total Final Spending | MBE Year To Date Variance from 6% Benchmark as a percentage | MBE Year to Date Variance from 6% Benchmark Hn dollars |
|--------------|-------------|--|-----------------------------|--|--|--------------------|---------------------------------|---|--|
| ANF | ALA | ADMINISTRATIVE LAW APPEALS DIVISION | \$11,300 | \$678 | \$66,562 | \$0 | \$66,562 | 9817.33% | \$65,884 |
| ANF | ATB | APPELLATE TAX BOARD | \$20,191 | \$1,211 | \$5,549 | \$0 | \$5,549 | 458.01% | \$4,337 |
| ANF | BSB | BUREAU OF THE STATE HOUSE | \$1,229,156 | \$73,749 | \$928 | \$0 | \$928 | 1.26% | -\$72,821 |
| ANF | DCP | CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION | \$6,430,949 | \$385,857 | \$5,976,452 | \$0 | \$5,976,452 | 1548.88% | \$5,590,595 |
| ANF | CSC | CIVIL SERVICE COMMISSION | \$12,710 | \$763 | \$2,869 | \$0 | \$2,869 | 376.17% | \$2,106 |
| ANF | DOR | DEPARTMENT OF REVENUE | \$52,810,218 | \$3,168,613 | \$306,174 | \$169,901 | \$476,075 | 15.02% | -\$2,692,538 |
| ANF | ADD | DEVELOPMENTAL DISABILITIES COUNCIL | \$151,435 | \$9,086 | \$4,353 | \$0 | \$4,353 | 47.90% | -\$4,734 |
| ANF | OSD | DIVISION OF OPERATIONAL SERVICES | \$404,058 | \$24,243 | \$50,663 | \$0 | \$50,663 | 208.97% | \$26,419 |
| ANF | ANF | EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE | \$27,941,762 | \$1,676,506 | \$1,753,254 | \$0 | \$1,753,254 | 104.58% | \$76,748 |
| ANF | LIB | GEORGE FINGOLD LIBRARY | \$779,058 | \$46,743 | \$3,479 | \$0 | \$3,479 | 7.44% | -\$43,265 |
| ANF | GIC | GROUP INSURANCE COMMISSION | \$3,530,011 | \$211,801 | \$18,920 | \$0 | \$18,920 | 8.93% | -\$192,881 |
| ANF | HRD | HUMAN RESOURCES DIVISION | \$918,431 | \$55,106 | \$29,433 | \$0 | \$29,433 | 53.41% | -\$25,673 |
| ANF | ITD | INFORMATION TECHNOLOGY DIVISION | \$6,070,217 | \$364,213 | \$2,632,464 | \$0 | \$2,632,464 | 722.78% | \$2,268,251 |
| ANF | OHA | MASSACHUSETTS OFFICE ON DISABILITY | \$64,967 | \$3,898 | \$5,909 | \$0 | \$5,909 | 151.58% | \$2,011 |
| ANF | PER | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION | \$500,835 | \$30,050 | \$26,900 | \$0 | \$26,900 | 89.52% | -\$3,150 |
| ANF | TRB | TEACHERS RETIREMENT BOARD | \$2,781,597 | \$166,896 | \$221,597 | \$0 | \$221,597 | 132.78% | \$54,701 |
| TOTAL | | | \$103,656,895 | \$6,219,414 | \$11,105,504 | \$169,901 | \$11,275,405 | 181.29% | \$5,055,992 |
| CAD | CAD | COMMISSION AGAINST DISCRIMINATION | \$227,692 | \$13,662 | \$21,282 | \$0 | \$21,282 | 155.78% | \$7,621 |
| TOTAL | | | \$227,692 | \$13,662 | \$21,282 | \$0 | \$21,282 | 155.78% | \$7,621 |
| CHIA | HCF | CENTER FOR HEALTH INFORMATION & ANALYSIS | \$14,256,492 | \$855,390 | \$1,513,660 | \$0 | \$1,513,660 | 176.96% | \$658,270 |
| TOTAL | | | \$14,256,492 | \$855,390 | \$1,513,660 | \$0 | \$1,513,660 | 176.96% | \$658,270 |
| DAC | DAC | DISABLED PERSONS PROTECTION COMMISSION | \$111,224 | \$6,673 | \$34,541 | \$0 | \$34,541 | 517.59% | \$27,868 |
| TOTAL | | | \$111,224 | \$6,673 | \$34,541 | \$0 | \$34,541 | 517.59% | \$27,868 |
| DOT | DOT | MASSACHUSETTS DEPARTMENT OF TRANSPORTATION | \$184,059,403 | \$11,043,564 | \$40,111,605 | \$0 | \$40,111,605 | 363.21% | \$29,068,041 |
| TOTAL | | | \$184,281,851 | \$11,056,911 | \$40,180,688 | \$0 | \$40,180,688 | 363.40% | \$29,123,777 |
| EDU | EEC | DEPARTMENT OF EARLY EDUCATION & CARE | \$216,704,151 | \$13,002,249 | \$20,267,398 | \$8,266,517 | \$28,533,915 | 219.45% | \$15,531,666 |
| EDU | DOE | DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION | \$30,084,499 | \$1,805,070 | \$555,941 | \$0 | \$555,941 | 30.80% | -\$1,249,129 |
| EDU | RGT | DEPARTMENT OF HIGHER EDUCATION | \$901,011 | \$54,061 | \$46,009 | \$0 | \$46,009 | 85.11% | -\$8,052 |
| EDU | EDU | EXECUTIVE OFFICE OF EDUCATION | \$26,713,276 | \$1,602,797 | \$1,043,072 | \$0 | \$1,043,072 | 65.08% | -\$559,724 |
| TOTAL | | | \$274,402,937 | \$16,464,176 | \$21,912,421 | \$8,266,517 | \$30,178,938 | 183.30% | \$13,714,762 |
| EED | SEA | DEPARTMENT OF BUSINESS AND TECHNOLOGY | \$35,602 | \$2,136 | \$17,687 | \$0 | \$17,687 | 827.98% | \$15,551 |
| EED | OCD | DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT | \$157,534,825 | \$9,452,090 | \$13,812,132 | \$0 | \$13,812,132 | 146.13% | \$4,360,043 |
| EED | TAC | DEPARTMENT OF TELECOMMUNICATION AND CABLE | \$215,916 | \$12,955 | \$24,824 | \$0 | \$24,824 | 191.62% | \$11,869 |
| EED | DOB | DIVISION OF BANKS | \$711,621 | \$42,697 | \$20,869 | \$0 | \$20,869 | 48.88% | -\$21,828 |
| EED | DOI | DIVISION OF INSURANCE | \$1,032,010 | \$61,921 | \$222,488 | \$0 | \$222,488 | 359.31% | \$160,568 |
| EED | REG | DIVISION OF PROFESSIONAL LICENSURE | \$629,969 | \$37,798 | \$37,566 | \$0 | \$37,566 | 99.39% | -\$232 |
| EED | DOS | DIVISION OF STANDARDS | \$52,436 | \$3,146 | \$9,225 | \$0 | \$9,225 | 293.22% | \$6,079 |
| EED | EED | EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT | \$507,677 | \$30,461 | \$181,463 | \$0 | \$181,463 | 595.73% | \$151,003 |
| EED | MMP | MASSACHUSETTS MARKETING PARTNERSHIP | \$869,758 | \$52,185 | \$21,596 | \$0 | \$21,596 | 41.38% | -\$30,589 |
| EED | SCA | OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION | \$60,998 | \$3,660 | \$37,319 | \$0 | \$37,319 | 1019.68% | \$33,659 |
| TOTAL | | | \$161,650,812 | \$9,699,049 | \$14,385,170 | \$0 | \$14,385,170 | 148.32% | \$4,686,122 |
| EHS | MCD | COMMISSION FOR THE DEAF AND HARD OF HEARING | \$214,149 | \$12,849 | \$9,297 | \$0 | \$9,297 | 72.36% | -\$3,552 |
| EHS | DSS | DEPARTMENT OF CHILDREN AND FAMILIES | \$389,228,175 | \$23,353,691 | \$20,052,018 | \$92,599 | \$20,144,617 | 86.26% | -\$3,209,074 |
| EHS | DMR | DEPARTMENT OF DEVELOPMENTAL SERVICES | \$1,103,186,654 | \$66,191,199 | \$41,881,174 | \$0 | \$41,881,174 | 63.27% | -\$24,310,025 |
| EHS | ELD | DEPARTMENT OF ELDER AFFAIRS | \$398,225,362 | \$23,893,522 | \$26,942,458 | \$0 | \$26,942,458 | 112.76% | \$3,048,937 |
| EHS | DMH | DEPARTMENT OF MENTAL HEALTH | \$448,756,035 | \$26,925,362 | \$7,462,458 | \$3,361,753 | \$10,824,211 | 40.20% | -\$16,101,151 |
| EHS | DPH | DEPARTMENT OF PUBLIC HEALTH | \$442,145,269 | \$26,528,716 | \$22,606,768 | \$0 | \$22,606,768 | 85.22% | -\$3,921,948 |
| EHS | WEL | DEPARTMENT OF TRANSITIONAL ASSISTANCE | \$27,476,323 | \$1,648,579 | \$579,229 | \$0 | \$579,229 | 35.14% | -\$1,069,351 |
| EHS | VET | DEPARTMENT OF VETERANS SERVICES | \$665,527 | \$39,932 | \$397,404 | \$0 | \$397,404 | 995.21% | \$357,472 |
| EHS | DYS | DEPARTMENT OF YOUTH SERVICES | \$96,187,311 | \$5,771,239 | \$3,196,446 | \$0 | \$3,196,446 | 55.39% | -\$2,574,793 |
| EHS | EHS | EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES | \$77,695,403 | \$4,661,724 | \$3,015,979 | \$0 | \$3,015,979 | 64.70% | -\$1,645,745 |
| EHS | MCB | MASSACHUSETTS COMMISSION FOR THE BLIND | \$17,767,205 | \$1,066,032 | \$107,109 | \$0 | \$107,109 | 10.05% | -\$958,924 |
| EHS | MRC | MASSACHUSETTS REHABILITATION COMMISSION | \$51,050,600 | \$3,063,036 | \$5,166,087 | \$0 | \$5,166,087 | 168.66% | \$2,103,051 |

| | | | | | | | | | |
|---------------------------------|-----|--|------------------------|----------------------|----------------------|---------------------|----------------------|----------------|----------------------|
| EHS | ORI | OFFICE FOR REFUGEES AND IMMIGRANTS | \$4,896,413 | \$293,785 | \$734,839 | \$0 | \$734,839 | 250.13% | \$441,055 |
| EHS | HLV | SOLDIERS' HOME IN HOLYOKE | \$1,481,326 | \$88,880 | \$84,269 | \$5,852 | \$90,121 | 101.40% | \$1,242 |
| EHS | CHE | SOLDIERS' HOME IN MASSACHUSETTS | \$2,932,360 | \$175,942 | \$207,360 | \$0 | \$207,360 | 117.86% | \$31,419 |
| TOTAL | | | \$3,061,908,112 | \$183,714,487 | \$132,442,895 | \$3,460,204 | \$135,903,099 | 73.98% | -\$47,811,388 |
| ENV | AGR | DEPARTMENT OF AGRICULTURAL RESOURCES | \$905,459 | \$54,328 | \$47,648 | \$0 | \$47,648 | 87.70% | -\$6,680 |
| ENV | DCR | DEPARTMENT OF CONSERVATION AND RECREATION | \$28,312,350 | \$1,698,741 | \$817,243 | \$0 | \$817,243 | 48.11% | -\$881,498 |
| ENV | ENE | DEPARTMENT OF ENERGY RESOURCES | \$210,000 | \$12,600 | \$6,623 | \$0 | \$6,623 | 52.56% | -\$9,977 |
| ENV | EQE | DEPARTMENT OF ENVIRONMENTAL PROTECTION | \$10,029,945 | \$601,797 | \$276,518 | \$0 | \$276,518 | 45.95% | -\$325,279 |
| ENV | FWE | DEPARTMENT OF FISH AND GAME | \$4,883,214 | \$292,993 | \$175,918 | \$2,644 | \$178,562 | 60.94% | -\$114,431 |
| ENV | DPU | DEPARTMENT OF PUBLIC UTILITIES | \$764,796 | \$45,888 | \$59,132 | \$0 | \$59,132 | 128.86% | \$13,245 |
| ENV | ENV | EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS | \$5,989,337 | \$359,360 | \$750,347 | \$0 | \$750,347 | 208.80% | \$390,987 |
| ENV | SRB | STATE RECLAMATION BOARD | \$3,430,457 | \$205,827 | \$23,520 | \$0 | \$23,520 | 11.43% | -\$182,307 |
| TOTAL | | | \$54,525,558 | \$3,271,533 | \$2,156,949 | \$2,644 | \$2,159,593 | 66.01% | -\$1,111,941 |
| EOL | EOL | DEPARTMENT OF WORKFORCE DEVELOPMENT | \$28,226,186 | \$1,693,571 | \$1,878,522 | \$0 | \$1,878,522 | 110.92% | \$184,951 |
| TOTAL | | | \$28,226,186 | \$1,693,571 | \$1,878,522 | \$0 | \$1,878,522 | 110.92% | \$184,951 |
| EPS | CME | CHIEF MEDICAL EXAMINER | \$735,485 | \$44,129 | \$100,115 | \$0 | \$100,115 | 226.87% | \$55,986 |
| EPS | CHS | CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT | \$579,281 | \$34,757 | \$7,362 | \$0 | \$7,362 | 21.18% | -\$27,395 |
| EPS | DOC | DEPARTMENT OF CORRECTION | \$25,900,985 | \$1,554,059 | \$587,032 | \$5,090,426 | \$5,677,458 | 365.33% | \$4,123,399 |
| EPS | DFS | DEPARTMENT OF FIRE SERVICES | \$3,679,322 | \$220,759 | \$90,594 | \$0 | \$90,594 | 41.04% | -\$130,165 |
| EPS | DPS | DEPARTMENT OF PUBLIC SAFETY | \$540,464 | \$32,428 | \$35,515 | \$0 | \$35,515 | 109.52% | \$3,088 |
| EPS | POL | DEPARTMENT OF STATE POLICE | \$21,540,061 | \$1,292,404 | \$1,284,574 | \$0 | \$1,284,574 | 99.39% | -\$7,829 |
| EPS | CDA | EMERGENCY MANAGEMENT AGENCY | \$1,200,016 | \$72,001 | \$117,460 | \$0 | \$117,460 | 163.14% | \$45,459 |
| EPS | EPS | EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY | \$34,736,707 | \$2,084,202 | \$967,214 | \$0 | \$967,214 | 46.41% | -\$1,116,989 |
| EPS | MIL | MILITARY DIVISION | \$842,631 | \$50,558 | \$183,885 | \$0 | \$183,885 | 363.71% | \$133,328 |
| EPS | CJT | MUNICIPAL POLICE TRAINING COMMITTEE | \$598,754 | \$35,925 | \$58,673 | \$0 | \$58,673 | 163.32% | \$22,747 |
| EPS | PAR | PAROLE BOARD | \$1,859,554 | \$111,573 | \$57,870 | \$0 | \$57,870 | 51.87% | -\$53,703 |
| EPS | SOR | SEX OFFENDER REGISTRY | \$154,345 | \$9,261 | \$12,447 | \$0 | \$12,447 | 134.41% | \$3,186 |
| TOTAL | | | \$92,367,605 | \$5,542,056 | \$3,502,742 | \$5,090,426 | \$8,593,168 | 155.05% | \$3,051,111 |
| GOV | GOV | GOVERNORS OFFICE | \$260,590 | \$15,635 | \$35,641 | \$0 | \$35,641 | 227.95% | \$20,005 |
| TOTAL | | | \$260,590 | \$15,635 | \$35,641 | \$0 | \$35,641 | 227.95% | \$20,005 |
| OSC | OSC | OFFICE OF THE COMPTROLLER | \$425,069 | \$25,504 | \$100,462 | \$0 | \$100,462 | 393.90% | \$74,958 |
| TOTAL | | | \$425,069 | \$25,504 | \$100,462 | \$0 | \$100,462 | 393.90% | \$74,958 |
| EXECUTIVE BRANCH TOTAL | | | \$3,976,301,022 | \$238,578,061 | \$229,270,477 | \$16,989,692 | \$246,260,169 | 103.22% | \$7,682,108 |
| MASS HOUSING | | | \$14,523,438 | \$871,406 | \$771,868 | \$105,530 | \$877,398 | 100.69% | \$5,992 |
| Year To Date Grand Total | | | \$3,990,824,460 | \$239,449,467 | \$230,042,345 | \$17,095,222 | \$247,137,567 | 103.21% | \$7,688,100 |

| Secretariat | Agency Code | Department Name | FY2014 Discretionary Budget | FY2014 WBE Benchmark 12% of Discretionary | WBE Expenditure FY2014 Final Spending Q4 | Subcontracting | WBE FY2014 Total Final Spending | WBE Year To Date Variance from 12% Benchmark as a percentage | WBE Year to Date Variance from 12% Benchmark in dollars |
|--------------|-------------|---|-----------------------------|---|--|------------------|---------------------------------|--|---|
| ANF | ADD | DEVELOPMENTAL DISABILITIES COUNCIL | \$151,435 | \$18,172 | \$41,485 | \$0 | \$41,485 | 228.29% | \$23,313 |
| ANF | ALA | ADMINISTRATIVE LAW APPEALS DIVISION | \$11,300 | \$1,356 | \$67,227 | \$0 | \$67,227 | 4957.77% | \$65,871 |
| ANF | ANF | EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE | \$27,941,762 | \$3,353,011 | \$3,214,128 | \$0 | \$3,214,128 | 95.86% | -\$138,883 |
| ANF | ATB | APPELLATE TAX BOARD | \$20,191 | \$2,423 | \$5,682 | \$0 | \$5,682 | 234.51% | \$3,259 |
| ANF | BSB | BUREAU OF THE STATE HOUSE | \$1,229,156 | \$147,499 | \$68,049 | \$0 | \$68,049 | 46.14% | -\$79,450 |
| ANF | CSC | CIVIL SERVICE COMMISSION | \$12,710 | \$1,525 | \$2,869 | \$0 | \$2,869 | 188.09% | \$1,344 |
| ANF | DCP | CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION | \$6,430,949 | \$771,714 | \$2,447,063 | \$0 | \$2,447,063 | 317.09% | \$1,675,349 |
| ANF | DOR | DEPARTMENT OF REVENUE | \$52,810,218 | \$6,337,226 | \$1,748,681 | \$661,905 | \$2,410,586 | 38.04% | -\$3,926,640 |
| ANF | GIC | GROUP INSURANCE COMMISSION | \$3,530,011 | \$423,601 | \$466,243 | \$0 | \$466,243 | 110.07% | \$42,642 |
| ANF | HRD | HUMAN RESOURCES DIVISION | \$918,431 | \$110,212 | \$539,386 | \$0 | \$539,386 | 489.41% | \$429,175 |
| ANF | ITD | INFORMATION TECHNOLOGY DIVISION | \$6,070,217 | \$728,426 | \$3,547,709 | \$0 | \$3,547,709 | 487.04% | \$2,819,283 |
| ANF | LIB | GEORGE FINGOLD LIBRARY | \$779,058 | \$93,487 | \$10,283 | \$0 | \$10,283 | 11.00% | -\$83,204 |
| ANF | OHA | MASSACHUSETTS OFFICE ON DISABILITY | \$64,967 | \$7,796 | \$10,694 | \$0 | \$10,694 | 137.18% | \$2,898 |
| ANF | OSD | DIVISION OF OPERATIONAL SERVICES | \$404,058 | \$48,487 | \$214,864 | \$0 | \$214,864 | 443.14% | \$166,377 |
| ANF | PER | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION | \$500,835 | \$60,100 | \$377,765 | \$0 | \$377,765 | 628.56% | \$317,665 |
| ANF | TRB | TEACHERS RETIREMENT BOARD | \$2,781,597 | \$333,792 | \$383,846 | \$0 | \$383,846 | 115.00% | \$50,055 |
| TOTAL | | | \$103,656,895 | \$12,438,827 | \$13,145,975 | \$661,905 | \$13,807,880 | 111.01% | \$1,369,052 |

| | | | | | | | | | |
|--------------|-----|--|------------------------|----------------------|----------------------|---------------------|----------------------|----------------|---------------------|
| CAD | CAD | COMMISSION AGAINST DISCRIMINATION | \$227,692 | \$27,323 | \$83,572 | \$0 | \$83,572 | 305.86% | \$56,249 |
| TOTAL | | | \$227,692 | \$27,323 | \$83,572 | \$0 | \$83,572 | 305.86% | \$56,249 |
| CHIA | HCF | CENTER FOR HEALTH INFORMATION & ANALYSIS | \$14,256,492 | \$1,710,779 | \$1,016,449 | \$0 | \$1,016,449 | 59.41% | -\$694,330 |
| TOTAL | | | \$14,256,492 | \$1,710,779 | \$1,016,449 | \$0 | \$1,016,449 | 59.41% | -\$694,330 |
| DAC | DAC | DISABLED PERSONS PROTECTION COMMISSION | \$111,224 | \$13,347 | \$35,419 | \$0 | \$35,419 | 265.37% | \$22,072 |
| TOTAL | | | \$111,224 | \$13,347 | \$35,419 | \$0 | \$35,419 | 265.37% | \$22,072 |
| DOT | DOT | MASSACHUSETTS DEPARTMENT OF TRANSPORTATION | \$184,059,403 | \$22,087,128 | \$36,923,960 | \$0 | \$36,923,960 | 167.17% | \$14,836,831 |
| TOTAL | | | \$184,059,403 | \$22,087,128 | \$36,923,960 | \$0 | \$36,923,960 | 167.17% | \$14,836,831 |
| EDU | DOE | DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION | \$30,084,499 | \$3,610,140 | \$1,744,960 | \$0 | \$1,744,960 | 48.33% | -\$1,865,179 |
| EDU | EDU | EXECUTIVE OFFICE OF EDUCATION | \$26,713,276 | \$3,205,593 | \$4,011,828 | \$0 | \$4,011,828 | 125.15% | \$806,235 |
| EDU | EEC | DEPARTMENT OF EARLY EDUCATION & CARE | \$216,704,151 | \$26,004,498 | \$27,696,921 | \$16,271,450 | \$43,968,371 | 169.08% | \$17,963,872 |
| EDU | RGT | DEPARTMENT OF HIGHER EDUCATION | \$901,011 | \$108,121 | \$71,583 | \$0 | \$71,583 | 66.21% | -\$36,538 |
| TOTAL | | | \$274,402,937 | \$32,928,352 | \$33,525,293 | \$16,271,450 | \$49,796,743 | 151.23% | \$16,868,390 |
| EED | DOB | DIVISION OF BANKS | \$711,621 | \$85,395 | \$90,465 | \$0 | \$90,465 | 105.94% | \$5,070 |
| EED | DOI | DIVISION OF INSURANCE | \$1,032,010 | \$123,841 | \$274,745 | \$0 | \$274,745 | 221.85% | \$150,903 |
| EED | DOS | DIVISION OF STANDARDS | \$52,436 | \$6,292 | \$7,556 | \$0 | \$7,556 | 120.08% | \$1,263 |
| EED | EED | EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT | \$507,677 | \$60,921 | \$72,612 | \$0 | \$72,612 | 119.19% | \$11,691 |
| EED | MMP | MASSACHUSETTS MARKETING PARTNERSHIP | \$869,758 | \$104,371 | \$179,798 | \$0 | \$179,798 | 172.27% | \$75,427 |
| EED | QCD | DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT | \$157,534,825 | \$18,904,179 | \$78,155,643 | \$0 | \$78,155,643 | 413.43% | \$59,251,464 |
| EED | REG | DIVISION OF PROFESSIONAL LICENSURE | \$629,969 | \$75,596 | \$382,610 | \$0 | \$382,610 | 506.12% | \$307,014 |
| EED | SCA | OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION | \$60,998 | \$7,320 | \$24,170 | \$0 | \$24,170 | 330.20% | \$16,850 |
| EED | SEA | DEPARTMENT OF BUSINESS AND TECHNOLOGY | \$35,602 | \$4,272 | \$17,687 | \$0 | \$17,687 | 413.99% | \$13,414 |
| EED | TAC | DEPARTMENT OF TELECOMMUNICATION AND CABLE | \$215,916 | \$25,910 | \$25,068 | \$0 | \$25,068 | 96.75% | -\$841 |
| TOTAL | | | \$161,650,812 | \$19,398,097 | \$79,230,353 | \$0 | \$79,230,353 | 408.44% | \$59,832,255 |
| EHS | CHE | SOLDIERS' HOME IN MASSACHUSETTS | \$2,932,360 | \$351,883 | \$289,180 | \$0 | \$289,180 | 82.18% | -\$62,704 |
| EHS | DMH | DEPARTMENT OF MENTAL HEALTH | \$448,756,035 | \$53,850,724 | \$72,054,500 | \$7,764,209 | \$79,818,709 | 148.22% | \$25,967,984 |
| EHS | DMR | DEPARTMENT OF DEVELOPMENTAL SERVICES | \$1,103,186,654 | \$132,382,398 | \$132,796,478 | \$0 | \$132,796,478 | 100.31% | \$414,080 |
| EHS | DPH | DEPARTMENT OF PUBLIC HEALTH | \$442,145,269 | \$53,057,432 | \$44,859,657 | \$0 | \$44,859,657 | 84.55% | -\$8,197,775 |
| EHS | DSS | DEPARTMENT OF CHILDREN AND FAMILIES | \$389,228,175 | \$46,707,381 | \$53,811,484 | \$420,809 | \$54,232,293 | 116.11% | \$7,524,912 |
| EHS | DYS | DEPARTMENT OF YOUTH SERVICES | \$96,187,311 | \$11,542,477 | \$17,131,702 | \$0 | \$17,131,702 | 148.42% | \$5,589,224 |
| EHS | EHS | EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES | \$77,695,403 | \$9,323,448 | \$12,449,260 | \$0 | \$12,449,260 | 133.53% | \$3,125,812 |
| EHS | ELD | DEPARTMENT OF ELDER AFFAIRS | \$398,225,362 | \$47,787,043 | \$17,568,457 | \$0 | \$17,568,457 | 36.76% | -\$30,218,587 |
| EHS | HLY | SOLDIERS' HOME IN HOLYOKE | \$1,481,326 | \$177,759 | \$39,119 | \$3,212 | \$42,331 | 23.81% | -\$135,428 |
| EHS | MCB | MASSACHUSETTS COMMISSION FOR THE BLIND | \$17,767,205 | \$2,132,065 | \$1,394,348 | \$0 | \$1,394,348 | 65.40% | -\$737,716 |
| EHS | MCD | COMMISSION FOR THE DEAF AND HARD OF HEARING | \$214,149 | \$25,698 | \$20,201 | \$0 | \$20,201 | 78.61% | -\$5,497 |
| EHS | MRC | MASSACHUSETTS REHABILITATION COMMISSION | \$51,050,600 | \$6,126,072 | \$9,136,704 | \$0 | \$9,136,704 | 149.14% | \$3,010,632 |
| EHS | ORI | OFFICE FOR REFUGEES AND IMMIGRANTS | \$4,896,413 | \$587,570 | \$26,210 | \$0 | \$26,210 | 4.46% | -\$561,359 |
| EHS | VET | DEPARTMENT OF VETERANS SERVICES | \$665,527 | \$79,863 | \$234,569 | \$0 | \$234,569 | 293.71% | \$154,705 |
| EHS | WEL | DEPARTMENT OF TRANSITIONAL ASSISTANCE | \$27,476,323 | \$3,297,159 | \$2,678,908 | \$0 | \$2,678,908 | 81.25% | -\$618,251 |
| TOTAL | | | \$3,061,908,112 | \$367,428,973 | \$364,490,776 | \$8,188,230 | \$372,679,006 | 101.43% | \$5,250,033 |
| ENV | AGR | DEPARTMENT OF AGRICULTURAL RESOURCES | \$905,459 | \$108,655 | \$113,199 | \$0 | \$113,199 | 104.18% | \$4,544 |
| ENV | DCR | DEPARTMENT OF CONSERVATION AND RECREATION | \$28,312,350 | \$3,397,482 | \$2,907,110 | \$0 | \$2,907,110 | 85.57% | -\$490,372 |
| ENV | DPU | DEPARTMENT OF PUBLIC UTILITIES | \$764,796 | \$91,776 | \$149,252 | \$0 | \$149,252 | 162.63% | \$57,476 |
| ENV | ENE | DEPARTMENT OF ENERGY RESOURCES | \$210,000 | \$25,200 | \$8,731 | \$0 | \$8,731 | 34.65% | -\$16,469 |
| ENV | ENV | EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS | \$5,989,337 | \$718,720 | \$2,603,510 | \$0 | \$2,603,510 | 362.24% | \$1,884,790 |
| ENV | EQE | DEPARTMENT OF ENVIRONMENTAL PROTECTION | \$10,029,945 | \$1,203,593 | \$318,720 | \$0 | \$318,720 | 26.48% | -\$884,873 |
| ENV | FWE | DEPARTMENT OF FISH AND GAME | \$4,883,214 | \$585,986 | \$489,752 | \$13,950 | \$503,702 | 85.96% | -\$82,284 |
| ENV | SRB | STATE RECLAMATION BOARD | \$3,430,457 | \$411,655 | \$55,606 | \$0 | \$55,606 | 13.51% | -\$356,049 |
| TOTAL | | | \$54,525,558 | \$6,543,067 | \$6,645,882 | \$13,950 | \$6,659,832 | 101.78% | \$116,765 |
| EOL | EOL | DEPARTMENT OF WORKFORCE DEVELOPMENT | \$28,226,186 | \$3,387,142 | \$2,236,951 | \$0 | \$2,236,951 | 66.04% | -\$1,150,191 |
| TOTAL | | | \$28,226,186 | \$3,387,142 | \$2,236,951 | \$0 | \$2,236,951 | 66.04% | -\$1,150,191 |
| EPS | CDA | EMERGENCY MANAGEMENT AGENCY | \$1,200,016 | \$144,002 | \$203,347 | \$0 | \$203,347 | 141.21% | \$59,345 |
| EPS | CHS | CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT | \$579,281 | \$69,514 | \$21,761 | \$0 | \$21,761 | 31.30% | -\$47,753 |
| EPS | CJT | MUNICIPAL POLICE TRAINING COMMITTEE | \$598,754 | \$71,850 | \$83,313 | \$0 | \$83,313 | 115.95% | \$11,462 |
| EPS | CME | CHIEF MEDICAL EXAMINER | \$735,485 | \$88,258 | \$190,369 | \$0 | \$190,369 | 215.70% | \$102,111 |

| | | | | | | | | | |
|---------------------------------|-----|--|------------------------|----------------------|----------------------|---------------------|----------------------|----------------|---------------------|
| EPS | DFS | DEPARTMENT OF FIRE SERVICES | \$3,679,322 | \$441,519 | \$136,425 | \$0 | \$136,425 | 30.90% | -\$305,093 |
| EPS | DOC | DEPARTMENT OF CORRECTION | \$25,900,985 | \$3,108,118 | \$2,866,029 | \$2,393,173 | \$5,259,202 | 169.21% | \$2,151,084 |
| EPS | DPS | DEPARTMENT OF PUBLIC SAFETY | \$540,464 | \$64,856 | \$217,816 | \$0 | \$217,816 | 335.85% | \$152,961 |
| EPS | EPS | EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY | \$34,736,707 | \$4,168,405 | \$1,491,440 | \$0 | \$1,491,440 | 35.78% | -\$2,676,965 |
| EPS | MIL | MILITARY DIVISION | \$842,631 | \$101,116 | \$172,590 | \$0 | \$172,590 | 170.69% | \$71,475 |
| EPS | PAR | PAROLE BOARD | \$1,859,554 | \$223,146 | \$183,580 | \$0 | \$183,580 | 82.27% | -\$39,567 |
| EPS | POL | DEPARTMENT OF STATE POLICE | \$21,540,061 | \$2,584,807 | \$2,164,312 | \$0 | \$2,164,312 | 83.73% | -\$420,495 |
| EPS | SOR | SEX OFFENDER REGISTRY | \$154,345 | \$18,521 | \$12,074 | \$0 | \$12,074 | 65.19% | -\$6,448 |
| TOTAL | | | \$92,367,605 | \$11,084,113 | \$7,743,058 | \$2,393,173 | \$10,136,231 | 91.45% | -\$947,882 |
| GOV | GOV | GOVERNORS OFFICE | \$260,590 | \$31,271 | \$14,469 | \$0 | \$14,469 | 46.27% | -\$16,802 |
| TOTAL | | | \$260,590 | \$31,271 | \$14,469 | \$0 | \$14,469 | 46.27% | -\$16,802 |
| OSC | OSC | OFFICE OF THE COMPTROLLER | \$425,069 | \$51,008 | \$354,071 | \$0 | \$354,071 | 694.14% | \$303,063 |
| TOTAL | | | \$425,069 | \$51,008 | \$354,071 | \$0 | \$354,071 | 694.14% | \$303,063 |
| Year To Date Grand Total | | | \$3,976,078,574 | \$477,129,429 | \$545,446,225 | \$27,528,708 | \$572,974,933 | 120.09% | \$95,845,505 |

| | | | | | | | | | |
|---------------------------------|--|--|------------------------|----------------------|----------------------|---------------------|----------------------|----------------|---------------------|
| MASS HOUSING | | | \$14,523,438 | \$1,742,813 | \$1,349,562 | \$0 | \$1,349,562 | 77.44% | -\$393,251 |
| Year To Date Grand Total | | | \$3,990,602,012 | \$478,872,242 | \$546,795,787 | \$27,528,708 | \$574,324,495 | 119.93% | \$95,452,254 |

| Secretariat | Agency Code | Department Name | FY2014 Discretionary Budget | FY2014 SBPP Benchmark 2.5% of Discretionary | SBPP Expenditure | Subcontracting | SBPP FY2014 Total Final Spending | SBPP Year To Date Variance from 2.5% Benchmark as a percentage | SBPP Year to Date Variance from 2.5% Benchmark in dollars |
|--------------|-------------|---|-----------------------------|---|---------------------|----------------|----------------------------------|--|---|
| ANF | ALA | ADMINISTRATIVE LAW APPEALS DIVISION | \$11,300 | \$283 | \$1,856 | \$0 | \$1,856 | 657.12% | \$1,574 |
| ANF | ATB | APPELLATE TAX BOARD | \$20,191 | \$505 | \$1,941 | \$0 | \$1,941 | 384.61% | \$1,437 |
| ANF | BSB | BUREAU OF THE STATE HOUSE | \$1,229,156 | \$30,729 | \$103,501 | \$0 | \$103,501 | 336.82% | \$72,773 |
| ANF | DCP | CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION | \$6,430,949 | \$160,774 | \$4,500,454 | \$0 | \$4,500,454 | 2799.25% | \$4,339,680 |
| ANF | CSC | CIVIL SERVICE COMMISSION | \$12,710 | \$318 | \$0 | \$0 | \$0 | 0.00% | -\$318 |
| ANF | DOR | DEPARTMENT OF REVENUE | \$52,810,218 | \$1,320,255 | \$608,286 | \$0 | \$608,286 | 46.07% | -\$711,969 |
| ANF | ADD | DEVELOPMENTAL DISABILITIES COUNCIL | \$151,435 | \$3,786 | \$49,663 | \$0 | \$49,663 | 1311.81% | \$45,877 |
| ANF | OSD | DIVISION OF OPERATIONAL SERVICES | \$404,058 | \$10,101 | \$158,584 | \$0 | \$158,584 | 1569.91% | \$148,482 |
| ANF | ANF | EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE | \$27,941,762 | \$698,544 | \$2,939,265 | \$0 | \$2,939,265 | 420.77% | \$2,240,721 |
| ANF | LIB | GEORGE FINGOLD LIBRARY | \$779,058 | \$19,476 | \$765 | \$0 | \$765 | 3.93% | -\$18,711 |
| ANF | GIC | GROUP INSURANCE COMMISSION | \$3,530,011 | \$88,250 | \$454,965 | \$0 | \$454,965 | 515.54% | \$366,714 |
| ANF | HRD | HUMAN RESOURCES DIVISION | \$918,431 | \$22,961 | \$125,568 | \$0 | \$125,568 | 546.88% | \$102,607 |
| ANF | ITD | INFORMATION TECHNOLOGY DIVISION | \$6,070,217 | \$151,755 | \$1,780,793 | \$0 | \$1,780,793 | 1173.46% | \$1,629,037 |
| ANF | OHA | MASSACHUSETTS OFFICE ON DISABILITY | \$64,967 | \$1,624 | \$1,670 | \$0 | \$1,670 | 102.81% | \$46 |
| ANF | PER | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION | \$500,835 | \$12,521 | \$22,190 | \$0 | \$22,190 | 177.22% | \$9,669 |
| ANF | TRB | TEACHERS RETIREMENT BOARD | \$2,781,597 | \$69,540 | \$332,642 | \$0 | \$332,642 | 478.35% | \$263,102 |
| TOTAL | | | \$103,656,895 | \$2,591,422 | \$11,082,144 | \$0 | \$11,082,144 | 427.65% | \$8,490,721 |
| CAD | CAD | COMMISSION AGAINST DISCRIMINATION | \$227,692 | \$5,692 | \$80,534 | \$0 | \$80,534 | 1414.78% | \$74,841 |
| TOTAL | | | \$227,692 | \$5,692 | \$80,534 | \$0 | \$80,534 | 1414.78% | \$74,841 |
| CHIA | HCF | CENTER FOR HEALTH INFORMATION & ANALYSIS | \$14,256,492 | \$356,412 | \$2,897,105 | \$0 | \$2,897,105 | 812.85% | \$2,540,693 |
| TOTAL | | | \$14,256,492 | \$356,412 | \$2,897,105 | \$0 | \$2,897,105 | 812.85% | \$2,540,693 |
| DAC | DAC | DISABLED PERSONS PROTECTION COMMISSION | \$111,224 | \$2,781 | \$1,375 | \$0 | \$1,375 | 49.45% | -\$1,406 |
| TOTAL | | | \$111,224 | \$2,781 | \$1,375 | \$0 | \$1,375 | 49.45% | -\$1,406 |
| DOT | DOT | MASSACHUSETTS DEPARTMENT OF TRANSPORTATION | \$184,059,403 | \$4,601,485 | \$19,138,065 | \$0 | \$19,138,065 | 415.91% | \$14,536,580 |
| TOTAL | | | \$184,059,403 | \$4,601,485 | \$19,138,065 | \$0 | \$19,138,065 | 415.91% | \$14,536,580 |
| EDU | EEC | DEPARTMENT OF EARLY EDUCATION & CARE | \$216,704,151 | \$5,417,604 | \$612,631 | \$0 | \$612,631 | 11.31% | -\$4,804,973 |
| EDU | DOE | DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION | \$30,084,499 | \$752,112 | \$817,485 | \$0 | \$817,485 | 108.69% | \$65,373 |
| EDU | RGT | DEPARTMENT OF HIGHER EDUCATION | \$901,011 | \$22,525 | \$86,995 | \$0 | \$86,995 | 386.21% | \$64,470 |
| EDU | EDU | EXECUTIVE OFFICE OF EDUCATION | \$26,713,276 | \$667,832 | \$3,599,375 | \$0 | \$3,599,375 | 538.96% | \$2,931,543 |
| TOTAL | | | \$274,402,937 | \$6,860,073 | \$5,116,486 | \$0 | \$5,116,486 | 74.58% | -\$1,743,587 |
| EED | SEA | DEPARTMENT OF BUSINESS AND TECHNOLOGY | \$35,602 | \$890 | \$1,363 | \$0 | \$1,363 | 153.13% | \$473 |
| EED | OCD | DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT | \$157,534,825 | \$3,938,371 | \$6,383,903 | \$0 | \$6,383,903 | 162.10% | \$2,445,532 |
| EED | TAC | DEPARTMENT OF TELECOMMUNICATION AND CABLE | \$215,916 | \$5,398 | \$21,446 | \$0 | \$21,446 | 397.31% | \$16,048 |
| EED | DOB | DIVISION OF BANKS | \$711,621 | \$17,791 | \$98,971 | \$0 | \$98,971 | 556.31% | \$81,180 |

| | | | | | | | | | |
|---------------------------------|-----|--|------------------------|---------------------|----------------------|------------|----------------------|-----------------|----------------------|
| EED | | DIVISION OF INSURANCE | \$1,032,010 | \$25,800 | \$338,207 | \$0 | \$338,207 | 1310.87% | \$312,407 |
| EED | REG | DIVISION OF PROFESSIONAL LICENSURE | \$629,969 | \$15,749 | \$357,973 | \$0 | \$357,973 | 2272.95% | \$342,223 |
| EED | DOS | DIVISION OF STANDARDS | \$52,436 | \$1,311 | \$32,673 | \$0 | \$32,673 | 2492.40% | \$31,362 |
| EED | EED | EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT | \$507,677 | \$12,692 | \$204,006 | \$0 | \$204,006 | 1607.37% | \$191,314 |
| EED | MMP | MASSACHUSETTS MARKETING PARTNERSHIP | \$869,758 | \$21,744 | \$6,483,177 | \$0 | \$6,483,177 | 29816.01% | \$6,461,433 |
| EED | SCA | OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION | \$60,998 | \$1,525 | \$63,974 | \$0 | \$63,974 | 4195.18% | \$62,449 |
| TOTAL | | | \$161,650,812 | \$4,041,270 | \$13,985,694 | \$0 | \$13,985,694 | 346.07% | \$9,944,423 |
| EHS | MCD | COMMISSION FOR THE DEAF AND HARD OF HEARING | \$214,149 | \$5,354 | \$20,389 | \$0 | \$20,389 | 380.83% | \$15,035 |
| EHS | DSS | DEPARTMENT OF CHILDREN AND FAMILIES | \$389,228,175 | \$9,730,704 | \$5,535,284 | \$0 | \$5,535,284 | 56.88% | -\$4,195,421 |
| EHS | DMR | DEPARTMENT OF DEVELOPMENTAL SERVICES | \$1,103,186,654 | \$27,579,666 | \$8,816,156 | \$0 | \$8,816,156 | 31.97% | -\$18,763,511 |
| EHS | ELD | DEPARTMENT OF ELDER AFFAIRS | \$398,225,362 | \$9,955,634 | \$414,887 | \$0 | \$414,887 | 4.17% | -\$9,540,747 |
| EHS | DMH | DEPARTMENT OF MENTAL HEALTH | \$448,756,035 | \$11,218,901 | \$3,237,970 | \$0 | \$3,237,970 | 28.86% | -\$7,980,930 |
| EHS | DPH | DEPARTMENT OF PUBLIC HEALTH | \$442,145,269 | \$11,053,632 | \$16,902,567 | \$0 | \$16,902,567 | 152.91% | \$5,848,935 |
| EHS | WEL | DEPARTMENT OF TRANSITIONAL ASSISTANCE | \$27,476,323 | \$686,908 | \$2,247,173 | \$0 | \$2,247,173 | 327.14% | \$1,560,265 |
| EHS | VET | DEPARTMENT OF VETERANS SERVICES | \$665,527 | \$16,638 | \$549,403 | \$0 | \$549,403 | 3302.06% | \$532,765 |
| EHS | DYS | DEPARTMENT OF YOUTH SERVICES | \$96,187,311 | \$2,404,683 | \$1,772,444 | \$0 | \$1,772,444 | 73.71% | -\$632,239 |
| EHS | EHS | EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES | \$77,695,403 | \$1,942,385 | \$12,464,895 | \$0 | \$12,464,895 | 641.73% | \$10,522,510 |
| EHS | MCB | MASSACHUSETTS COMMISSION FOR THE BLIND | \$17,767,205 | \$444,180 | \$489,982 | \$0 | \$489,982 | 110.31% | \$45,801 |
| EHS | MRC | MASSACHUSETTS REHABILITATION COMMISSION | \$51,050,600 | \$1,276,265 | \$3,404,452 | \$0 | \$3,404,452 | 266.75% | \$2,128,187 |
| EHS | ORI | OFFICE FOR REFUGEES AND IMMIGRANTS | \$4,896,413 | \$122,410 | \$287,236 | \$0 | \$287,236 | 234.65% | \$164,826 |
| EHS | HLV | SOLDIERS' HOME IN HOLYOKE | \$1,481,326 | \$37,033 | \$150,908 | \$0 | \$150,908 | 407.50% | \$113,875 |
| EHS | CHE | SOLDIERS' HOME IN MASSACHUSETTS | \$2,932,360 | \$73,309 | \$779,702 | \$0 | \$779,702 | 1063.58% | \$706,393 |
| TOTAL | | | \$3,061,908,112 | \$76,547,703 | \$57,073,446 | \$0 | \$57,073,446 | 74.56% | -\$19,474,257 |
| ENV | AGR | DEPARTMENT OF AGRICULTURAL RESOURCES | \$905,459 | \$22,636 | \$71,311 | \$0 | \$71,311 | 315.03% | \$48,675 |
| ENV | DCR | DEPARTMENT OF CONSERVATION AND RECREATION | \$28,312,350 | \$707,809 | \$8,993,952 | \$0 | \$8,993,952 | 1270.68% | \$8,286,143 |
| ENV | ENE | DEPARTMENT OF ENERGY RESOURCES | \$210,000 | \$5,250 | \$947,859 | \$0 | \$947,859 | 18054.46% | \$942,609 |
| ENV | EQE | DEPARTMENT OF ENVIRONMENTAL PROTECTION | \$10,029,945 | \$250,749 | \$330,491 | \$0 | \$330,491 | 131.80% | \$79,742 |
| ENV | FWE | DEPARTMENT OF FISH AND GAME | \$4,883,214 | \$122,080 | \$570,622 | \$0 | \$570,622 | 467.41% | \$448,541 |
| ENV | DPV | DEPARTMENT OF PUBLIC UTILITIES | \$764,796 | \$19,120 | \$233,780 | \$0 | \$233,780 | 1222.70% | \$214,660 |
| ENV | ENV | EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS | \$5,989,337 | \$149,733 | \$1,251,925 | \$0 | \$1,251,925 | 836.10% | \$1,102,191 |
| ENV | SRB | STATE RECLAMATION BOARD | \$3,430,457 | \$85,761 | \$51,721 | \$0 | \$51,721 | 60.31% | -\$34,041 |
| TOTAL | | | \$54,525,558 | \$1,363,139 | \$12,451,660 | \$0 | \$12,451,660 | 913.45% | \$11,088,520 |
| EOL | EOL | DEPARTMENT OF WORKFORCE DEVELOPMENT | \$28,226,186 | \$705,655 | \$2,139,506 | \$0 | \$2,139,506 | 303.19% | \$1,433,851 |
| TOTAL | | | \$28,226,186 | \$705,655 | \$2,139,506 | \$0 | \$2,139,506 | 303.19% | \$1,433,851 |
| EPS | CME | CHIEF MEDICAL EXAMINER | \$735,485 | \$18,387 | \$130,470 | \$0 | \$130,470 | 709.57% | \$112,083 |
| EPS | CHS | CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT | \$579,281 | \$14,482 | \$21,463 | \$0 | \$21,463 | 148.20% | \$6,981 |
| EPS | DOC | DEPARTMENT OF CORRECTION | \$25,900,985 | \$647,525 | \$4,451,275 | \$0 | \$4,451,275 | 687.43% | \$3,803,750 |
| EPS | DFS | DEPARTMENT OF FIRE SERVICES | \$3,679,322 | \$91,983 | \$779,327 | \$0 | \$779,327 | 847.25% | \$687,344 |
| EPS | DPS | DEPARTMENT OF PUBLIC SAFETY | \$540,464 | \$13,512 | \$229,402 | \$0 | \$229,402 | 1697.82% | \$215,891 |
| EPS | POL | DEPARTMENT OF STATE POLICE | \$21,540,061 | \$538,502 | \$3,024,508 | \$0 | \$3,024,508 | 561.65% | \$2,486,007 |
| EPS | CDA | EMERGENCY MANAGEMENT AGENCY | \$1,200,016 | \$30,000 | \$255,510 | \$0 | \$255,510 | 851.69% | \$225,510 |
| EPS | EPS | EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY | \$34,736,707 | \$868,418 | \$6,714,475 | \$0 | \$6,714,475 | 773.18% | \$5,846,057 |
| EPS | MIL | MILITARY DIVISION | \$842,631 | \$21,066 | \$797,191 | \$0 | \$797,191 | 3784.29% | \$776,125 |
| EPS | CJT | MUNICIPAL POLICE TRAINING COMMITTEE | \$598,754 | \$14,969 | \$107,944 | \$0 | \$107,944 | 721.13% | \$92,976 |
| EPS | PAR | PAROLE BOARD | \$1,859,554 | \$46,489 | \$191,193 | \$0 | \$191,193 | 411.27% | \$144,704 |
| EPS | SOR | SEX OFFENDER REGISTRY | \$154,345 | \$3,859 | \$32,992 | \$0 | \$32,992 | 855.01% | \$29,133 |
| TOTAL | | | \$92,367,605 | \$2,309,190 | \$16,735,749 | \$0 | \$16,735,749 | 724.75% | \$14,426,559 |
| GOV | GOV | GOVERNORS OFFICE | \$260,590 | \$6,515 | \$24,705 | \$0 | \$24,705 | 379.21% | \$18,190 |
| TOTAL | | | \$260,590 | \$6,515 | \$24,705 | \$0 | \$24,705 | 379.21% | \$18,190 |
| OSC | OSC | OFFICE OF THE COMPTROLLER | \$425,069 | \$10,627 | \$219,575 | \$0 | \$219,575 | 2066.26% | \$208,949 |
| TOTAL | | | \$425,069 | \$10,627 | \$219,575 | \$0 | \$219,575 | 2066.26% | \$208,949 |
| Year To Date Grand Total | | | \$3,976,078,574 | \$99,401,965 | \$140,946,043 | \$0 | \$140,946,043 | 141.79% | \$41,544,079 |