

# Supplier Diversity Office Comprehensive Annual Report FY2012

Commonwealth of Massachusetts  
Operational Services Division

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## Executive Summary

In FY2012, the Operational Services Division's (OSD) Supplier Diversity Office (SDO) had a tremendous year. Certified minority, women owned, disadvantaged, and registered small businesses received **\$1,048,694,959** in business with the Commonwealth: \$243,338,712 with Minority Business Enterprises (MBE), \$578,854,638 with Women Business Enterprises (WBE), \$121,790,070 with Small Business Purchasing Program (SBPP) participants, and \$104,711,538 in Construction Reform. 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.

SDO started the year as the proud recipient of the **“Government Advocacy of the Year Award”** presented by the Associated Minority Business Enterprises of New England at the 6<sup>th</sup> Annual Minority Enterprises Development Week (MED Week) Awards Ceremony and Celebration in September 2011.

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), Construction Reform Program, and our Disadvantaged Business Enterprise Supportive Services Program (DBE-SS). In FY2012, OSD and SDO provided technical assistance to numerous businesses. These services included pre-certification workshops; recruitment of certified firms into construction technical assistance programs offered by two construction primes; and through the Disadvantaged Business Enterprise Supportive Services (DBE SS) Program: a mini-MBA classroom curriculum, various knowledge seminars at Get Connected events, and Meet & Greet events to network and forge new business relationships between primes and sub-contractor entities.

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. Additionally, the SDO is involved in tracking all spend within the Executive Branch for spend with certified entities and small business participating entities, through the four different types of procurement performed within the Executive Branch: statewide contracts, 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 FY2012, Minority and Women owned firms participated in over \$822,193,350 dollars of goods and services contracts.

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 of non-construction procurements valued

between \$5,000 and \$150,000 to businesses registered as Small Business Purchasing Program participants. In FY2012, 72 executive branch departments spent \$121,790,070 with SBPP registered participants.

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 or public works project by any city or town. The SDO Construction Reform Program monitors MBE and WBE goals for vertical public construction projects of a certain size utilizing, public funding, and taking place in the 351 municipalities throughout the Commonwealth. Projects affected are those funded in whole or in part by the Commonwealth.

In FY2012, over \$104,711,538 in design and construction is attributed to Minority and Women owned design and construction firms. 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.

The Disadvantaged Business Enterprise Supportive Services (DBE-SS) Program is an initiative funded through the U.S. Department of Transportation Federal Highway Administration and administered through the Massachusetts Department of Transportation (MassDOT). The program aims to increase the participation of certified DBE's that have the resources, finances, management, and technical skills necessary to compete successfully for transportation/highway related contracts and subcontracts. To reach these goals, MassDOT has enlisted the OSD's Supplier Diversity Office to create and implement the multi-phase instructional and goal driven module that is the DBE-SS Program.

SDO expanded the Disadvantaged Business Enterprise Supportive Services Program to include a classroom based, 14 session professional certificate program through Marketing Edge Consulting Group and Boston University. Participating firms received procurement training and business development services with classroom technical assistance culminating with a three (3) year business Growth Action Plan tailored to their particular business.

We have accomplished a great deal in FY2012, but there is more that needs to be done. We look forward to the challenges of monitoring of and compliance with Executive Orders 524 and 523, building capacity of certified Minority and Women owned firms as well as Small Businesses.

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**OPERATIONAL SERVICES DIVISION**

**SUPPLIER DIVERSITY OFFICE**

Reginald Nunnally  
Executive Director

Deval L. Patrick  
Governor

Timothy P. Murray  
Lieutenant Governor

Jay Gonzalez  
Secretary

Gary J. Lambert  
Assistant Secretary for  
Operational Services

November 15, 2012

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) FY2012 Annual Report, which for the first time is a combined report for the Supplier Diversity Office, the Supplier Diversity Program (SDP), and the Small Business Purchasing Program (SBPP). This is a comprehensive Annual Report for all programs under the Supplier Diversity Office for FY2012.

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 Business in public contracting. Access and opportunity in state procurement is one of the prime objectives of the Patrick Murray Administration that is changing how government does business with Minority, Women, and Disadvantaged Business owned firms, as well as Massachusetts Small Businesses. The administration is committed to ensuring that everyone has an equal opportunity to participate in the Massachusetts economy.

The OSD through the Supplier Diversity Office is pleased to announce that \$1,048,694,959 in total combined spending was accomplished through the Supplier Diversity Office in FY2012, with MBEs, WBEs, SBPP participants, through the Goods and Services and Construction Reform programs. This includes \$243,338,712 with Minority Business Enterprise (MBE), \$578,854,638 with Women Business Enterprise (WBE), \$121,790,070 with Small Business Purchasing Program (SBPP) participants, and \$104,711,539 in Construction Reform for FY2012. We are proud that we continue on a positive trend and acknowledge that more needs to be done. SDO will continue 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 was the proud recipient of the **"Government Advocacy of the Year Award"** presented by the Associated Minority Business Enterprises of New England at the 6<sup>th</sup> Annual Minority Enterprises Development Week (MED Week) Awards Ceremony and Celebration in September 2011.

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.

Sincerely,

Reginald A. Nunnally  
Executive Director  
Supplier Diversity Office



## OPERATIONAL SERVICES DIVISION

### THE SUPPLIER DIVERSITY OFFICE

The Commonwealth of Massachusetts spends approximately \$4 Billion each year on goods and services. Approximately \$ 1Billion of this amount is targeted to SDO 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 Supplier Diversity Office (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:

- State Certification Program
- Unified Certification Program
- Supplier Diversity Program
- Small Business Purchasing Program
- Disadvantaged Business Enterprise Supportive Services Program
- Construction Reform Program

#### **Certification Program / 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 (DBE) business enterprises 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.

#### **CONTACT INFORMATION:**

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**Main office:** 617-502-8831

**Website:** [www.mass.gov/sdo](http://www.mass.gov/sdo)

**Twitter:** @MassSDO

Fulfilling the Promise of Access and Opportunity

#### **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 construction projects utilizing state funds if that phase exceeds \$100,000.

#### **Disadvantaged Business Enterprise Supportive Services (DBE SS) Program**

DBE SS is a multi-phase instructional and goal driven program that aims to increase the participation of certified DBEs that have the resources, finances, management, and technical skills necessary to compete successfully for transportation/ highway related contracts and sub-contracts.

## 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.<sup>1</sup>

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, and throughout FY2012 has actively participated in all aspects of the procurement and contracting of goods and services on statewide contracts. 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
Bonnie Cunningham,	C.F.O., Office of Administration and Finance
Kathy Reilly,	Director Strategic Sourcing Services

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

## CERTIFICATION UNIT

The Supplier Diversity Office (SDO), formerly known as State Office of Minority and Women Business Assistance (SOMWBA), 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: <http://www.somwba.state.ma.us/BusinessDirectory/BusinessDirectory.aspx>

## STATE CERTIFICATION PROGRAM

### MBE, M/NPO, W/NPO, WBE, M/WBE

The SDO reviews and investigates 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 Non Profit Organizations (M/NPO and W/NPO).

At the end of FY2012 there were a total of 2,792 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 FY2012 there were 183 Non Profit Organizations certified at the state level. The breakdown of those businesses, by ethnicity, is as follows:

Non Profit Organizations (NPO)	Woman	Minority	Total
M/NPO	0	79	79
W/NPO	94	0	94
M/W/NPO <sup>2</sup>	10	10	20
<b>Total</b>	<b>104</b>	<b>89</b>	<b>193</b>

<sup>2</sup> Prior to and during FY2012 the Commonwealth's Massachusetts Management Accounting and Reporting System (MMARS) captures data for business entities that are Minority Women owned business entities (M/WBE) and attributes 100% of those expenditures in the MBE and the WBE reports, for this purpose, we count those Non Profit Organizations as both as well.

In FY2012 there were 1,536 Non-Minority, Women-owned certified businesses at the state level.

Non-Minority	WBE	MBE	Total
Women-owned	1,536	0	1,536

In FY2012 there were 1,073 Minority owned certified businesses at the state level. The breakdown of those businesses, by minority, is as follows:

Minority	M/WBE	MBE	Total
African American, Black	96	297	393
Hispanic	59	161	220
Asian American (Pacific)	61	129	190
Asian American (Subcontinent)	31	95	126
Portuguese	16	72	88
Cape Verdean	2	35	37
Native American	7	10	17
Person with a Disability	0	2	2
Eskimo/Aleut	0	0	0
<b>Total</b>	<b>272</b>	<b>801</b>	<b>1,073</b>

Within the certified businesses there are various industries. The SDO works with construction, which includes engineering architecture and design, and goods and services. The break down for FY2012 within these larger industry classifications is as follows:

Type of industry	MBE	WBE	M/WBE
Service	500	1095	209
Goods	31	106	16
Goods and Service	52	138	22
Construction	395	437	58

The SDO is very interested in attracting businesses which might be eligible for certification to consider applying for state and/or federal certification. In addition to offering free public pre-certification meetings that are offered throughout the Commonwealth to educate business owners about SDO certification, the SDO is interested in sharing which industries might be lucrative based on past year spend. Further, the SDO is interested in highlighting the industries where there is a lack of capacity within a certain certification type as an opportunity for entities to become new entrants. In that regard, below is a list of the top ten industries, by Commonwealth payment classification, that received top spend in FY2012. Further along in this Annual Report you will see the spending by industry for MBEs and WBEs. You will see areas of opportunity there, where some areas of spend have zero spend for either MBE or

WBE. Those are potential open capacity industries. SDO is interested in recruiting companies that might be certification eligible in those industries.

Industry (by payment classification)	MBE	WBE
Purchased Human & Social Services For Clients / Non Medical	\$110,528,450	\$148,750,356
Purchased Human & Social Services For Clients Medical / HC Rel	\$48,552,167	\$206,992,435
Highway Horizontal / Lateral Construction	\$24,133,683	\$53,005,759
Services Purchased Support of Human / Social Services for Clients	\$1,101,285	\$52,111,145
Information Technology (IT) Professionals	\$2,994,602	\$17,945,195
Printing Expenses & Supplies	\$2,603,488	\$3,781,770
Temporary Help Services	\$103,837	\$5,534,582
Highway / Lateral Structure Planning / Engineering	\$3,625,541	\$5,909,888
Media Design, Editorial and Communication	\$1,675,067	\$1,961,672
Non-Major Facility Infrastructure Maintenance and Repair	\$171,836	\$1,124,457
<b>Top Ten Industry Totals:</b>	<b>\$195,489,956</b>	<b>\$497,117,259</b>

The industries, by Commonwealth payment classification, where there were no MBEs or WBEs that served the Commonwealth in FY2012 includes:

- Attorneys/Legal Services
- Confidential Investigations Expenses
- Court Investigators
- Educational Equipment Maintenance & Repair
- Information Technology (IT) Equip Rental or Lease
- Laundry Services
- Live Animals & Related Supplies
- Navigational & Nautical Supplies
- Office Furnishings Maintenance & Repair
- Printing/Photocopy & Micrographics Equip Rent/Lease
- Sheriffs, Constables & Process Servers
- Tax Reportable Reimbursements
- Testing Firms

## What are the Requirements for State Certification?

Certification regulations (425 CMR §2.00 et seq.<sup>3</sup>) require that the entity must:

- Be both owned and controlled by the same eligible principal(s); and
- Be free of any conversion rights; and
- Be independent; and
- Be ongoing.

## Common Characteristics for state Certification include all of these:

- That the same eligible principal(s) own(s) at least 51 percent of the company; and
- That they are members of one of the following ethnic/racial groups: Black, Hispanic, Cape Verdean, Asian, Native American, Eskimo-Aleut, or Portuguese; or are female; and
- That the eligible principal(s) exert managerial and corporate control of the company; and
- That the eligible principal(s) exert day-to-day operational control of the company and can show background, experience, mandatory licensing and technical knowledge of the industry necessary to supervise the operations of the business; and
- That the company is actively conducting business at the time of application; and
- That the company is independent.

## Who should apply for state Certification?

Companies that are at least 51% owned and controlled by U.S. Citizens or lawful permanent residents of the United States. Eligible persons are those adults:

- Whose cultural heritage is African, Native American, Asian (including Sub-Continent Asian), Hispanic (Central/South American or Caribbean), Eskimo, Aleut, of the original peoples of the Cape Verde Islands, or Portuguese. They will be applying as Minority Business Enterprises (MBEs); and/or
- Who are female. They will be applying as Women Business Enterprises (WBEs).
- Eligible Principals who are both Female and also Members of the cultural groups identified above may apply as M/WBEs.
- Proofs of Ethnicity or Gender can include one of the following items: passport picture photo page, birth certificate, naturalization papers, Indian tribal roll or registration certificate.

## Non-Profit Organization (M/NPO, W/NPO)

Non Profit Organizations (NPOs) may, and do, apply for state certification. Such certification is not offered at the Federal level. The Board of an NPO is considered to be the eligible principal(s). Common characteristics for Non Profit Organizations include:

- 51% of the Board of Directors must be comprised of the same type of group of eligible principals to qualify, meaning either at least 51% women, 51% minority, or 51% minority women. The NPO must provide a notarized list of all members of the Board of Directors, identifying gender, ethnicity, term expiration, and total years served on the board; and
- Provide current Non Profit Organization IRS or IRS-interim tax-exempt certification letter for a 501 (c)(3) or 501 (c)(4) organization; and

<sup>3</sup> You may access the regulations at: <http://www.lawlib.state.ma.us/source/mass/cmr/cmrtxt/425CMR2.pdf>

- Provide current “Form PC” filed with the Office of the Massachusetts Attorney General, Division of Public Charities; and
- That 51% of the Board of Directors as the eligible principal(s) exert managerial and day-to-day operational control of the NPO and can show background, experience, mandatory licensing and technical knowledge of the industry necessary to supervise the operations of the NPO; and
- That the NPO is actively conducting business at the time of application; and
- That the NPO is independent.

In FY2012, the state certification unit processed a total of 103 NPO files; this is a 13% decrease from FY2011.

## 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 26.

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.

In FY2012 there were a total of 1100 Disadvantaged Business Enterprise certified businesses at the federal level.

### 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)

A 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.

### Socially and Economically Disadvantaged Individuals

Any individual who is a citizen or lawfully admitted permanent resident of the United States and who is:

- Any individual who is found to be a socially and economically disadvantaged individual on a case-by-case basis; and

- Any individual in the following groups, members of which are rebuttably presumed to be socially and economically disadvantaged:
  - "Black Americans" which includes persons having origins in any of the Black racial groups of Africa;
  - "Hispanic Americans" which includes persons of Mexican, Puerto Rican, Cuban, Dominican, Central or South American, or other Spanish or Portuguese culture or origin, regardless of race;
  - "Native Americans" which includes persons who are American Indians, Eskimos, Aleuts or Native Hawaiians;
  - "Asian-Pacific Americans" which includes persons whose origins are from Japan, China, Taiwan, Korea, Burma (Myanmar), Vietnam, Laos, Cambodia (Kampuchea), Thailand, Malaysia, Indonesia, the Philippines, Brunei, Samoa, Guam, the U.S. Trust Territories of the Pacific Islands (Republic of Palau), The Commonwealth of the Northern Marianas Islands, Macao, Fiji, Tonga, Kiribati, Juvalu, Nauru, Federated States of Micronesia, or Hong Kong;
  - "Subcontinent Asian Americans" which includes persons whose origins are from India, Pakistan, Bangladesh, Bhutan, the Maldives Islands, Nepal or Sri Lanka;
  - Women;
  - Any additional groups whose members are designated as socially and economically disadvantaged by the Small Business Administration (SBA) at such time as the SBA designation becomes effective.

### What are the Requirements for DBE Certification?

Certification regulations (49 CFR Part 26.<sup>4</sup>) require that the entity must:

- Be both owned and controlled by the same eligible principal(s) holding at least 51 percent of the company; and
- The eligible principal(s) Personal Net Worth must not exceed \$1.32M, this does not include their equity in their primary residence and the business equity owned in the applicant business; and
- The business entity must be a For Profit business.

### Common Characteristics for DBE Certification include all of these:

- That the same eligible principal(s) own(s) at least 51 percent of the company; and
- That they are members of one of the ethnic/racial groups identified above or are female; and
- That the eligible principal(s) exert managerial and corporate control of the company; and
- That the eligible principal(s) exert day-to-day operational and financial control of an active and ongoing company and can show background, experience, mandatory licensing and technical knowledge of the industry necessary to supervise the operations of the business.

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<sup>4</sup> You may access the regulations at: <http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?region=DIV1:type=boolean:c=ecfr:cc=ecfr:sid=14e071f96d5d61cb9d2410ed56c59d3d;q1=dbe:rgn1=Section%20Heading:op2=and:rgn2=Section:op3=and:rgn3=Section:view=text;idno=49;node=49%3A1.0.1.1.20:rgn=div5>

## Who should apply for DBE Certification?

Companies that are at least 51% owned and controlled by U.S. Citizens or lawful permanent residents of the United States. Eligible persons are those adults:

- Whose cultural heritage is African, Native American, Asian (including Sub-Continent Asian), Hispanic (Central/South American or Caribbean), Eskimo, Aleut, of the original peoples of the Cape Verde Islands, or Portuguese; or are female.
- Proofs of Ethnicity or Gender can include one of the following items: passport picture photo page, birth certificate, naturalization papers, Indian tribal roll or registration certificate.

## Interstate Certification

All Interstate applicants must be certified in their home state prior to making a request for certification. A Request for Interstate Certification Form (available Online) must be completed and submitted with the documentation listed in “b.” below. The MassUCP Intake specialist will acknowledge receipt of the interstate applicant’s request by email and by letter within 3 to 5 days of submission. The MassUCP will notify the applicant in writing that their request has been assigned to a certification specialist.

- a. Where an out-of-state firm has not retained its home state certification, the Certification Specialist will contact the appropriate state UCA/UCP to seek information concerning the basis for the removal. After a review of the facts and circumstances surrounding the removal, the SDO will determine whether or not reasonable cause exists for an ineligibility proceeding under 26.87. This process shall apply to any firm decertified by a state other than its home state.
- b. If the company is certified in its home state and has completed an Interstate Certification Request Form, the Certification Specialist will request:
  - A current Personal Net Worth statement (if more than 90 days old)
  - Individual federal tax returns for the last 2 tax years;
  - Firm's federal tax returns for the last 3 tax years;
  - Balance Sheet or Income Statement for the last tax year;
  - A copy of the latest letter of certification by its Home State;
  - By-Laws;
  - Operating Agreements; and
  - Affidavit of Disclosure (Available Online).
- c. Upon review of the documents requested, the Certification Specialist will
  - i. Request additional documentation;
  - ii. Recommend certification; or
  - iii. Recommend Denial.

Upon the submission of the above documentation and within 7 days, the SDO will request from the home state a copy of the original Site Visit Review Report, any subsequent Site Visit Review Reports, and any evaluations based on these reports.

Where the home state is delayed or non-responsive to a request for the On-site Review Report, the SDO shall suspend the process and notify the applicant firm within 30 days of submitting the initial documentation listed above.

Failure of the applicant firm to provide sufficient documentation shall serve as good cause to deny Interstate Certification. Such determination shall be made within 60 days of the original document submission and after the SDO has provided the applicant firm with notification that its submission is insufficient and a 30-day timeframe in which to respond.

Within 60 days of receiving and evaluating the required documentation, the SDO will either certify the firm and place the firm in its Unified DBE Directory or establish good cause that the firm's certification in its home state:

- Was obtained by fraud;
- Is no longer valid based on new information not available to the home state at the time of its certification, showing that the firm is ineligible;
- Was erroneous or inconsistent with the requirements at 49 CFR Part 26; and/or
- Does not apply due to any law of the Commonwealth of Massachusetts that would require a different result. In such cases, the SDO may delay certification until the applicant firm has provided evidence of its compliance.

Where the SDO has established good cause to deny an application, a notice stating the specific reasons for the denial and an opportunity to respond within 10 days shall be provided to the applicant firm. Applicant firms may respond in writing or request a meeting in-person with Executive Director to discuss its objections to the SDO's determination. The SDO will schedule such meetings within 30 days of the firm's request. Any request beyond 10 days of the SDO's notice denying certification shall be considered untimely, and the SDO's decision will become final.

If, upon meeting with the Executive Director, the applicant firm has the burden of demonstrating, by a preponderance of evidence, that it meets the requirements pertaining to the particular issues raised in the notice. The SDO will issue its final written decision within 30 days of either the meeting with the Executive Director or receipt of the firm's written arguments, whichever is later.

The SDO will make entries of all firms denied Interstate Certification into the US DOT Office of Civil Rights' Ineligibility Determination Online Database.

All Interstate applicants denied certification have the right to appeal directly to US DOT in accordance with 49 CFR Part 26.89.

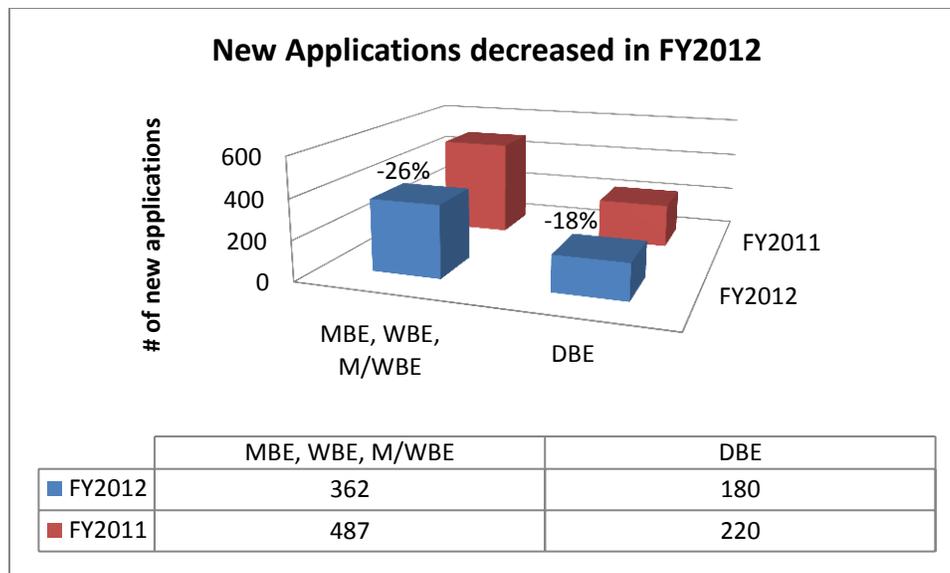
## COMBINED RESULTS

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 FY2012 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 542 new applications arrive for review in FY2012; this is a decrease as compared with the 707 new applications received in FY2011.



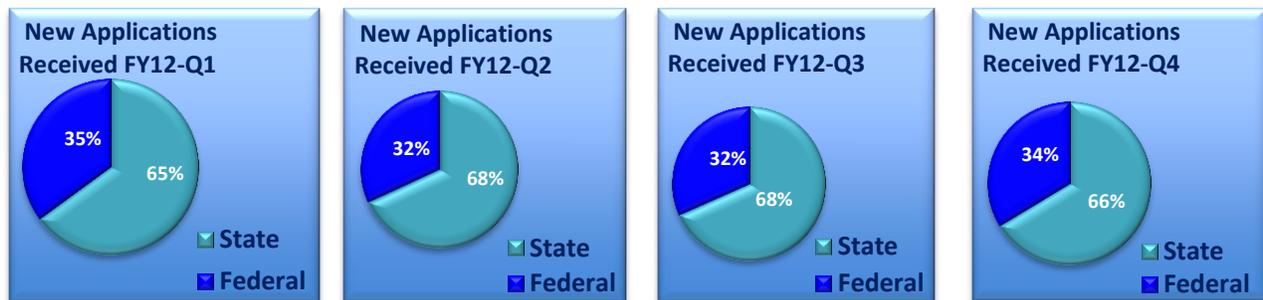
Of the 392 new state level applications, 9 applications were received from Non Profit Organizations which resulted in the following: 8 were certified, none were denied, none withdrew, and 1 was inactivated after 30 days with no response.

New applications are not all ready for processing upon receipt, often files are incomplete and required documents must be requested. There is some time delay between an application coming in to SDO and it moving forward for processing. Once an application is ready for investigation it moves into the queue to be assigned to a Certification Investigator. The applications reviewed in FY2012 were received in both FY2011 and FY2012. Therefore, the number of new applications received each year does not exactly mirror the number of applications processed in the same fiscal year.

The quarterly breakdown of new applications received by the SDO in FY2012 is as follows:

New Applications Received	FY2012-Q1 (7/1/11-9/30/11)	FY2012-Q2 (10/1/11-12/31/11)	FY2012-Q3 (1/1/12-3/31/12)	FY2012-Q4 (4/1/12-6/30/12)	Total
<b>State</b>	<b>85</b>	<b>79</b>	<b>82</b>	<b>116</b>	<b>362</b>
<b>Federal</b>	<b>46</b>	<b>37</b>	<b>38</b>	<b>59</b>	<b>180</b>
<b>Total</b>	<b>131</b>	<b>116</b>	<b>120</b>	<b>175</b>	<b>542</b>

The quantity of new applications received by SDO in FY2012 was normalized to percentages in order to review trends on a quarterly basis. At the state level for FY2012, on average 66.75% of all new applications received quarterly are from entities seeking state level certification and 33.25% of all new applications received quarterly for federal (DBE) certification. The quarterly percentages are as follows:

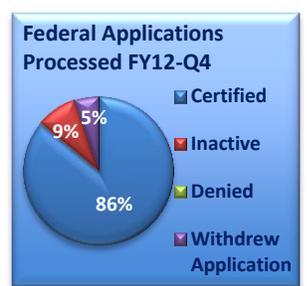
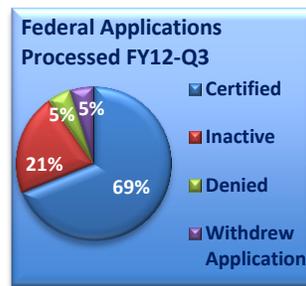
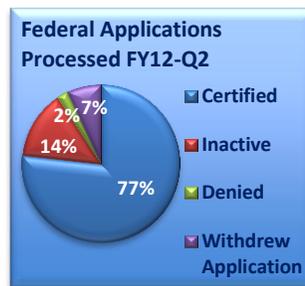
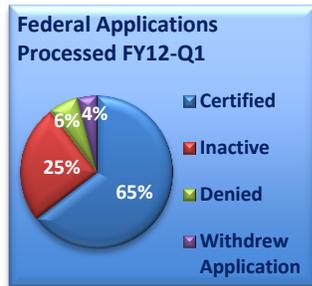
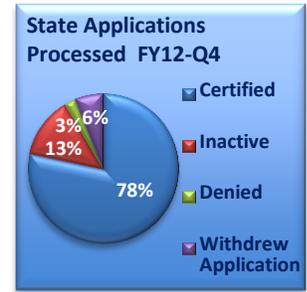
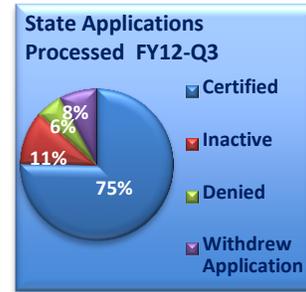
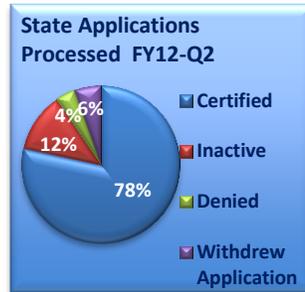
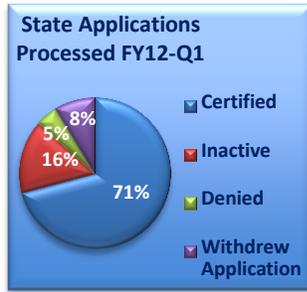


The processing and investigation of new applications seeking any type of certification is performed once an application is complete. The file is then assigned to a certification investigator. The investigator reviews the file, coordinates an interview with the business owner, either via telephone or in person depending upon the industry the business is performing within. The investigator then drafts a report of recommendations regarding the application which results in: certification, initial denial, denial, inactivation if the business entity does not reply to requests for information, withdrawal of an application by a business entity, or an initial inactivation within 30 days if no response from applicant. The breakdown for FY2012 investigation of new state and federal application actions is as follows:

State Applications Processed	FY2012-Q1 (7/1/11-9/30/11)	FY2012-Q2 (10/1/11-12/31/11)	FY2012-Q3 (1/1/12-3/31/12)	FY2012-Q4 (4/1/12-6/30/12)	Total
Certified	90	58	67	65	280
Inactive	20	9	10	11	50
Denied	6	3	5	2	16
Withdrew Application	11	4	7	5	27
Total	127	74	89	83	373

Federal Applications Processed	FY2012-Q1 (7/1/11-9/30/11)	FY2012-Q2 (10/1/11-12/31/11)	FY2012-Q3 (1/1/12-3/31/12)	FY2012-Q4 (4/1/12-6/30/12)	Total
Certified	31	33	42	49	155
Inactive	12	6	13	5	36
Denied	3	1	3	0	7
Withdrew Application	2	3	3	3	11
Total	48	43	61	57	209

The results of the review and processing of these applications are normalized to percentages to review trends on a quarterly basis. At the state level for FY2012, on average 75% of all new applicants seeking certification were successful, 4.5% were unsuccessful and their applications were denied, 7% withdrew their applications, and 13% stopped the review process and their applications became inactive. At the federal level for FY2012, on average 74% of all new applicants seeking certification were successful, 3% were unsuccessful and their applications were denied, 5% withdrew their applications, and 17% stopped the review process and their applications became inactive. The quarterly percentages are as follows:

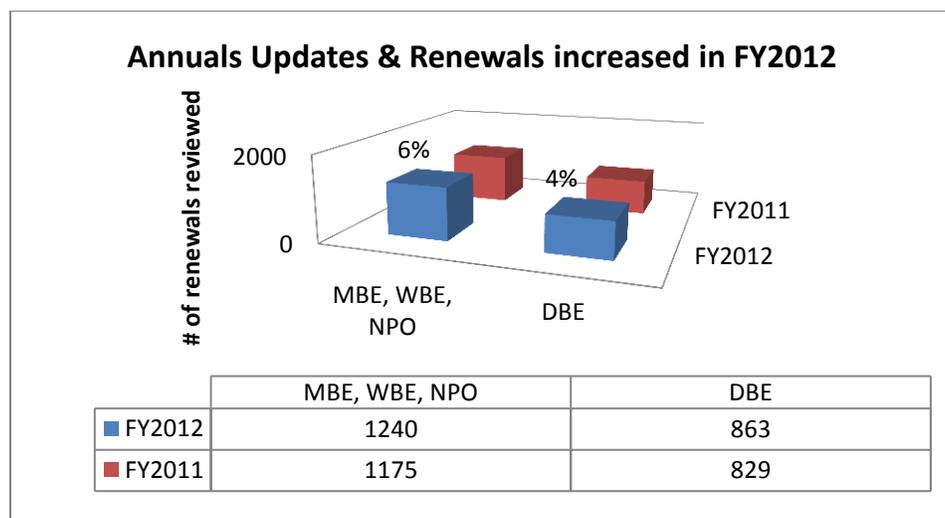


### Annual Updates and Biennial Renewals

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:

	SDO	DBE
Renewal	Every two years (Biennial Renewal)	Every year (Annual Update)

The SDO saw a slight increase in certification updates and renewals in FY2012 over FY2011.



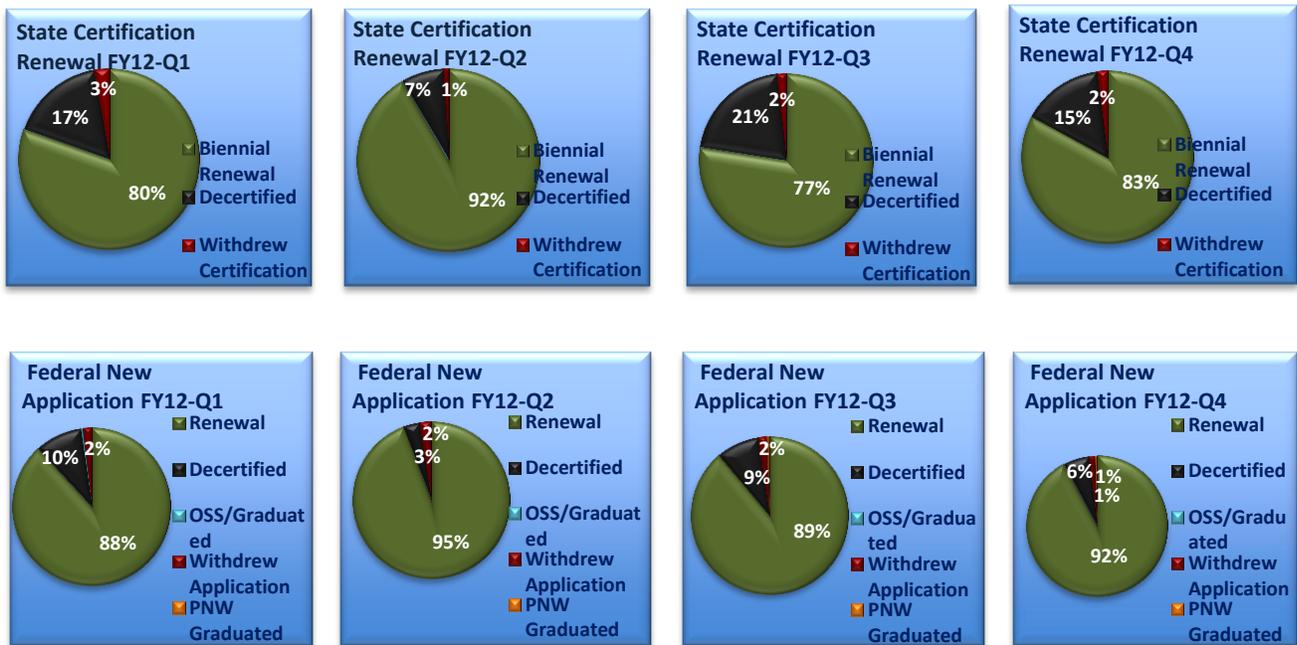
Of the 1,240 Biennial Renewals for MBE, WBE, and NPOs, 89 were for Non Profit Organizations with year-end outcomes of: 82 were renewed, 7 were decertified, and none withdrew their certification.

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 \$1.32M. The breakdown for FY2012 of state renewal and federal updates for these actions is as follows:

State Certification Renewal	FY2012-Q1 (7/1/11-9/30/11)	FY2012-Q2 (10/1/11-12/31/11)	FY2012-Q3 (1/1/12-3/31/12)	FY2012-Q4 (4/1/12-6/30/12)	Total
Biennial Renewal	271	220	237	296	1024
Decertified	57	18	64	54	193
Withdrew Certification	9	2	5	7	23
<b>Total</b>	<b>337</b>	<b>240</b>	<b>306</b>	<b>357</b>	<b>1240</b>

Federal Certification Renewal	FY2012-Q1 (7/1/11-9/30/11)	FY2012-Q2 (10/1/11-12/31/11)	FY2012-Q3 (1/1/12-3/31/12)	FY2012-Q4 (4/1/12-6/30/12)	Total
Renewal	203	168	200	212	783
Decertified	22	6	20	14	62
Withdrew Certification	4	4	4	3	15
OSS/Graduated	1	0	0	0	1
PNW Graduated	0	0	1	1	2
<b>Total</b>	<b>230</b>	<b>178</b>	<b>225</b>	<b>230</b>	<b>863</b>

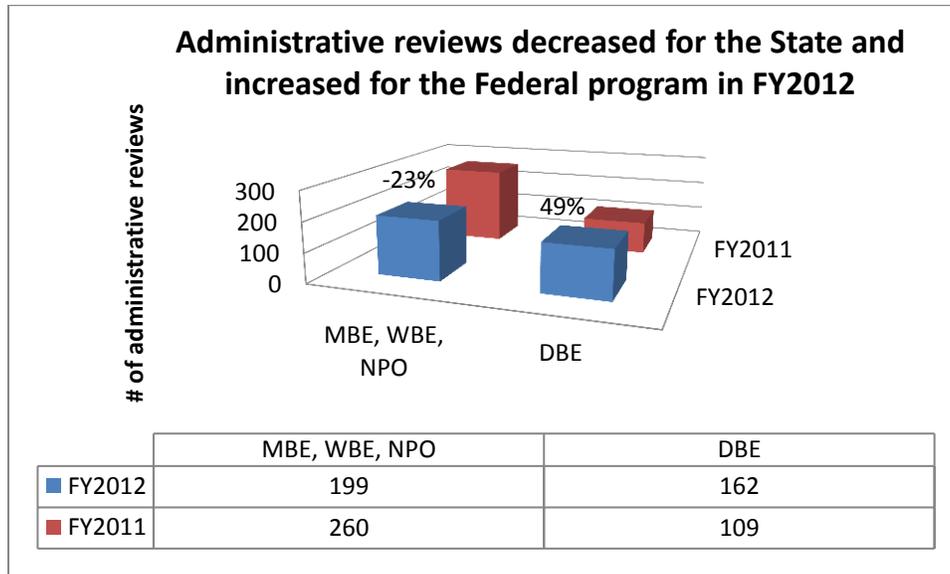
The results of the Annual Updates and Biennial Renewals are normalized to percentages to review trends on a quarterly basis. At the state level for Biennial Renewals for FY2012, on average 83% of all certified entities were successful in gaining renewal, 15% were unsuccessful and they became decertified, 2% withdrew their certification. At the federal level for Annual Updates for FY2012, on average 91% of all certified entities were successful in gaining renewal, 7% were unsuccessful and they became decertified, 2% withdrew their certification, 0.5% graduated from the program as they surpassed the Personal Net Worth cap, and 0.25% graduated as they surpassed the three-year-averaged revenue or number of employees size cap. The quarterly percentages are as follows:



### Administrative Reviews

FY2012 saw a significant increase in the need for investigative staff to administratively review potential Annual Updates and a decrease for Biennial Renewal files. Administrative reviews occur due to substantive changes that occurred within the business entities during FY2012, as compared with FY2011.

The SDO saw a decrease in state administrative reviews in FY2012 over FY2011 and an increase in administrative reviews for the Federal program in FY2012 over FY2011.



Of the 199 Administrative Reviews performed with MBE, WBE, and NPOs, 5 were Non Profit Organizations with year-end results of: 5 reviews, none were decertified, and none withdrew their certification.

Review of certified entities for Administrative Reviews result in the following possible actions: the continuation of certification, special actions, decertification, and withdrawal of a certification by the business entity. Various activities constitute an Administrative Review; primarily a substantive change has occurred within the certified business enterprise that triggers a review.

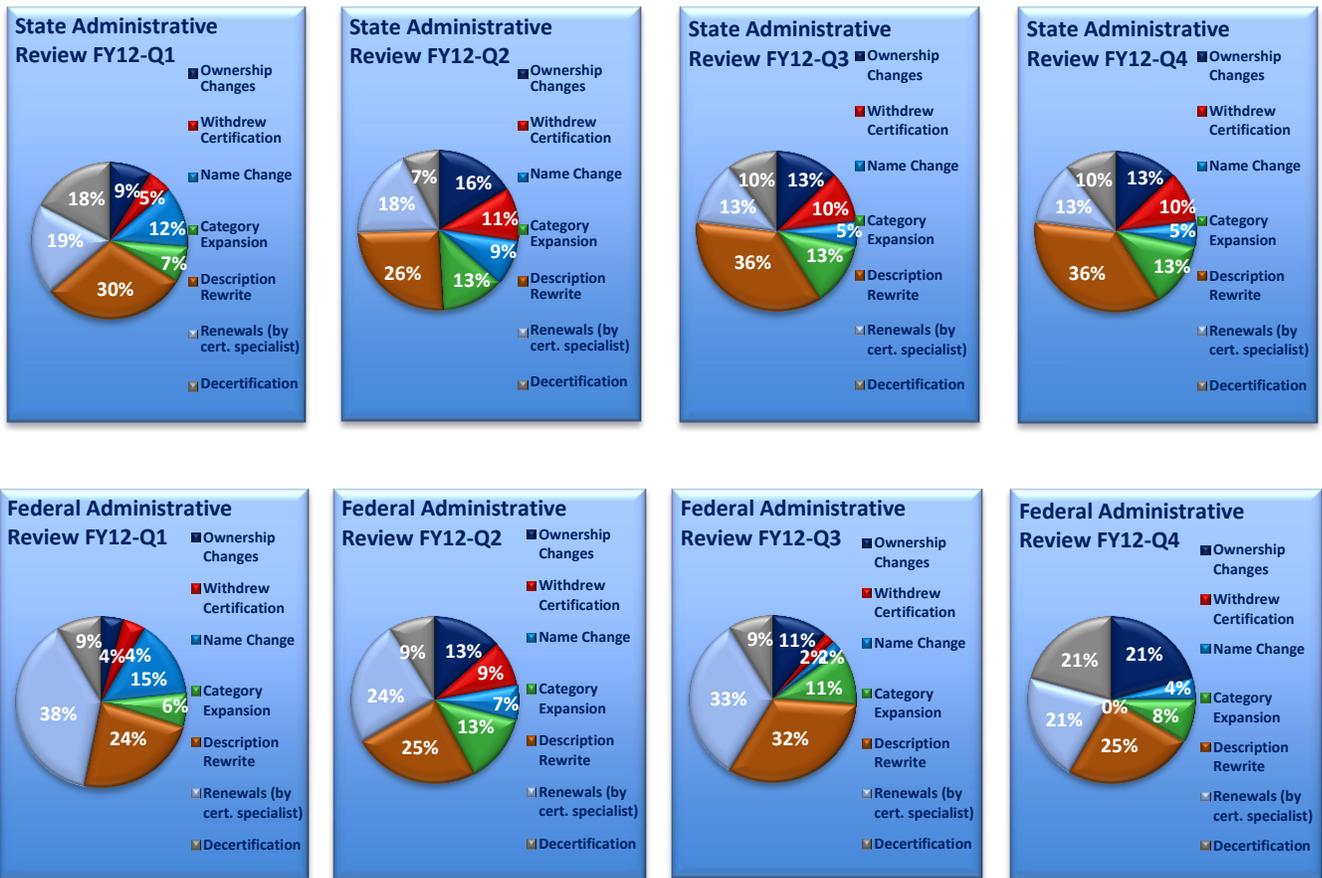
The charts below reflect those changes including changes in ownership, name, business description, and an expansion within the industry categories. The breakdown for FY2012 Administrative Reviews for these actions is as follows:



State Administrative Review	FY2012-Q1 (7/1/11-9/30/11)	FY2012-Q2 (10/1/11-12/31/11)	FY2012-Q3 (1/1/12-3/31/12)	FY2012-Q4 (4/1/12-6/30/12)	Total
Ownership Changes	7	9	5	6	27
Withdrew Certification	4	6	4	3	17
Name Change	10	5	2	1	18
Category Expansion	6	7	5	1	19
Description Rewrite	24	14	14	5	57
Renewals (by cert. specialist)	15	10	5	6	36
Decertification	14	4	4	3	25
<b>Total</b>	<b>80</b>	<b>55</b>	<b>39</b>	<b>25</b>	<b>199</b>

Federal Administrative Review	FY2012-Q1 (7/1/11-9/30/11)	FY2012-Q2 (10/1/11-12/31/11)	FY2012-Q3 (1/1/12-3/31/12)	FY2012-Q4 (4/1/12-6/30/12)	Total
Ownership Changes	2	6	5	5	18
Withdrew Certification	2	4	1	0	7
Name Change	7	3	1	1	12
Category Expansion	3	6	5	2	16
Description Rewrite	11	11	15	6	43
Renewals (by cert. specialist)	18	11	15	5	49
Decertification	4	4	4	5	17
<b>Total</b>	<b>47</b>	<b>45</b>	<b>46</b>	<b>24</b>	<b>162</b>

The results of the Administrative Reviews are normalized to percentages to review trends on a quarterly basis. At the state level, reviews for FY2012 resulted in the following averages: 12.75% ownership changes, 9% certifications that were withdrawn by the entity, 7.75% name changes, 11.5% category expansions, 32% description re-writes, and 11.25% were unsuccessful in meeting the certification requirements based on the changes and they became decertified. At the federal level, the quarterly percentages averaged as follows: 12.25% ownership changes, 3.75% certifications that were withdrawn by the entity, 7% name changes, 11.5% category expansions, 26.5% description re-writes, and 12% were unsuccessful in meeting the certification requirements based on the changes and they became decertified.



## APPEALS

Applicants who receive letters of denial or decertification have the opportunity to appeal the Certification Committee decisions. Fiscal year 2012 saw 23 new applications denied; 16 were state and 7 were federal. Some business entities that were previously certified became decertified during FY2012 as follows: of the renewal files reviewed, 193 were decertified at the state level and 62 were decertified at the federal level; and of the administrative reviews conducted, 25 were decertified at the state level and 17 were decertified at the federal level. From that group very few appeals were filed, these charts identify the FY2012 appeals filed. Note that some appeals have not been resolved and remain pending at the United States Department of Transportation.

STATE Appeals	# of Appeals	# of hearings	Denial upheld	Reversed and certified	Remand	Withdrew hearing
New application denied and appealed	15	9	2	7	1	4
Show Cause	2	2	0	1	0	1

FEDERAL Appeals	# of Appeals	# of hearings	Denial upheld	Reversed and certified	Remand	Withdrew hearing
New application denied and appealed	2	0	All sent to US DOT, still pending			
Show Cause, including OSS <sup>5</sup> and Exceeds PNW <sup>6</sup>	5	5	All sent to US DOT, still pending			

<sup>5</sup> OSS means Over the Size Standard. Federal applicants identify the types of industry they are qualified to perform work in through a series of accepted codes known as the North American Industry Classification System (NAICS). Each NAICS code has a size standard of either revenue earned or the number of employees; both are based upon a three-year average. If a company exceeds the size standard they receive a Show Cause letter inviting them to present a rationale as to why they should remain in the program as they are grown to a size no longer considered to be Disadvantaged by the program.

<sup>6</sup> PNW means the Personal Net Worth of each individual who owns up to or including at least 51% of the business enterprise and qualifies under the UCP regulations. You may refer to the regulations for further inquiry about the PNW limits at: <http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?region=DIV1;type=boolean;c=ecfr;cc=ecfr;sid=14e071f96d5d61cb9d2410ed56c59d3d;q1=dbe;rgn1=Section%20Heading;op2=and;rgn2=Section;op3=and;rgn3=Section;view=text;idno=49;node=49%3A1.0.1.1.20;rgn=div5>.

## SUPPLIER DIVERSITY PROGRAM (SDP)

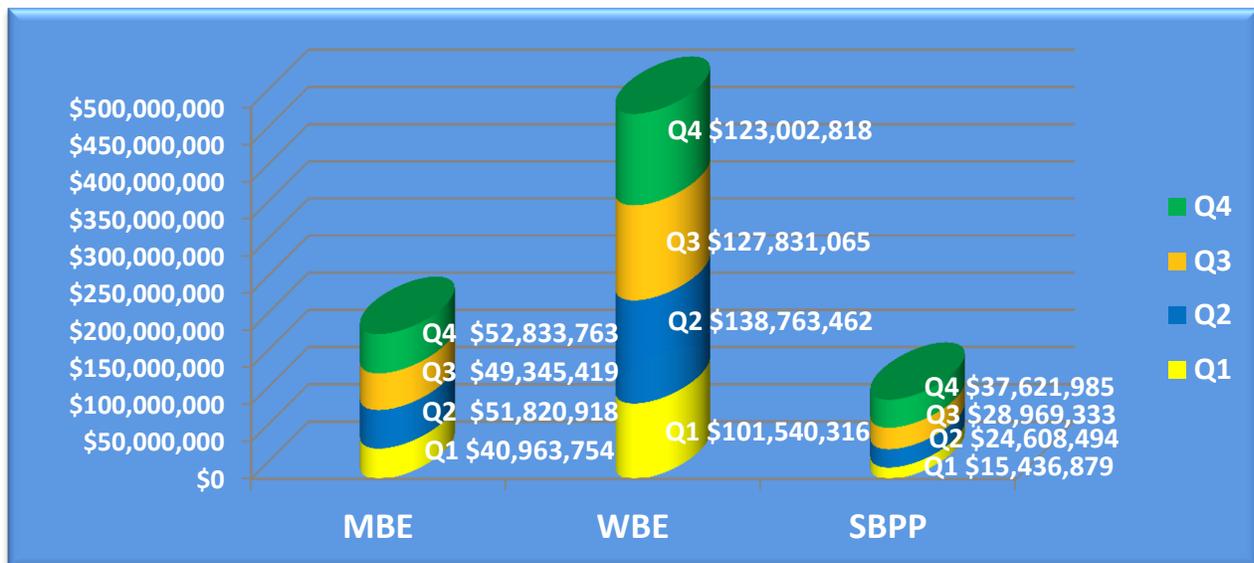
The Supplier Diversity Program (SDP) was established through Executive Order 524 to promote supplier diversity in public contracting. The SDP is housed within the Massachusetts Supplier Diversity Office (SDO) within the Operational Services Division (OSD). The program institutes policies to encourage 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 business opportunities for M/WBEs.

### FY2012 State Expenditures with MBEs and WBEs tallied to \$822,193,350

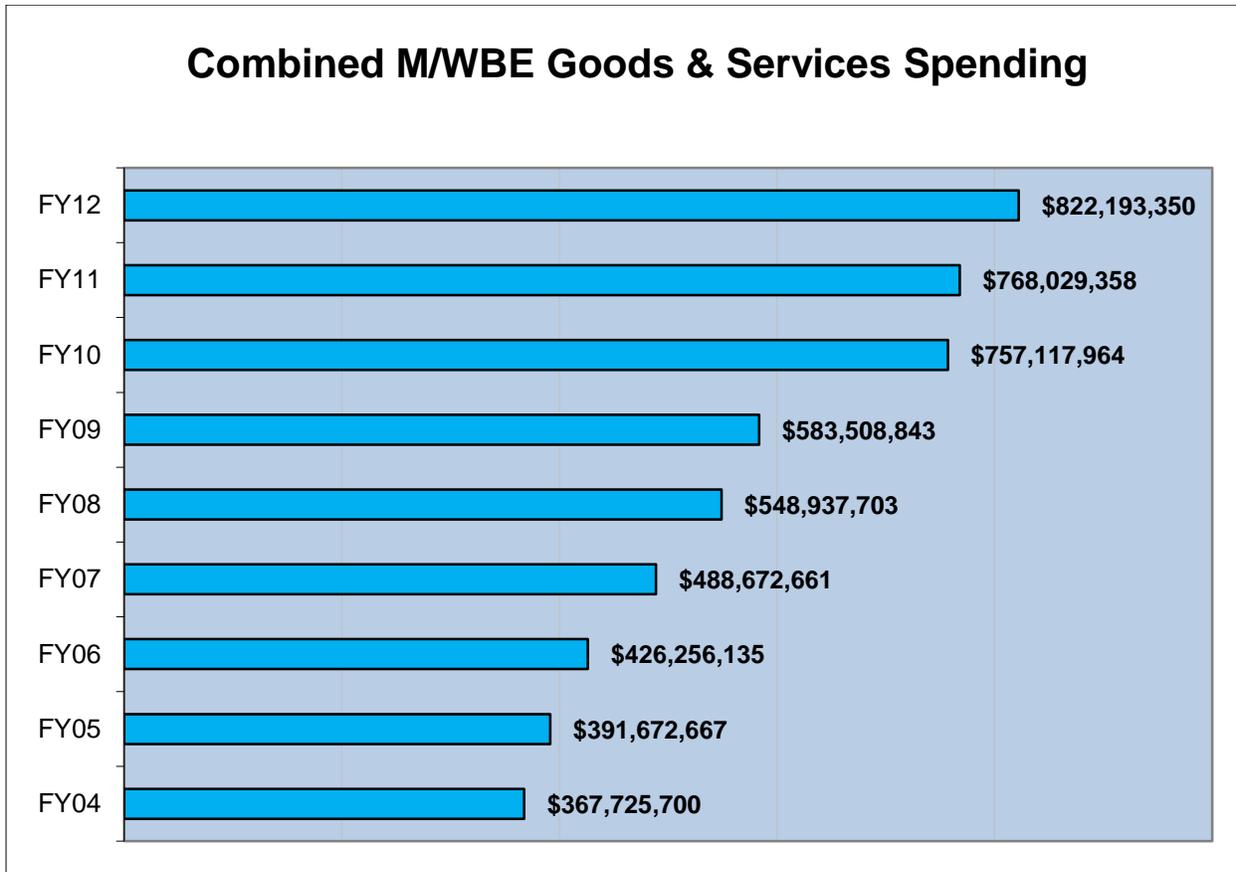
In FY2012, state expenditures in goods and services totaled \$822,193,350; this represents an overall annual increase of \$54,163,992 or 7% over FY2011. This total breaks down to include expenditures by certified business ownership category as follows: MBE totaled \$243,338,712 and WBE totaled \$578,854,638, representing an increase in both categories over last fiscal year.

	FY2011	FY2012	FY2012 INCREASE over FY2011
MBE	\$239,459,450	\$243,338,712	\$3,879,262
WBE	\$528,569,763	\$578,854,638	\$50,284,875

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. This tracking does not include off MMARS spending or subcontracting dollars that are calculated at the end of the year.



As a direct result of the Supplier Diversity Program, statewide spending for Goods and Services with businesses that are certified MBEs and WBEs increased annually for eight consecutive years. This represents an increase of 124% from FY2004 to FY2012.



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. 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 Enterprises.

#### 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 a dip from FY2010 to FY2011 with MBE firms followed by an increase during FY2012 over FY2011. In addition, overall MBE FY2012 spending lags behind the FY2010 results. The trend also shows a continuous increase in spending with WBE firms.

<b>MINORITY BUSINESS ENTERPRISES (MBE) STATEWIDE EXPENDITURES</b>			
	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
Office of the Governor	\$19,980	\$14,330	\$26,866
Executive Office for Administration and Finance	\$5,035,390	\$3,392,882	\$5,420,386
Office of the State Comptroller	\$84,854	\$49,634	\$21,541
Massachusetts Commission Against Discrimination	\$19,834	\$30,820	\$46,146
Disabled Persons Protection Commission			\$29,650
Executive Office of Energy and Environmental Affairs	\$10,306,699	\$3,374,897	\$3,152,002
Executive Office of Health and Human Services	\$139,912,652	\$147,611,636	\$150,713,999
Executive Office of Public Safety and Security	\$4,971,022	\$3,686,132	\$2,437,108
MassDOT	\$39,848,508	\$32,561,023	\$30,615,833
Executive Office of Labor and Workforce Development	\$1,822,196	\$1,282,045	\$1,133,580
Executive Office of Housing and Economic Development	\$17,292,845	\$18,925,342	\$13,161,194
Executive Office of Education	\$29,886,204	\$27,520,877	\$35,912,018
MassHousing	\$831,076	\$1,009,831	\$668,389
<b>STATEWIDE TOTAL</b>	<b>\$250,031,260</b>	<b>\$239,459,450</b>	<b>\$243,338,712</b>

<b>WOMEN BUSINESS ENTERPRISES (WBE) STATEWIDE EXPENDITURES</b>			
	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
Office of the Governor	\$14,708	\$15,917	\$15,917
Executive Office for Administration and Finance	\$13,852,967	\$10,274,565	\$8,559,535
Office of the State Comptroller	\$382,716	\$385,565	\$94,587
Massachusetts Commission Against Discrimination	\$20,848	\$28,266	\$41,791
Disabled Persons Protection Commission			\$29,846
Executive Office of Energy and Environmental Affairs	\$11,533,725	\$7,726,760	\$6,671,910
Executive Office of Health and Human Services	\$312,550,978	\$344,970,024	\$337,629,282
Executive Office of Public Safety and Security	\$7,573,859	\$7,295,847	\$6,514,495
MassDOT	\$82,244,170	\$73,124,641	\$69,626,484
Executive Office of Labor and Workforce Development	\$3,749,754	\$2,766,189	\$3,357,298
Executive Office of Housing and Economic Development	\$47,050,756	\$48,817,214	\$60,990,233
Executive Office of Education	\$27,817,695	\$32,768,378	\$44,868,497
MassHousing	\$294,528	\$396,396	\$392,750
<b>STATEWIDE TOTAL</b>	<b>\$507,086,704</b>	<b>\$528,569,763</b>	<b>\$578,854,638</b>

### Executive Branch spending in FY2012 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. The SDP program provides a quarterly and an annual report to all participants showing their spending and tracking that spending against their benchmarks.

<b>FY2012 Goods and Services Spending with MBE and WBE firms<sup>7</sup></b>	<b>\$822,193,350</b>
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Benchmarks for spending with MBE and WBE firms are measured against the Discretionary Budgets. At the beginning of FY2012, the overall discretionary budget was at \$5.2 Billion. Through significant effort by participating agencies' Supplier Diversity Officer and/or the Chief Procurement Officer, a majority of agencies reviewed their discretionary budgets in order to modify them to reflect true limits; by the fourth quarter the overall discretionary budget tallied to only \$3.9 Billion. The FY2012 benchmarks were 6% for MBE and 12% for WBE. The FY2012 spending for MBE and WBE both exceeded the benchmarks established by the program.

	FY2012 Discretionary Budget	MBE Benchmark 6%	MBE actual spend for FY2012	MBE actual %	WBE Benchmark 12%	WBE actual spend for FY2012	WBE actual %
<b>TOTAL Executive Branch</b>	\$3,936,890,775	\$236,213,446	\$242,670,323	6.16%	\$472,426,893	\$578,461,888	14.69%
<b>TOTAL MassHousing<sup>8</sup></b>	\$12,200,324	\$920,453	\$668,389	5.48%	\$345,462	\$392,750	3.22%
<b>COMBINED TOTALS</b>	<b>\$3,949,091,099</b>	<b>\$237,133,899</b>	<b>\$243,338,712</b>	<b>6.14%</b>	<b>\$472,772,355</b>	<b>\$578,854,638</b>	<b>14.66%</b>

FY2012 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.

<sup>7</sup> Prior to and during FY2012, 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.

<sup>8</sup> 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.

The breakdown of that spending at the Secretariat level is as follows:

Secretariat	FY2012 Discretionary Budget	MBE Benchmark 6% of Discretionary Budget	MBE FY2012 Expenditure	MBE FY2012 Variance from 6% Benchmark as a percentage	WBE Benchmark 12% of Discretionary Budget	WBE FY2012 Expenditure	WBE FY2012 Variance from 12% Benchmark as a percentage
Administration and Finance	\$127,811,888	\$7,668,713	\$5,420,386	70.68%	\$15,337,427	\$8,559,535	55.81%
Commission Against Discrimination	\$256,581	\$15,395	\$46,146	299.75%	\$30,790	\$41,791	135.73%
Disabled Persons Protection Commission	\$307,757	\$18,465	\$29,650	160.57%	\$36,931	\$29,846	80.82%
Massachusetts Dept. of Transportation	\$419,522,508	\$25,171,350	\$30,615,833	121.63%	\$50,342,701	\$69,626,484	138.31%
Office of Education	\$320,798,575	\$19,247,915	\$35,912,018	186.58%	\$38,495,829	\$44,868,497	116.55%
Office of Economic Development	\$188,169,939	\$11,290,196	\$13,161,194	116.57%	\$22,580,393	\$61,052,246	270.38%
Office of Health and Human Services	\$2,707,485,434	\$162,449,126	\$150,713,999	92.78%	\$324,898,252	\$377,629,282	116.23%
Office of Environmental Affairs	\$72,937,434	\$4,376,246	\$3,152,002	72.03%	\$8,752,492	\$6,671,910	95.25%
Executive Office of Labor and Workforce Development	\$13,240,107	\$794,406	\$1,133,580	142.70%	\$1,588,813	\$3,357,298	211.31%
Office of Public Safety & Homeland Security	\$84,970,131	\$5,098,208	\$2,437,108	47.80%	\$10,196,416	\$6,514,495	63.89%
Office of the Governor	\$138,821	\$8,329	\$26,866	322.55%	\$16,659	\$15,917	95.55%
Office of the Comptroller	\$1,251,600	\$75,096	\$21,541	28.68%	\$150,192	\$94,587	62.98%
MassHousing	\$12,200,324	\$920,453	\$668,389	72.62%	\$345,462	\$392,750	113.69%

The following 5 Secretariats exceeded both MBE and WBE FY2012 Benchmarks as follows:

Secretariat	MBE	WBE
Commission Against Discrimination	299.75%	135.37%
Office of Education	186.58%	116.55%
Executive Office of Labor and Workforce Development	142.70%	211.31%
Massachusetts Dept. of Transportation	121.63%	138.31%
Office of Economic Development	116.57%	270.38%

All 72 departments within the Executive Branch and participating agencies tracked and measured their spend with MBE and WBE firms in conjunction with the FY2012 Benchmarks. For an overall view of how each of these Secretariats reached benchmark attainment, we look at spending by the various departments within each secretariat. The breakdown of that spending for the Secretariats that exceeded both benchmarks is as follows:

Commission Against Discrimination									
Department Name	Discretionary Budget (Modified if grey)	MBE Benchmark 6% of Discretionary	MBE sub-contracting	MBE Expenditure FY2012	Variance from MBE Benchmark as a %	WBE Benchmark 12% of Discretionary	WBE sub-contracting	WBE Expenditure FY2012	Variance from WBE Benchmark as a %
Commission Against Discrimination	\$256,581	\$15,395		\$46,146	299.75%	\$30,790		\$41,791	135.73%
<b>Totals</b>	<b>\$256,581</b>	<b>\$15,395</b>	<b>\$0</b>	<b>\$46,146</b>	<b>299.75%</b>	<b>\$30,790</b>	<b>\$0</b>	<b>\$41,791</b>	<b>135.73%</b>

Executive Office of Education									
Department Name	Discretionary Budget (Modified if grey)	MBE Benchmark 6% of Discretionary	MBE sub-contracting	MBE Expenditure FY2012	Variance from MBE Benchmark as a %	WBE Benchmark 12% of Discretionary	WBE sub-contracting	WBE Expenditure FY2012	Variance from WBE Benchmark as a %
Dept. of Early Education & Care	\$213,778,251	\$12,826,695	\$11,806,106	\$35,224,957	274.62%	\$25,653,390	\$14,178,699	\$41,333,132	161.12%
Dept. of Elementary & Secondary Education	\$98,028,057	\$5,881,683		\$400,376	6.81%	\$11,763,367		\$1,639,943	13.94%
Dept. of Higher Education	\$650,434	\$39,026		\$32,362	82.92%	\$78,052		\$38,327	49.10%
Executive Office of Education	\$8,341,833	\$500,510		\$254,323	50.81%	\$1,001,020		\$1,857,095	185.52%
<b>Totals</b>	<b>\$320,798,575</b>	<b>\$19,247,915</b>	<b>\$11,806,106</b>	<b>\$35,912,018</b>	<b>186.58%</b>	<b>\$38,495,829</b>	<b>\$14,178,699</b>	<b>\$44,868,497</b>	<b>116.55%</b>

Executive Office of Labor and Workforce Development									
Department Name	Discretionary Budget (Modified if grey)	MBE Benchmark 6% of Discretionary	MBE sub-contracting	MBE Expenditure FY2012	Variance from MBE Benchmark as a %	WBE Benchmark 12% of Discretionary	WBE sub-contracting	WBE Expenditure FY2012	Variance from WBE Benchmark as a %
Executive Office of Labor and Workforce Development	\$13,240,107	\$794,406		\$1,133,580	142.70%	\$1,588,813		\$3,357,298	211.31%
<b>Totals</b>	<b>\$13,240,107</b>	<b>\$794,406</b>	<b>\$0</b>	<b>\$1,133,580</b>	<b>142.70%</b>	<b>\$1,588,813</b>	<b>\$0</b>	<b>\$3,357,298</b>	<b>211.31%</b>

Mass. Dept. of Transportation									
Department Name	Discretionary Budget (Modified if grey)	MBE Benchmark 6% of Discretionary	MBE sub-contracting	MBE Expenditure FY2012	Variance from MBE Benchmark as a %	WBE Benchmark 12% of Discretionary	WBE sub-contracting	WBE Expenditure FY2012	Variance from WBE Benchmark as a %
Massachusetts Dept. of Transportation	\$419,522,508	\$25,171,350		\$30,615,833	121.63%	\$50,342,701		\$69,626,484	138.31%
<b>Totals</b>	<b>\$419,522,508</b>	<b>\$25,171,350</b>	<b>\$0</b>	<b>\$30,615,833</b>	<b>121.63%</b>	<b>\$50,342,701</b>	<b>\$0</b>	<b>\$69,626,484</b>	<b>138.31%</b>



Executive Office of Housing and Economic Development									
Department Name	Discretionary Budget (Modified if grey)	MBE Benchmark 6% of Discretionary	MBE sub-contracting	MBE Expenditure FY2012	Variance from MBE Benchmark as a %	WBE Benchmark 12% of Discretionary	WBE sub-contracting	WBE Expenditure FY2012	Variance from WBE Benchmark as a %
Dept. of Business and Technology	\$29,845	\$1,791		\$4,478	250.07%	\$3,581		\$4,670	130.40%
Dept. of Housing and Community Development	\$182,957,948	\$10,977,477		\$12,968,111	118.13%	\$21,954,954		\$60,362,751	274.94%
Dept. of Telecommunication and Cable	\$139,408	\$8,364		\$23,392	279.66%	\$16,729		\$27,972	167.21%
Division of Banks	\$835,614	\$50,137		\$19,665	39.22%	\$100,274		\$137,122	136.75%
Division of Insurance	\$1,989,863	\$119,392		\$56,498	47.32%	\$238,784		\$94,785	39.69%
Division of Professional Licensure	\$806,300	\$48,378		\$42,747	88.36%	\$96,756		\$164,229	169.74%
Division of Standards	\$85,142	\$5,109		\$5,053	98.91%	\$10,217		\$9,372	91.73%
Executive Office of Housing and Economic Development	\$482,697	\$28,962		\$9,529	32.90%	\$57,924		\$73,793	127.40%
Massachusetts Marketing Partnership	\$704,586	\$42,275	\$1,531	\$10,184	24.09%	\$84,550	\$62,013	\$153,685	181.77%
Office of Consumer Affairs and Business Regulation	\$138,536	\$8,312		\$21,537	259.10%	\$16,624		\$23,867	143.57%
<b>Totals</b>	<b>\$188,169,939</b>	<b>\$11,290,196</b>	<b>\$0</b>	<b>\$13,161,194</b>	<b>116.57%</b>	<b>\$22,580,393</b>	<b>\$62,013</b>	<b>\$61,052,246</b>	<b>270.38%</b>

The following Secretariats exceeded either MBE or WBE FY2012 Benchmarks as follows:

Secretariat	MBE	WBE
Office of the Governor	322.55%	95.55%
Disabled Persons Protection Commission	160.57%	80.82%
Office of Health and Human Services	92.78%	116.23%
MassHousing	72.62%	113.69%

For an overall view of how each of these Secretariats reached and exceeded at least one benchmark, we look at spending by the various departments within each Secretariat. The breakdown of the spending for the Secretariats that exceeded one benchmark is as follows:



Office of the Governor									
Department Name	Discretionary Budget (Modified if grey)	MBE Benchmark 6% of Discretionary	MBE sub-contracting	MBE Expenditure FY2012	Variance from MBE Benchmark as a %	WBE Benchmark 12% of Discretionary	WBE sub-contracting	WBE Expenditure FY2012	Variance from WBE Benchmark as a %
Office of the Governor	\$138,821	\$8,329		\$26,866	322.55%	\$16,659		\$15,917	95.55%
<b>Totals</b>	<b>\$138,821</b>	<b>\$8,329</b>	<b>\$0</b>	<b>\$26,866</b>	<b>322.55%</b>	<b>\$16,659</b>	<b>\$0</b>	<b>\$15,917</b>	<b>95.55%</b>

Disabled Persons Protection Commission									
Department Name	Discretionary Budget (Modified if grey)	MBE Benchmark 6% of Discretionary	MBE sub-contracting	MBE Expenditure FY2012	Variance from MBE Benchmark as a %	WBE Benchmark 12% of Discretionary	WBE sub-contracting	WBE Expenditure FY2012	Variance from WBE Benchmark as a %
Disabled Persons Protection Commission	\$307,757	\$18,465		\$29,650	160.57%	\$36,931		\$29,846	80.82%
<b>Totals</b>	<b>\$307,757</b>	<b>\$18,465</b>	<b>\$0</b>	<b>\$29,650</b>	<b>160.57%</b>	<b>\$36,931</b>	<b>\$0</b>	<b>\$29,846</b>	<b>80.82%</b>

Executive Office of Health and Human Services									
Department Name	Discretionary Budget (Modified if grey)	MBE Benchmark 6% of Discretionary	MBE sub-contracting	MBE Expenditure FY2012	Variance from MBE Benchmark as a %	WBE Benchmark 12% of Discretionary	WBE sub-contracting	WBE Expenditure FY2012	Variance from WBE Benchmark as a %
Commission For The Deaf and Hard of Hearing	\$93,064	\$5,584		\$3,846	68.88%	\$11,168		\$8,052	72.10%
Dept. of Children and Families	\$361,514,015	\$21,690,841	\$58,088	\$24,330,309	112.17%	\$43,381,682	\$280,045	\$43,672,563	100.67%
Dept. of Developmental Services	\$975,675,060	\$58,540,504		\$41,046,607	70.12%	\$117,081,007		\$126,959,794	108.44%
Dept. of Elder Affairs	\$247,077,136	\$14,824,628	\$11,541,769	\$43,038,628	290.32%	\$29,649,256	\$24,208,634	\$39,414,511	132.94%
Dept. of Mental Health	\$433,009,453	\$25,980,567	\$3,264,684	\$9,988,889	38.45%	\$51,961,134	\$5,857,222	\$89,023,739	171.33%
Dept. of Public Health	\$417,974,686	\$25,078,481	\$1,251,194	\$21,717,360	86.60%	\$50,156,962	\$786,105	\$42,640,879	85.01%
Dept. of Transitional Assistance	\$8,942,165	\$536,530		\$486,150	90.61%	\$1,073,060		\$1,626,031	151.53%
Dept. of Veterans Services	\$1,325,330	\$79,520		\$277,291	348.71%	\$159,040		\$737,804	463.91%
Dept. of Youth Services	\$92,473,437	\$5,548,406		\$2,829,659	51.00%	\$11,096,812		\$15,222,635	137.18%
Executive Office of Health and Human Services	\$64,230,435	\$3,853,826	\$127,219	\$1,132,347	29.38%	\$7,707,652	\$12,219	\$7,735,973	100.37%
Health Care Finance & Policy	\$7,637,084	\$458,225		\$352,200	76.86%	\$916,450		\$81,957	8.94%
Mass Commission For The Blind	\$14,724,923	\$883,495		\$279,741	31.66%	\$1,766,991		\$1,678,322	94.98%
Mass Rehabilitation Commission	\$69,171,930	\$4,150,316		\$4,289,096	103.34%	\$8,300,632		\$8,466,552	102.00%
Office For Refugees and Immigrants	\$4,737,583	\$284,255		\$568,426	199.97%	\$568,510		\$19,523	3.43%
Soldiers' Home In Holyoke	\$2,721,932	\$163,316		\$99,952	61.20%	\$326,632		\$19,096	5.85%
Soldiers' Home In Massachusetts	\$6,177,201	\$370,632		\$273,498	73.79%	\$741,264		\$321,851	43.42%



<b>Totals</b>	<b>\$2,707,485,434</b>	<b>\$162,449,126</b>	<b>\$16,242,954</b>	<b>\$150,713,999</b>	<b>92.78%</b>	<b>\$324,898,252</b>	<b>\$31,144,225</b>	<b>\$377,629,282</b>	<b>116.23%</b>
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MassHousing									
Department Name	Discretionary Budget (Modified if grey)	MBE Benchmark 6% of Discretionary	MBE sub-contracting	MBE Expenditure FY2012	Variance from MBE Benchmark as a %	WBE Benchmark 12% of Discretionary	WBE sub-contracting	WBE Expenditure FY2012	Variance from WBE Benchmark as a %
MassHousing		\$920,453	\$259,307	\$668,389	72.62%	\$345,462		\$392,750	113.69%
<b>Totals</b>		<b>\$920,453</b>	<b>\$259,307</b>	<b>\$668,389</b>	<b>72.62%</b>	<b>\$345,462</b>		<b>\$392,750</b>	<b>113.69%</b>

The Following Secretariats did not meet either MBE or WBE FY2012 Benchmarks.

Secretariat	MBE	WBE
Executive Office of Energy & Environmental Affairs	72.03%	95.25%
Executive Office for Administration and Finance	70.68%	55.81%
Executive Office of Public Safety & Security	47.80%	63.89%
Office of the Comptroller	28.68%	62.98%

For an overall view of spending within these Secretariats with respect to benchmarks, we looked at spending by the various departments within each secretariat. The breakdown of the spending for the Secretariats that did not meet the benchmarks is as follows:

Executive Office of Energy and Environmental Affairs									
Department Name	Discretionary Budget (Modified if grey)	MBE Benchmark 6% of Discretionary	MBE sub-contracting	MBE Expenditure FY2012	Variance from MBE Benchmark as a %	WBE Benchmark 12% of Discretionary	WBE sub-contracting	WBE Expenditure FY2012	Variance from WBE Benchmark as a %
Dept. Conservation and Recreation	\$33,137,642	\$1,988,259		\$1,996,790	100.43%	\$3,976,517		\$3,450,299	86.77%
Dept. of Agricultural Resources	\$778,395	\$46,704		\$18,249	39.07%	\$93,407	\$1,566	\$109,489	117.22%
Dept. of Energy Resources	\$10,051,371	\$603,082	\$37,461	\$46,388	7.69%	\$1,206,165	\$1,761,917	\$1,898,769	157.42%
Dept. of Environmental Protection	\$14,327,716	\$859,663		\$523,261	60.87%	\$1,719,326		\$588,868	34.25%
Dept. of Fish and Game	\$2,596,000	\$155,760	\$67,875	\$109,092	70.04%	\$311,520	\$53,885	\$277,339	89.03%
Dept. of Public Utilities	\$3,090,657	\$185,439		\$72,715	39.21%	\$370,879		\$102,836	27.73%
Executive Office of Energy and Environmental Affairs	\$6,472,260	\$388,336		\$281,138	72.40%	\$776,671		\$185,235	23.85%
State Reclamation Board	\$2,483,393	\$149,004		\$104,369	70.04%	\$298,007	\$31,124	\$59,075	19.82%
<b>Totals</b>	<b>\$72,937,434</b>	<b>\$4,376,246</b>	<b>\$105,336</b>	<b>\$3,152,002</b>	<b>72.03%</b>	<b>\$8,752,492</b>	<b>\$1,848,492</b>	<b>\$6,671,910</b>	<b>95.25%</b>



Executive Office for Administration and Finance									
Department Name	Discretionary Budget (Modified if grey)	MBE Benchmark 6% of Discretionary	MBE sub-contracting	MBE Expenditure FY2012	Variance from MBE Benchmark as a %	WBE Benchmark 12% of Discretionary	WBE sub-contracting	WBE Expenditure FY2012	Variance from WBE Benchmark as a %
Administrative Law Appeals Division	\$13,402	\$804		\$6,730	836.94%	\$1,608		\$6,975	433.70%
Appellate Tax Board	\$36,465	\$2,188		\$3,139	143.47%	\$4,376		\$3,139	71.74%
Bureau of State Buildings	\$3,511,159	\$210,670		\$2,140	1.02%	\$421,339		\$392,078	93.06%
Capital Asset Management and Maintenance Division	\$9,388,512	\$563,311		\$3,210,167	569.88%	\$1,126,621		\$1,916,857	170.14%
Civil Service Commission	\$16,035	\$962		\$1,812	188.34%	\$1,924		\$1,812	94.17%
Dept. of Revenue	\$16,044,550	\$962,673	\$717	\$407,142	42.29%	\$1,925,346		\$564,124	29.30%
Developmental Disabilities Council	\$131,991	\$7,919		\$6,192	78.19%	\$15,839		\$51,971	328.12%
Division of Operational Services	\$590,688	\$35,441		\$24,327	68.64%	\$70,883		\$101,991	143.89%
Executive Office for Administration and Finance	\$44,933,334	\$2,696,000		\$341,513	12.67%	\$5,392,000		\$3,149,887	58.42%
George Fingold Library	\$97,992	\$5,880		\$799	13.59%	\$11,759		\$3,389	28.82%
Group Insurance Commission	\$3,439,831	\$206,390		\$35,146	17.03%	\$412,780		\$468,362	113.47%
Human Resources Division	\$4,132,363	\$247,942		\$16,899	6.82%	\$495,884		\$298,394	60.17%
Information Technology Division	\$36,262,239	\$2,175,734		\$1,130,999	51.98%	\$4,351,469		\$1,088,452	25.01%
Massachusetts Office on Disability	\$25,428	\$1,526		\$2,871	188.18%	\$3,051		\$13,654	447.47%
Public Employee Retirement Administration	\$712,609	\$42,757		\$33,322	77.93%	\$85,513		\$24,603	28.77%
Teachers Retirement Board	\$8,475,290	\$508,517	\$175,565	\$197,188	38.78%	\$1,017,035	\$175,565	\$473,847	46.59%
<b>Totals</b>	<b>\$127,811,888</b>	<b>\$7,668,713</b>	<b>\$176,282</b>	<b>\$5,420,386</b>	<b>70.68%</b>	<b>\$15,337,427</b>	<b>\$175,565</b>	<b>\$8,559,535</b>	<b>55.81%</b>



Executive Office of Public Safety & Security									
Department Name	Discretionary Budget (Modified if grey)	MBE Benchmark 6% of Discretionary	MBE sub-contracting	MBE Expenditure FY2012	Variance from MBE Benchmark as a %	WBE Benchmark 12% of Discretionary	WBE sub-contracting	WBE Expenditure FY2012	Variance from WBE Benchmark as a %
Chief Medical Examiner	\$9,312,817	\$558,769		\$89,764	16.06%	\$1,117,538		\$23,692	2.12%
Criminal History Systems Board	\$1,466,112	\$87,967		\$11,164	12.69%	\$175,933		\$27,634	15.71%
Dept. of Correction	\$24,831,814	\$1,489,909	\$625,459	\$1,019,087	68.40%	\$2,979,818	\$128,730	\$3,623,196	121.59%
Dept. of Fire Services	\$4,450,557	\$267,033		\$43,591	16.32%	\$534,067		\$157,860	29.56%
Dept. of Public Safety	\$621,747	\$37,305		\$69,019	185.01%	\$74,610		\$138,225	185.26%
Dept. of State Police	\$12,955,266	\$777,316		\$400,916	51.58%	\$1,554,632		\$886,436	52.66%
Emergency Management Agency	\$4,092,410	\$245,545		\$112,618	45.86%	\$491,089		\$309,918	63.11%
Executive Office of Public Safety & Security	\$22,910,877	\$1,374,653		\$375,846	27.34%	\$2,749,305		\$1,050,434	38.21%
Military Division	\$1,656,966	\$99,418		\$212,440	213.68%	\$198,836		\$173,295	87.15%
Municipal Police Training Committee	\$949,739	\$56,984		\$22,944	40.26%	\$113,969		\$43,287	37.98%
Parole Board	\$1,700,510	\$102,031		\$69,091	67.72%	\$204,061		\$138,217	67.73%
Sex Offender Registry	\$21,316	\$1,279		\$10,628	830.99%	\$2,558		\$10,139	396.38%
<b>Totals</b>	<b>\$84,970,131</b>	<b>\$5,098,208</b>	<b>\$625,459</b>	<b>\$2,437,108</b>	<b>47.80%</b>	<b>\$10,196,416</b>	<b>\$128,730</b>	<b>\$6,514,495</b>	<b>63.89%</b>

Office of the Comptroller									
Department Name	Discretionary Budget (Modified if grey)	MBE Benchmark 6% of Discretionary	MBE sub-contracting	MBE Expenditure FY2012	Variance from MBE Benchmark as a %	WBE Benchmark 12% of Discretionary	WBE sub-contracting	WBE Expenditure FY2012	Variance from WBE Benchmark as a %
Office of the Comptroller	\$1,251,600	\$75,096		\$21,541	28.68%	\$150,192		\$94,587	62.98%
<b>Totals</b>	<b>\$1,251,600</b>	<b>\$75,096</b>	<b>\$0</b>	<b>\$21,541</b>	<b>28.68%</b>	<b>\$150,192</b>	<b>\$0</b>	<b>\$94,587</b>	<b>62.98%</b>

### The Following Departments Exceeded both MBE and WBE FY2012 Benchmarks

The Supplier Diversity Program has a liaison in each of the Executive Branch Departments, known as the Supplier Diversity Officer or the Chief Procurement Officer. That individual is responsible for encouraging and tracking their participating departments' procurement expenditures with MBEs and WBEs in order to meet their benchmarks. Therefore, we also look at departments independently from their overall Secretariat level of achievement. The following 16 departments exceeded both the MBE and WBE benchmarks:

Department Name	Exceeds MBE benchmark	Exceeds WBE benchmark
Administrative Law Appeals Division	836.94%	433.70%
Sex Offender Registry	830.99%	396.38%
Capital Asset Management and Maintenance Division	569.88%	170.14%
Dept. of Veterans Services	348.71%	463.91%
Commission Against Discrimination	299.75%	135.73%
Dept. of Elder Affairs	290.32%	132.94%
Dept. of Telecommunication and Cable	279.66%	167.21%
Dept. of Early Education & Care	274.62%	161.12%
Office of Consumer Affairs and Business Regulation	259.10%	143.57%
Dept. of Business and Technology	250.07%	130.40%
Massachusetts Office On Disability	188.18%	447.47%
Dept. of Public Safety	185.01%	185.26%
Executive Office of Labor and Workforce Development	142.70%	211.31%
Massachusetts Dept. of Transportation	121.63%	138.31%
Dept. of Housing and Community Development	118.13%	274.94%
Mass Rehabilitation Commission	103.34%	102.00%

## The Following Department Exceeded either MBE or WBE FY2012 Benchmarks

The following 25 departments exceeded either their MBE or WBE benchmarks:

Department Name	Exceeds MBE benchmark	Exceeds WBE benchmark
Office of the Governor	322.55%	
Military Division	213.68%	
Office For Refugees and Immigrants	199.97%	
Civil Service Commission	188.34%	
Disabled Persons Protection Commission	160.57%	
Appellate Tax Board	143.47%	
Dept. of Children and Families	112.43%	
Developmental Disabilities Council		328.12%
Executive Office of Energy & Environmental Affairs		238.23%
Executive Office of Education		185.52%
Massachusetts Marketing Partnership		181.77%
Dept. of Mental Health		171.33%
Division of Professional Licensure		169.74%
Dept. of Energy Resources		157.42%
Dept. of Transitional Assistance		151.53%
Division of Operational Services		143.89%
Dept. of Youth Services		137.18%
Division of Banks		136.75%
Executive Office of Housing and Economic Development		127.40%
Dept. of Correction		121.59%
Dept. of Agricultural Resources		117.22%
MassHousing		113.69%
Group Insurance Commission		113.47%
Dept. of Developmental Services		108.44%
Executive Office of Health and Human Services		100.37%

### Subcontracting and how it helps Agencies meet their benchmarks

The financial reporting for benchmark attainment includes an end of year process to include any subcontracting spend. Specifically that spend must be with MBEs and WBEs who are subcontractors, working on the core elements of a contract. Departmental contracts are managed by each department, who perform an end of year calculation to tally the spend on certified subcontractors. The chart below covers subcontracting spend for FY2012. The subcontracting spend has been calculated for each of these departments into their FY2012 expenditures with

MBEs or WBEs accordingly. These spend numbers are included in the final calculations for overall benchmark attainment of departments and their secretariats.

Agencies with Subcontracting	MBE	WBE
Dept. of Children and Families	\$58,088	\$280,045
Dept. of Mental Health	\$3,264,684	\$5,857,222
Dept. of Energy Resources	\$37,461	\$1,761,917
Dept. of Public Health	\$1,251,194	\$786,105
Dept. of Elder Affairs	\$11,541,769	\$24,208,634
Dept. of Fish And Game	\$67,875	\$53,885
Dept. of Agricultural Resources		\$1,566
State Reclamation Board		\$31,124
Dept. of Correction	\$625,459	\$128,730
Teachers Retirement Board	\$175,565	\$175,565
Massachusetts Marketing Partnership	\$1,531	\$62,013
Dept. of Revenue	\$717	
Executive Office of Health and Human Services	\$127,219	\$12,219
Dept. of Early Education and Care	\$11,806,106	\$14,178,699
MassHousing	\$259,307	
<b>TOTAL Subcontracting</b>	<b>\$29,216,975</b>	<b>\$47,537,724</b>

### Categories of State Expenditures with MBEs and WBEs in FY2012

Spending by the Commonwealth with MBEs and WBEs for various goods and services is reported in the Massachusetts Management Accounting and Reporting System (MMARS) and other spending occurs via procurement cards and through other off-MMARS spending that is captured separately.

The Supplier Diversity Office believes there are additional opportunities for MBEs and WBEs within the goods and services categories below where spending is low or non-existent for a business ownership type. We encourage Minority and Women owned businesses to review the categories of spend the Commonwealth does with MBEs and WBEs and consider potential areas of opportunity for business growth and expansion. We encourage new entrepreneurs to review the Certification Unit portion of this Annual Report to determine if your business may be eligible for certification in order to gain access to the SDP opportunities within the state procurement process, including these spending categories. Spending occurred within the 72 departments of the Executive Branch in FY2012 within the following classifications:

Classification	MBE Expenditure	WBE Expenditure
Office & Administrative Supplies	\$3,209,181	\$3,437,627
Printing Expenses & Supplies	\$2,603,488	\$3,781,770
Postage	\$163	\$76,900
Subscriptions, Memberships & Licensing Fees	\$0	\$3,948
Advertising Expenses	\$140	\$16,816
Exhibits/Displays	\$16,014	\$183,636

Classification	MBE Expenditure	WBE Expenditure
Bottled Water	\$100	\$100
Fees, Fines, Licenses, Permits & Chargebacks	\$920	\$4,774
Temp Use Space/Confer-Incidental Includes Reservation Fees	\$10,116	\$31,290



Classification	MBE Expenditure	WBE Expenditure
Out Of State Travel Expen On Behalf Of State Employ	\$135,105	\$103,950
In-State Travel & Related Expen On Behalf Of State Employees	\$70	\$472
Job Related Tuition On Behalf On State Employees	\$0	\$3,234
S&J:Tax Reportable:Non-Employee: Sole Payee	\$0	\$100,000
S&J:Not Tax Rptable To Claimnt/3rd Party Copay Or Sole Payee	\$0	\$1,800
Conference, Training And Registration Fees	\$897	\$17,042
Food, Beverages & Preservation	\$281	\$440
Kitchen & Dining Supplies	\$15,994	\$116,353
Drugs (Medicines/Pharmaceuticals)	\$3,310	\$425
Laboratory Supplies	\$193,682	\$14,257
Medical & Surgical Supplies	\$1,992,798	\$4,637
Personal Medical Items & Prosthetics	\$146,485	\$1,248
Toiletries & Personal Supplies	\$41,631	\$32,627
Clothing & Footwear	\$0	\$950,434
Facility Furnishings	\$55,522	\$18,947
Laundry & Cleaning Supplies	\$173,472	\$351,693
Library & Teaching Supplies & Materials	\$18,009	\$23,330
Recreation, Religious & Social Supplies & Materials	\$14,914	\$54,811
Manufacturing Supply & Materials & Raw Materials	\$14,949	\$99,712
Motor Vehicle Maintenance And Repair Parts	\$242,668	\$232,413
Law Enforcement & Security Supplies	\$1,109	\$81,282
Wholesale Supplies	\$0	\$10,823
Space Rental	\$485,990	\$468,057
Electricity	\$658	\$658
Fuel For Buildings	\$79,053	\$1,472,458
Sewage Disposal & Water	\$0	\$10,442
Honoraria For Visiting Speakers/Lecturers	\$0	\$21,289
Management Consultants	\$62,460	\$2,091,193
Planners	\$232,446	\$1,934,203
Program Coordinators	\$197,041	\$637,019
Reim Trav/Exp For Consultant Services	\$0	\$17,067
Financial Services	\$0	\$408,899
Engineering, Research And Scientific Services	\$27,192	\$211,025
Media Design, Editorial And Communication	\$1,675,067	\$1,961,672
Health And Safety Services	\$1,319,134	\$2,117,579
Auctioneers/Appraisers	\$0	\$22,325
Laboratory & Pharmaceutical Services	\$83,462	\$91,027
Photographic & Micrographic Services	\$124,636	\$23,834
Temporary Help Services	\$103,837	\$5,534,582
Instructors/Lecturers/Trainers	\$55,501	\$540,930
Food Services	\$166	\$0

Classification	MBE Expenditure	WBE Expenditure
Archivists/Librarians/Record Managers	\$17,417	\$20,384
Reimb Trav & Other Exp For Operational Services	\$0	\$18,062
Legal Support Services	\$164,293	\$443,799
Auxiliary Services	\$609,129	\$721,339
National Defense & Public Order & Security & Non Medical Saf	\$0	\$613,453
Educational Equipment	\$5,259	\$14,172
Programmatic Facility Equipment	\$620,335	\$1,472,721
Motorized Vehicle Equipment	\$1,168	\$557,612
Office Equipment	\$95,858	\$104,025
Printing, Photocopying, & Micrographics Equipment	\$21,238	\$16,506
Office Furnishings	\$945,028	\$923,129
Medical Equipment	\$155,635	\$0
Law Enforcement & Security Equipment	\$1,800	\$216,092
Heavy Equipment	\$155,851	\$891,368
Television Broadcasting Equipment	\$109,081	\$109,081
Programmatic Facility Equipment Rental Or Lease	\$0	\$961
Motorized Vehicle Equipment Rental Or Lease	\$10,613	\$0
Office Equipment Rental or Lease	\$480	\$480
Office Furnishings Rental or Lease	\$0	\$935
Heavy Equipment Rental/Lease	\$0	\$5,110
Motorized Vehicle Equipment Maintenance & Repair	\$32,141	\$141,193
Office Equipment Maintenance & Repair	\$18,312	\$17,862
Print, Photocopying & Micrograph Equipment Maint/Repair	\$1,630	\$2,630
Medical Equipment Maintenance & Repair	\$720	\$720
Law Enforcement/Security Equipment Maintenance/Repair	\$0	\$91,136
Heavy Equipment Maintenance/Repair	\$59,076	\$7,194
Programmatic Equipment Maintenance And Repair	\$50	\$28,382
Non-Med/Non-Health Care Related Client Servc Prov by Indiv	\$3,242	\$69,558
Reimbursements	\$12,978	\$10,420
Purchased Human & Social Services For Clients/Non Medical	\$110,528,450	\$148,750,356
Services Purch Support of Human/Social Services for Clients	\$1,101,285	\$52,111,145
Tuition & Educational Fees	\$182,521	\$53,432
Human & Social Services Program Equipment	\$0	\$122,390
Non-Med/Health Services Provided by Indivs within Orgs	\$37,883	\$2,985,308
Medical/Health Services Provided By Individuals Within Orgs	\$0	\$1,091,916
Purchased Client Social Services: Sub-Recipient	\$13,797	\$13,797



Classification	MBE Expenditure	WBE Expenditure
Reimb Trav & Other Exp For Indiv Pd From M01 Or Mm1	\$2,067	\$13,596
Medical/Hlth Service Provided By Individuals Not Within Orgs	\$157	\$32,735
Purch.H&Ss For Clit.Med/Hc Rel	\$48,552,167	\$206,992,435
Appraisers	\$31,903	\$80,613
Cost Estimators	\$0	\$12,016
Highway/Lateral Structure Planning/Engineering	\$3,625,541	\$5,909,888
Hazardous Waste Removal Services	\$88,791	\$149,298
Major Building Maintenance And Land Improvements	\$0	\$633,607
Initial Furnishings & Equipment Purchases	\$17,209	\$68,955
Highway Horizontal/Lateral Construction	\$24,133,683	\$53,005,759
Highway Horizontal/Lateral Maintenance & Improvements	\$157,600	\$251,495
Highway Horizontal/Lateral Maintenance Materials	\$0	\$4,627,136
Relocation Costs Land Taking	\$0	\$15,066
State Park & Recreation Facilities Construction	\$343,587	\$497,179
Non-Major Facility Infrastructure Maintenance And Repair	\$171,836	\$1,124,457
Property Management	\$0	\$7,253
Facility Infrastructure Maintenance & Repair Tools & Supplie	\$20,723	\$685,674
Lawn And Grounds Equipment Maintenance And Repair	\$0	\$31,495
Lawn And Grounds Equipment	\$1,091	\$360,213

Classification	MBE Expenditure	WBE Expenditure
Garden Expenses, Tools And Supplies	\$1,610	\$18,711
Cleaners/Janitors	\$323,443	\$153,457
Exterminators/Integrated Pest Management	\$0	\$57,082
Hazardous Waste Removal Services	\$359,796	\$166,535
Non-Hazardous Waste Removal Services	\$450,446	\$106,204
Snow Removal and Groundskeeping Services	\$0	\$16,175
Horizon/Vert Constr Related S&J - Tax Rep To Claimant - Clai	\$12,393	\$0
Late Payment Interest On Construction and Improv. Projects	\$6,802	\$13,425
Telecommunications Services Data	\$0	\$30,892
Telecommunications Services Voice	\$0	\$6,095
Software & Information Technology Licenses (IT)	\$24,488	\$0
Information Technology (IT) Professionals	\$2,994,602	\$17,945,195
Information Technology (IT) Cabling	\$11,135	\$17,590
Information Technology (IT) Equipment	\$1,253,026	\$498,837
Information Tech (IT) Equipment Maintenance & Repair	\$86,377	\$115,979
Reim Trav/Oth Exp IT Professionals	\$0	\$206

## SMALL BUSINESS PURCHASING PROGRAM (SBPP)

On June 29, 2010, Governor Patrick issued Executive Order 523<sup>9</sup> 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 the latest recession has placed on them. 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.

### Small Business Purchasing Program's Definition of a Small Business<sup>10</sup>

Any entity, including all of its affiliates combined, is eligible to participate in the Small Business Purchasing Program if that entity, exclusively through Comm-PASS SmartBid, accepts the participation agreement and attests to meeting all program criteria below, as applicable:

- has its principal place of business in Massachusetts;
- has been in business for at least one year;
- currently employs a combined total of 50 or fewer full-time equivalents in all locations;
- has gross revenues as reported on the appropriate IRS tax form of \$15 million or less, based on a 3-year average; and,

#### EITHER

- for any entity attesting to Business Type "For-Profit":
  - is organized under the laws of the Commonwealth or is properly registered to do business in the Commonwealth; and
  - is independently owned and operated.

#### OR

- for any entity attesting to Business Type "Non-Profit" (i.e. 501(c)):
  - is registered as a nonprofit or charitable organization with and up to date on its filings with the Massachusetts Attorney General's Office; and
  - is tax-exempt under Section 501(c) of the Internal Revenue Code, i.e. organized and operated exclusively for exempt purposes set forth in section 501(c) and none of its earnings may inure to any private shareholder or individual.

<sup>9</sup> To view or to download a PDF copy of Executive Order 523, please visit: <http://www.mass.gov/anf/docs/osd/sbpp/eo523.pdf>. It is also included within this Annual report at Appendix F.

<sup>10</sup> This hyperlink will take you to the SBPP webpage: <http://www.mass.gov/anf/budget-taxes-and-procurement/procurement-info-and-res/sell-to-the-state/sbpp/welcome-to-the-small-business-purchasing-program.html>

## SBPP Policy

In an effort to increase contract opportunities for SBPP participants, OSD issued a new policy on May 23, 2011 (OSD Policy Guidance 11-05<sup>11</sup>: Revised Procurement Threshold Levels and Revised Small Business Purchasing Program Requirements (implementation of Executive Order 523 and Executive Order 533) (Amending OSD Policy Guidance PG11-01)), requiring Executive Departments to target the notification of small procurements (valued between \$5,000 and \$150,000) to SBPP participants on Comm-PASS. The SBPP participant(s) who submitted the “best value” response would be awarded a contract.

### SBPP Policy

*Consistent with the new procurement thresholds, Executive Departments must award contracts for Small Procurements (now set at \$5,000 - \$150,000) to SBPP-participating small business bidders (1) if a response is received from an eligible small business and (2) if their response meets the Department’s specifications/requirements. While all businesses interested in bidding on these Small Procurements may do so, it is the intention of the SBPP to only evaluate bids received from and to award a contract to an SBPP-participating bidder that meets the Department’s specifications/requirements. An award may only be made to a non-SBPP eligible bidder if there are no responses received from a registered eligible small business or if responses received from a registered eligible small business do not meet the requirements of the Small Procurement.*

*(from OSD Policy Guidance 11-05)*

*For more information please visit our website at [www.mass.gov/sbpp](http://www.mass.gov/sbpp)*

## FY2012 State Expenditures with SBPP Participants

In FY2012, Executive Branch agencies expenditures with SBPP participants totaled \$121,790,070 showing an increase of 104% over FY2011.

	FY2011	FY2012	FY2012 INCREASE over FY2011
SBPP	\$59,693,832	\$121,790,070	\$62,096,238

This program requires that Departments direct notification and award of all non-construction procurements valued between \$5,000 and \$150,000 to businesses identified in Comm-PASS as

<sup>11</sup> This hyperlink will take you to the OSD Policy page: <http://www.mass.gov/anf/budget-taxes-and-procurement/procurement-info-and-res/conduct-a-procurement/osd-policies-regs/osd-policy.html>

Small Business Purchasing Program participants, assuming sufficient capacity in Comm-PASS. The SBPP will not include procurements for vertical or horizontal construction since both are covered under statutes outside OSD's authority, MGL c. 149 §44A-H<sup>12</sup>, and MGL c. 30 §39M<sup>13</sup> respectively.

### FY2012 Total State Expenditures with SBPP participants

SBPP FY2012 Total Program Discretionary Budget	SBPP FY2012 Expenditure	SBPP spending as a % of Discretionary Budget
<b>\$3,936,890,775</b>	<b>\$121,790,070</b>	<b>3.09%</b>

### Spending with SBPPs by Agency

Secretariat	Department Name	Discretionary Budget (Modified if grey)	SBPP Expenditure	SBPP spending as a % of Discretionary Budget
Executive Office of Administration and Finance	Administrative Law Appeals Division	\$13,402	\$1,259	9.39%
	Appellate Tax Board	\$36,465	\$1,033	2.83%
	Bureau of State Buildings	\$3,511,159	\$448,456	12.77%
	Capital Asset Management and Maintenance Division	\$9,388,512	\$2,180,583	23.23%
	Civil Service Commission	\$16,035	\$0	0.00%
	Dept. of Revenue	\$16,044,550	\$674,640	4.20%
	Developmental Disabilities Council	\$131,991	\$47,103	35.69%
	Division of Operational Services	\$590,688	\$105,109	17.79%
	Executive Office for Administration and Finance	\$44,933,334	\$2,746,187	6.11%
	George Fingold Library	\$97,992	\$0	0.00%
	Group Insurance Commission	\$3,439,831	\$525,806	15.29%
	Human Resources Division	\$4,132,363	\$110,094	2.66%
	Information Technology Division	\$36,262,239	\$2,637,756	7.27%
	Massachusetts Office on Disability	\$25,428	\$10,961	43.11%
	Public Employee Retirement Administration	\$712,609	\$10,994	1.54%
	Teachers Retirement Board	\$8,475,290	\$107,897	1.27%
	<b>Total</b>	<b>\$127,811,888</b>	<b>\$9,607,878</b>	<b>7.52%</b>

<sup>12</sup> You may access this general law at: <http://www.malegislature.gov/Laws/GeneralLaws/PartI/TitleXXI/Chapter149/Section44a>

<sup>13</sup> You may access this general law at: <http://www.malegislature.gov/Laws/GeneralLaws/PartI/TitleIII/Chapter30/Section39m>



Secretariat	Department Name	Discretionary Budget (Modified if grey)	SBPP Expenditure	SBPP spending as a % of Discretionary Budget
Commission Against Discrimination	Commission Against Discrimination	\$256,581	\$49,372	19.24%
	<b>Total</b>	<b>\$256,581</b>	<b>\$49,372</b>	<b>19.24%</b>

Secretariat	Department Name	Discretionary Budget (Modified if grey)	SBPP Expenditure	SBPP spending as a % of Discretionary Budget
Disabled Persons Protection Commission	Disabled Persons Protection Commission	\$307,757	\$6,492	2.11%
	<b>Total</b>	<b>\$307,757</b>	<b>\$6,492</b>	<b>2.11%</b>

Secretariat	Department Name	Discretionary Budget (Modified if grey)	SBPP Expenditure	SBPP spending as a % of Discretionary Budget
Massachusetts Dept. of Transportation	Massachusetts Dept. of Transportation	\$419,522,508	\$20,068,856	4.78%
	<b>Total</b>	<b>\$419,522,508</b>	<b>\$20,068,856</b>	<b>4.78%</b>

Secretariat	Department Name	Discretionary Budget (Modified if grey)	SBPP Expenditure	SBPP spending as a % of Discretionary Budget
Executive Office of Education	Dept. of Early Education & Care	\$213,778,251	\$386,444	0.18%
	Dept. of Elementary & Secondary Education	\$98,028,057	\$713,181	0.73%
	Dept. of Higher Education	\$650,434	\$103,368	15.89%
	Executive Office of Education	\$8,341,833	\$1,402,191	16.81%
	<b>Total</b>	<b>\$320,798,575</b>	<b>\$2,605,184</b>	<b>0.81%</b>



Secretariat	Department Name	Discretionary Budget (Modified if grey)	SBPP Expenditure	SBPP spending as a % of Discretionary Budget
Executive Office of Housing & Economic Development	Dept. of Business and Technology	\$29,845	\$295	0.99%
	Dept. of Housing and Community Development	\$182,957,948	\$4,591,957	2.51%
	Dept. of Telecommunication and Cable	\$139,408	\$31,339	22.48%
	Division of Banks	\$835,614	\$153,977	18.43%
	Division of Insurance	\$1,989,863	\$218,232	10.97%
	Division of Professional Licensure	\$806,300	\$294,483	36.52%
	Division of Standards	\$85,142	\$4,709	5.53%
	Executive Office of Housing and Economic Development	\$482,697	\$311,856	64.61%
	Massachusetts Marketing Partnership	\$704,586	\$3,924,342	556.97%
	Office of Consumer Affairs and Business Regulation	\$138,536	\$64,153	46.31%
	<b>Total</b>	<b>\$188,169,939</b>	<b>\$9,595,343</b>	<b>5.10%</b>

Secretariat	Department Name	Discretionary Budget (Modified if grey)	SBPP Expenditure	SBPP spending as a % of Discretionary Budget
Executive Office of Health and Human Services	Commission For the Deaf and Hard of Hearing	\$93,064	\$5,261	5.65%
	Dept. of Children and Families	\$361,514,015	\$5,007,884	1.39%
	Dept. of Developmental Services	\$975,675,060	\$8,401,247	0.86%
	Dept. of Elder Affairs	\$247,077,136	\$464,270	0.19%
	Dept. of Mental Health	\$433,009,453	\$2,210,241	0.51%
	Dept. of Public Health	\$417,974,686	\$14,581,035	3.49%
	Dept. of Transitional Assistance	\$8,942,165	\$928,163	10.38%
	Dept. of Veterans Services	\$1,325,330	\$441,953	33.35%
	Dept. of Youth Services	\$92,473,437	\$1,296,967	1.40%
	Executive Office of Health and Human Services	\$64,230,435	\$7,811,643	12.16%
	Health Care Finance & Policy	\$7,637,084	\$2,205,208	28.87%
	Mass Commission For the Blind	\$14,724,923	\$93,538	0.64%
	Mass Rehabilitation Commission	\$69,171,930	\$3,152,746	4.56%
	Office For Refugees and Immigrants	\$4,737,583	\$257,245	5.43%
	Soldiers' Home In Holyoke	\$2,721,932	\$311,412	11.44%
	Soldiers' Home In Massachusetts	\$6,177,201	\$896,758	14.52%
	<b>Total</b>	<b>\$2,707,485,434</b>	<b>\$48,065,571</b>	<b>1.78%</b>



Secretariat	Department Name	Discretionary Budget (Modified if grey)	SBPP Expenditure	SBPP spending as a % of Discretionary Budget
Executive Office of Energy & Environmental Affairs	Dept. Conservation and Recreation	\$33,137,642	\$13,455,714	40.61%
	Dept. of Agricultural Resources	\$778,395	\$99,078	12.73%
	Dept. of Energy Resources	\$10,051,371	\$545,871	5.43%
	Dept. of Environmental Protection	\$14,327,716	\$562,571	3.93%
	Dept. of Fish and Game	\$2,596,000	\$603,224	23.24%
	Dept. of Public Utilities	\$3,090,657	\$195,208	6.32%
	Executive Office of Energy and Environmental Affairs	\$6,472,260	\$1,459,685	22.55%
	State Reclamation Board	\$2,483,393	\$19,623	0.79%
	<b>Total</b>	<b>\$72,937,434</b>	<b>\$16,940,974</b>	<b>23.23%</b>

Secretariat	Department Name	Discretionary Budget (Modified if grey)	SBPP Expenditure	SBPP spending as a % of Discretionary Budget
Exec. Office of Labor & Workforce Development	Executive Office of Labor and Workforce Development	\$13,240,107	\$1,393,491	10.52%
	<b>Total</b>	<b>\$13,240,107</b>	<b>\$1,393,491</b>	<b>10.52%</b>

Secretariat	Department Name	Discretionary Budget (Modified if grey)	SBPP Expenditure	SBPP spending as a % of Discretionary Budget
Executive Office of Public Safety & Security	Chief Medical Examiner	\$9,312,817	\$79,593	0.85%
	Criminal History Systems Board	\$1,466,112	\$273,191	18.63%
	Dept. of Correction	\$24,831,814	\$3,610,952	14.54%
	Dept. of Fire Services	\$4,450,557	\$437,827	9.84%
	Dept. of Public Safety	\$621,747	\$173,681	27.93%
	Dept. of State Police	\$12,955,266	\$1,912,208	14.76%
	Emergency Management Agency	\$4,092,410	\$318,092	7.77%
	Executive Office of Public Safety & Homeland Security	\$22,910,877	\$3,760,009	16.41%
	Military Division	\$1,656,966	\$2,464,457	148.73%
	Municipal Police Training Committee	\$949,739	\$81,518	8.58%
	Parole Board	\$1,700,510	\$215,476	12.67%
	Sex offender Registry	\$21,316	\$41,265	193.59%
	<b>Total</b>	<b>\$84,970,131</b>	<b>\$13,368,269</b>	<b>15.73%</b>



Secretariat	Department Name	Discretionary Budget (Modified if grey)	SBPP Expenditure	SBPP spending as a % of Discretionary Budget
Office of the Governor	Office of the Governor	\$138,821	\$3,972	2.86%
	<b>Total</b>	<b>\$138,821</b>	<b>\$3,972</b>	<b>2.86%</b>

Secretariat	Department Name	Discretionary Budget (Modified if grey)	SBPP Expenditure	SBPP spending as a % of Discretionary Budget
Office of the Comptroller	Office of the Comptroller	\$1,251,600	\$84,668	6.76%
	<b>Total</b>	<b>\$1,251,600</b>	<b>\$84,668</b>	<b>6.76%</b>

### Categories of State Expenditures with SBPP participants in FY2012

Spending by the Commonwealth with SBPP Participants for various goods and services is tracked in the Massachusetts Management Accounting and Reporting System (MMARS) and other spending occurs via procurement cards and through other off-MMARS spending that is captured separately. Spending for FY2012 with participants of the Small Business Purchasing Program as reported through MMARS has occurred within the following classifications:

Classification	SBPP Expenditure
Office & Administrative Supplies	\$585,609
Printing Expenses & Supplies	\$5,850,683
Postage	\$144,831
Subscriptions, Memberships & Licensing Fees	\$16,566
Exhibits/Displays	\$213,582
Fees, Fines, Licenses, Permits & Chargebacks	\$9,389
Confidential Investigations Expenses	\$1,675
Temp Use Space/Confer-Incidental Includes Reservation Fees	\$86,392
Out Of State Travel Expen On Behalf Of State Employ	\$79,642
Job Related Tuition On Behalf On State Employees	\$5,178
S&J:Not Tax Rptable To Claimnt/3rd Party Copay Or Sole Payee	\$193
Conference, Training & Registration Fees	\$96,644
Food, Beverages & Preservation	\$6,368
Kitchen & Dining Supplies	\$41,802
Drugs (Medicines/Pharmaceuticals)	\$10,135
Laboratory Supplies	\$275,958
Medical & Surgical Supplies	\$2,453,179
Personal Medical Items & Prosthetics	\$150,288
Toiletries & Personal Supplies	\$219,366

Classification	SBPP Expenditure
Clothing & Footwear	\$495,642
Facility Furnishings	\$56,759
Laundry & Cleaning Supplies	\$926,397
Live Animals & Related Supplies	\$1,610
Library & Teaching Supplies & Materials	\$63,849
Recreation, Religious & Social Supplies & Materials	\$55,513
Manufacturing Supply & Materials & Raw Materials	\$61,764
Navigational & Nautical Supplies	\$19,418
Motor Vehicle Maintenance And Repair Parts	\$579,311
Law Enforcement & Security Supplies	\$716,761
Wholesale Supplies	\$11,433
Space Rental	\$575,977
Electricity	\$658
Fuel For Buildings	\$1,552,603
Sewage Disposal & Water	\$8,415
Management Consultants	\$1,386,465
Planners	\$313,383
Program Coordinators	\$777,758
Reim Trav/Exp For Consultant Services	\$23,243
Financial Services	\$414,853
Engineering, Rsrch & Scientific Services	\$993,715



Classification	SBPP Expenditure
Media Design, Editorial And Communication	\$5,760,417
Health And Safety Services	\$1,826,194
Court Investigators	\$256,857
Laboratory & Pharmaceutical Services	\$39,631
Laundry Services	\$104,788
Photographic & Micrographic Services	\$195,271
Sheriffs, Constables & Process Servers	\$21,914
Temporary Help Services	\$6,212,882
Instructors/Lecturers/Trainers	\$528,869
Food Services	\$166
Archivists/Librarians/Record Managers	\$1,280
Reimb Trav & Other Exp For Operational Services	\$18,623
Legal Support Services	\$445,583
Auxiliary Services	\$799,020
National Defense & Public Order & Security & Non Medical Saf	\$1,508
Programmatic Facility Equipment	\$822,187
Motorized Vehicle Equipment	\$5,537,815
Office Equipment	\$50,195
Printing, Photocopying, & Micrographics Equipment	\$10,588
Office Furnishings	\$37,793
Medical Equipment	\$536,608
Law Enforcement & Security Equipment	\$238,445
Heavy Equipment	\$835,461
Programmatic Facility Equipment Rental Or Lease	\$52,127
Motorized Vehicle Equipment Rental Or Lease	\$906
Office Equipment Rental Or Lease	\$480
Heavy Equipment Rental/Lease	\$5,110
Educational Equipment Maintenance & Repair	\$1,651
Motorized Vehicle Equipment Maintenance & Repair	\$192,215
Office Equipment Maintenance & Repair	\$20,670
Print, Photocopying & Micrograph Equipment Maint/Repair	\$5,524
Office Furnishings Maintenance & Repair	\$646
Medical Equipment Maintenance & Repair	\$242,471
Law Enforcemt/Security Equipment Maintenance/Repair	\$172,563
Heavy Equipment Maintenance/Repair	\$51,702
Programmatic Equipment Mntnc & Repair	\$336,157
Non-Med/Non-Health Care Related Client Servc Prov By Indiv	\$163,431

Classification	SBPP Expenditure
Purchased Human & Social Services For Clients/Non Medical	\$11,200,062
Services Purch Support Of Human/Social Services For Clients	\$1,188,691
Tuition & Educational Fees	\$218,897
Human & Social Services Program Equipment	\$323,449
Non-Med/Health Services Provided By Individuals Within Orgs	\$129,788
Medical/Health Services Provided By Individuals Within Orgs	\$24,325
Reimb Trav & Other Exp For Indiv Pd From M01 Or Mm1	\$1,277
Purch.H&Ss For Clit.Med/Hc Rel	\$6,297,711
Attorneys/Legal Services	\$12,147
Appraisers	\$0
Cost Estimators	\$12,016
Highway/Lateral Structure Planning/Engineering	\$2,209,674
Hazardous Waste Removal Services	\$135,968
Major Building Maintenance And Land Improvements	\$203,989
Initial Furnishings & Equipment Purchases	\$70,223
Highway Horizontal/Lateral Construction	\$4,138,923
Highway Horizontal/Lateral Maintenance & Improvements	\$855,165
Highway Horizontal/Lateral Maintenance Materials	\$243,929
Relocation Costs Land Taking	\$15,066
State Park & Recreation Facilities Construction	\$1,936,118
Non-Major Facility Infrastructure Maintenance And Repair	\$7,186,688
Property Management	\$90,040
Facility Infrastructure Maintenance & Repair Tools & Supplie	\$1,056,323
Lawn And Grounds Equipment Maintenance And Repair	\$145,949
Lawn And Grounds Equipment	\$676,410
Garden Expenses, Tools And Supplies	\$769,911
Cleaners/Janitors	\$621,548

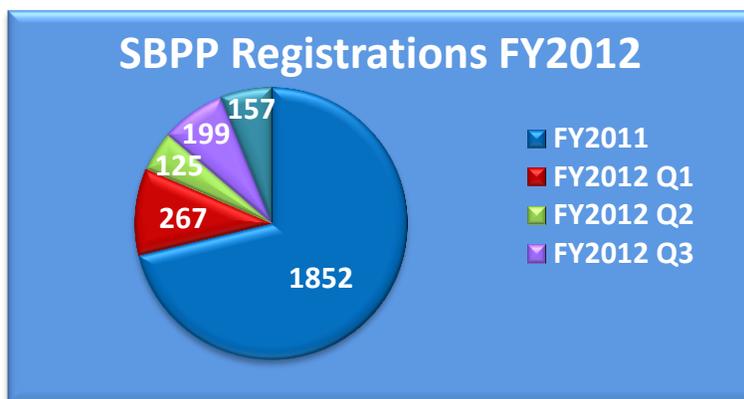
Classification	SBPP Expenditure
Exterminators/Integrated Pest Management	\$230,558
Hazardous Waste Removal Services	\$287,413
Non-Hazardous Waste Removal Services	\$626,372
Snow Removal And Groundskeeping Services	\$5,761,814
Telecommunications Services Data	\$30,892
Telecommunications Services - Voice	\$6,095

Classification	SBPP Expenditure
Software & Information Technology Licenses (It)	\$21,562
Information Technology (It) Professionals	\$21,930,694
Information Technology (It) Cabling	\$201,925
Information Technology (It) Equipment	\$2,182,880
Information Technology (It) Equip Rental Or Lease	\$1,165,586
Information Tech (It) Equipment Maintenance & Repair	\$445,219
Reim Trav/Oth Exp It Professionals	\$206

### SBPP population increased in FY2012

In FY2012, the population of the SBPP grew to 2,600 participating small businesses, which represents an increase of 748 new participants, or 40% over FY2011, where the population was 1,852 participants. Of the 2,600 program participants at the end of FY2012, 466 or 18% are also Supplier Diversity Office (SDO) certified Minority Business Enterprises (MBE) and/or Women Business Enterprises (WBE).

SBPP Registrations in FY2012 added 748 new participants to the program.



### Registration

Businesses interested in participating in the SBPP should register as an SBPP participant at [www.comm-pass.com](http://www.comm-pass.com). To see if your business is eligible to participate in this program please visit: <http://www.mass.gov/anf/budget-taxes-and-procurement/procurement-info-and-res/sell-to-the-state/sbpp/lets-get-started.html>

### Trainings

SBPP Overview training, including Comm-PASS, SmartBid, and Free Form Quick Quote, is available for SBPP qualified businesses, who may register online at:

[http://www.somwba.state.ma.us/WorkShop/xss\\_main.aspx?workshopid=26](http://www.somwba.state.ma.us/WorkShop/xss_main.aspx?workshopid=26)

## **DISADVANTAGED BUSINESS ENTERPRISES SUPPORTIVE SERVICES (DBE SS)**

The Disadvantage Business Enterprise Supportive Services (DBE SS) Program is an initiative funded through the U.S. Department of Transportation Federal Highway Administration and administered through the Massachusetts Department of Transportation (MassDOT). The program aims to increase the participation of certified DBE's that have the resources, finances, management, and technical skills necessary to compete successfully for transportation/highway related contracts and subcontracts. To reach these goals, MassDOT has enlisted the services of the Supplier Diversity Office to create and implement the multi-phase instructional and goal driven module that is the DBE SS Program.

### **Program Year**

The DBE SS program does not follow the typical fiscal year. The DBE SS program is documented and funded pursuant to an Interdepartmental Service Agreement (ISA). This 2012 DBE SS program year for the ISA covered the period: November 23, 2011 to December 8, 2012.

### **Regulations Governing the Program**

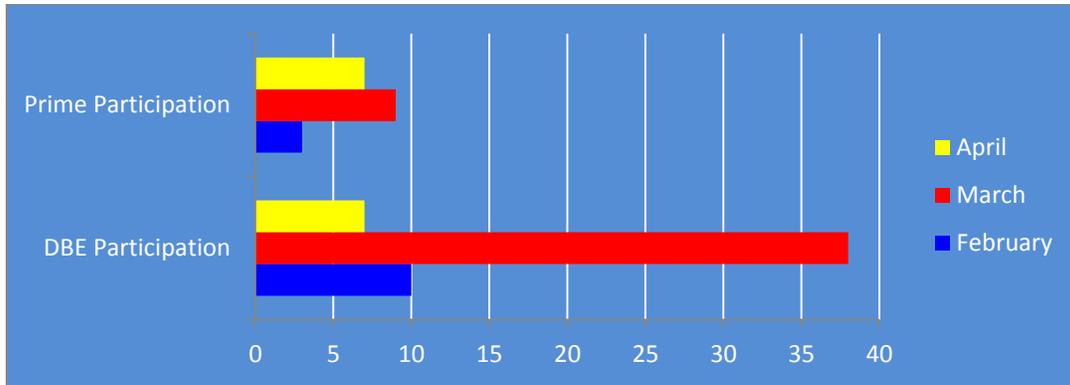
The Disadvantage Business Enterprise Supportive Services (DBE SS) Program is authorized under the Nondiscrimination statute of Title 23 United States Code (U.S.C.), §140 (c), which authorizes the U.S. Secretary of Transportation, in cooperation with any other department or agency of the Government, State agency, authority, association, institution, and Indian Tribal government to develop, conduct, and administer training and assistance programs in order that disadvantaged businesses may achieve proficiency to compete, on an equal basis, for contracts and subcontracts. You can find the regulations as follows:

- 49 CFR Part 26 at: <http://www.fhwa.dot.gov/HEP/49cfr26.HTM>
- 23 CFR Part 230 Subpart B at: [http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&tpl=/ecfrbrowse/Title23/23cfr230\\_main\\_02.tpl](http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&tpl=/ecfrbrowse/Title23/23cfr230_main_02.tpl)

### **Participation in Meet and Greet events**

During the program timeframe, the DBE SS Team arranged and sponsored various Meet and Greet opportunities for prime and sub-contractors at various locations throughout Massachusetts. Over 100 prime contractors are contacted directly by a DBE SS Team member to inform them of the opportunity as well as to seek their attendance at and sponsorship of at least one event. The structure for these events was based on an organized "speed dating" format in order for each participant to make as many connections as possible in the time allotted. It is intended that the less formal atmosphere contributes to a freer exchange of contact information and results in breaking down the barriers of doing business with an unknown company. Attending M/W/DBEs are encouraged to present their best "elevator pitch" and bring plenty of business cards to these events. Since the program year and the fiscal year overlap, the DBE SS program had three scheduled Meet and Greet events in FY2012 which resulted in over ten new business relationships being forged between prime and sub-contracting entities.

The time period for the Meet and Greet events was at the beginning of the Program and covered the initial three month period. The DBE SS Team Increased DBE (subcontractor) participation by 471% and Prime participation by 267% at Meet and Greet opportunities, as follows:

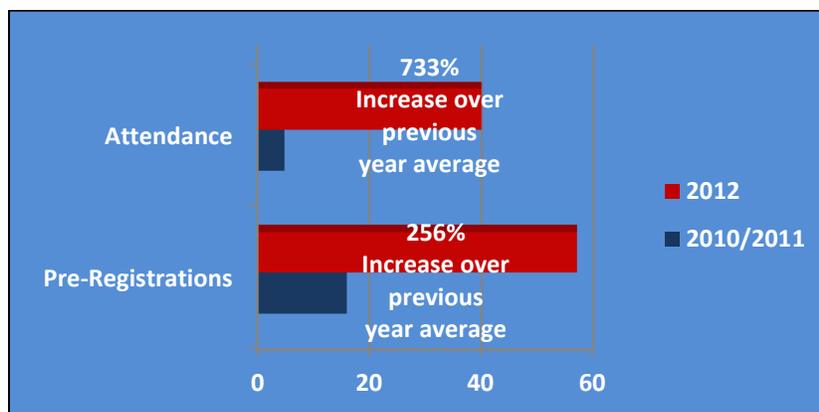


### Get Connected

The DBE SS program includes “**Get Connected**” Sessions which are a series of knowledge seminars geared towards providing business growth and technical assistance, access to resources and potential business prospects, and networking opportunities for the SDO’s portfolio of clients.

Each session is scheduled to feature a Subject Matter Expert (SME) presenting a current business topic or skill to the attendees. An open question and answer period follows the presentation and provides the chance to pose specific questions to the presenter. This type of forum affords participants the ability to really learn and build upon the skills and experiences being presented by the SME. Networking before and after the sessions lends a more casual and comfortable atmosphere to the learning environment.

The DBE SS program has recognized a steady increase in participation in 2012 over 2011. The average pre-registration increased by 256% and the knowledge seminar attendance and participation increased by 733% over the previous program year events.



To kick off the “Get Connected” season in mid-June, the DBE SS Program sponsored a session entitled “**Establish Your Brand as an Asset that Fuels Growth**”, with **Speaker Beth Goldstein of Marketing Edge Consulting Group**, on June 19, 2012. In this session, attendees learned how to:

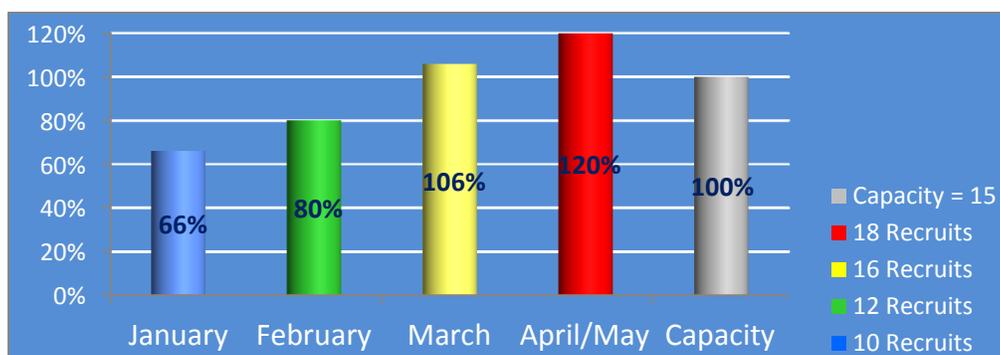
- Communicate your unique value effectively with stakeholders including customers, prospects, partners, employees and investors
- Avoid the most common pitfalls companies make communicating their value, brand and solution.
- See branding as an asset that impacts growth potential

### FY2012 DBE SS Program Class

A large component of the DBE SS Program is the classroom curriculum where DBEs learn how to work on their business not just in their business. Over the course of 5 to 6 months, 15 participating business principals attended evening classes where the curriculum included:

- the basics of goal setting,
- strategic planning,
- human resources management,
- financials,
- marketing and sales, and
- how to do business with the government.

Each year the DBE SS Team receives funding for and recruits 15 business owners certified as DBEs to attend these classes and earn a mini-MBA. The recruitment for the classroom program results are captured in the chart below showing that the team increased classroom enrollments to 120% of capacity.



During the course of this curriculum, the entrepreneurs spend more than 40 hours in classroom education, in excess of 80 hours in homework assignments and assessments, over 20 hours participating in their CEO Peer-to-Peer Mentoring Groups, and interact with 14 – 15 guest experts. The requirements for graduation include: completion of the classroom curriculum,

creation of a Finance Plan, and a 3-Year Business Growth Action Plan containing specific business goals and specific steps to achieve those goals.

The 2012 DBE SS Class is the first to be awarded a certificate from the Boston University Institute for Technology, Entrepreneurship, and Commercialization as well as a certificate of completion from the Massachusetts Office of Access and Opportunity.

The DBE SS Team doesn't stop at recruitment. Each class is attended and monitored by at least one DBE SS team member who also completed the classroom homework assignments. This direct involvement allows the DBE SS Team to experience first-hand the time commitment and constraints each business owner is experiencing thus improving the teams' understanding of the challenges and obstacles encountered for curriculum completion. While the curriculum is running, the DBE SS Team constantly makes inquiries of participating business owners as to what services and/or educational programs would benefit them in running their businesses more efficiently and effectively. These inquiries in the 2012 program resulted in a four-hour hands-on interactive QuickBooks training session on one Saturday morning.

## CONSTRUCTION REFORM PROGRAM

The mission of the SDO Construction Reform Program is to monitor MBE and WBE goals for all vertical public construction projects, utilizing certain state funds, taking place in the 351 municipalities throughout the Commonwealth. Projects affected are those funded by the Commonwealth, in whole or in part, with the following types of funding:

- from the Massachusetts School Building Authority (MSBA),
- funding in any legislative appropriation,
- grant awards / reimbursements
- municipal commitments to use state funds,
- and the like.<sup>14</sup>

Construction Reform Law, Chapter 193 of the Acts of 2004, establishes that state Municipalities must incorporate Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) goals into both the design and construction phases of any vertical construction project if that phase exceeds \$100,000.

The design and construction contract awards granted post January 2012, where the project phase cost exceeds \$100,000, fall under a newly established combined goal of:

<b>Goals:</b>	<b>combined MBE&amp; WBE</b>
Design	17.9%
Construction	10.4%

The design and construction contract awards granted pre-January 2012, where the project phase cost exceeds \$100,000 fall under the older separate goals of:

<b>Goals:</b>	<b>MBE</b>	<b>WBE</b>
Design	8%	4%
Construction	7.4%	4%

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

### **Requests for Reduction or Waiver of MBE or WBE Participation Goals**

Prime vendors for both the design and construction phases of a project are expected to meet the MBE and WBE goals and describe within their bid how they will meet the goals. Occasionally a prime vendor will request a waiver. During FY2012 three waivers were requested as follows:

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<sup>14</sup> You may review the Construction Reform Law at: <http://www.malegislature.gov/Laws/SessionLaws/Acts/2004/Chapter193>



<p><b>Project:</b> <b>Contract award date:</b>  <b>Contract Construction Budget:</b> <b>General Contractor:</b> <b>Request:</b>  <b>Response:</b></p>	<p>Maynard High School (MSBA) 7/29/2011, 1 Qtr. FY12 (Pre Construction Reform Law individual MBE/WBE goals in effect) \$36,650,000 CTA Construction, Inc. <b>Reduction</b> of the individual MBE (7.4%) and WBE (4%) participation goals for the construction stage of the project and instead apply the new Construction Reform Law MBE/WBE combined goal of 10.4% for the construction stage. The SDO <b>Granted A Reduction</b> of the MBE/WBE participation goals to reflect the new Construction Reform Law MBE/WBE combined goal of 10.4% because CTA Construction and the Town of Maynard were under the impression the new Construction Reform Law MBE/WBE combined goals were already in effect. This was due to a miscommunication between DCAM and the SDO as to when the new Construction Reform Law MBE/WBE combined goals were to go into effect.</p>
<p><b>Project:</b> <b>Contract award date:</b>  <b>Contract Construction Budget:</b> <b>General Contractor:</b> <b>Request:</b>  <b>Response:</b></p>	<p>Nashoba Valley Regional Emergency Communication Center 6/25/2012, 4 Qtr. FY12 (New Construction Reform Law MBE/WBE combined goals in effect) \$1,185,362 Mill City Construction, Inc. <b>Waiver</b> of the Construction Reform Law new MBE/WBE Combined Goal of 10.4% for the construction stage of the project. The SDO <b>Did Not Grant A Waiver</b> because the request was made after the deadline for Reduction / Waiver requests could be made. Also Mill City Construction, Inc. did not demonstrate a <b>Good Faith Effort</b> to meet the MBE/WBE participation goals.</p>
<p><b>Project:</b> <b>Contract award date:</b>  <b>Contract Construction Budget:</b> <b>General Contractor:</b> <b>Request:</b>  <b>Response:</b></p>	<p>Hadley Public School Roof Replacement &amp; Associated Repairs Hopkins Academy (MSBA) 6/21/2012, 4Qtr. FY12 (New Construction Reform Law MBE/WBE combined goals in effect) \$472,000 R.C.I. Roofing <b>Waiver</b> of the Construction Reform Law new MBE/WBE Combined Goal of 10.4% for the construction stage of the project based on limited subcontracting opportunities and specific roofing systems necessary for this project. The SDO <b>Granted A Reduction</b> of the MBE/WBE combined goal from 10.4% to no lower than .05% because the specified roofing system for this project must be purchased directly from the manufacturer or through limited supply chains limiting the ability to purchase from MBE/WBE certified suppliers. Also as part of the warranty requirements for the specified roofing systems, all system components must be purchased from the manufacturer or their authorized distributor. However, R.C.I. Roofing did achieve a 2% MBE/WBE combined goal on the project.</p>

### Funding Source: Massachusetts School Building Authority

School districts that perform any design or construction fall under the funding sources of the Massachusetts School Building Authority (MSBA), the first of the various Construction Reform law funding sources. Each District submits spending reports to the MSBA for review of compliance and reimbursement of MSBA rules. MSBA shared their FY2012 annual figures with SDO for Construction Reform to review and continue to develop an understanding of the processes. Below is a chart of all spending for the design, referred to as Architecture and Engineering by the MSBA, and construction spend for FY2012. These School Districts projects are numbered by award year. There are no award year 2012 projects as all of the projects represented on the chart below were from award years prior to FY2012, and the chart represents spending that occurred on those projects during FY2012.

School District Name	Design (A&E)	Construction
Abington	\$64,942	\$698,826
Adams-Cheshire	\$619,158	\$26,581,117
Agawam	\$151,738	
Amherst-Pelham	\$55,026	\$802,774
Andover	\$1,726,817	\$1,241,074
Arlington	\$1,389,704	\$2,283,429
Ashburnham-Westminster	\$1,335,511	\$2,475,130
Attleboro	\$69,000	\$2,052,571
Avon	\$26,482	\$546,600
Barnstable	\$29,628	\$749,244
Bellingham	\$19,790	\$442,000
Belmont	\$81,517	\$6,713,744
Berlin-Boylston	\$634,673	\$23,588,257
Billerica	\$464,949	\$15,335,094
Blackstone Valley Reg	\$38,120	\$591,790
Boston	\$495,063	\$6,350,933
Boxford	\$960	\$44,719
Braintree	\$48,320	\$2,484,029
Brockton	\$1,116,792	\$16,230,547
Brookfield	\$20,944	\$11,887
Brookline	\$723,474	\$13,814,674
Burlington	\$580,454	\$15,738,104
Canton	\$28,970	\$551,184
Carlisle	\$240,433	\$9,902,783
Central Berkshire	\$28,012	\$895,483
Chelmsford	\$30,550	\$1,691,621
Concord-Carlisle	\$1,555,772	
Danvers	\$609,878	\$28,842,094
Dartmouth	\$43,569	\$618,019
Dedham	\$486,229	\$11,855,013



School District Name	Design (A&E)	Construction
Dennis-Yarmouth	\$106,196	\$2,108,600
Douglas	\$2,044,974	\$3,419,556
Dracut	\$3,159,588	
Dudley-Charlton Reg	\$26,909	\$541,593
Duxbury	\$2,998,323	\$112,016
East Bridgewater	\$1,111,493	\$18,666,600
Easthampton	\$572,359	\$13,877,656
Essex Agr Tech	\$5,693,002	\$1,518,410
Fairhaven	\$493,130	\$259,445
Fall River	\$1,628,764	\$11,037,716
Falmouth	\$12,414	\$430,818
Fitchburg	\$303,966	\$5,257,782
Florida	\$4,139	\$349,421
Foxborough	\$191,483	\$3,168,947
Framingham	\$29,259	\$365,412
Gardner	\$73,064	\$1,737,739
Gloucester	\$222,460	\$3,137,688
Grafton	\$915,108	\$36,372,134
Hampden-Wilbraham	\$319,469	\$24,217,313
Hanover	\$269,597	\$6,312,236
Hingham	\$1,610,845	
Hudson	\$1,058,798	\$9,428,016
Leicester	\$51,469	\$911,944
Leominster	\$750,158	\$16,273,816
Leverett	\$5,684	
Lexington	\$16,300	\$1,039,880
Longmeadow	\$845,227	\$27,673,434
Lowell	\$218,726	\$561,525
Lynnfield	\$271,900	
Manchester Essex Regional	\$2,065	\$379,342
Marblehead	\$1,415,154	\$46,433
Marlborough	\$309,144	
Marshfield	\$1,698,671	\$1,295,456
Maynard	\$694,667	\$6,807,561
Medway	\$515,035	\$6,469,997
Melrose	\$27,763	\$833,859
Mendon-Upton	\$172,021	
Methuen	\$1,221,412	\$3,246,289
Middleborough	\$34,922	
Middleton	\$179,532	\$3,070,558
Mohawk Trail	\$71,162	\$261,032
Narragansett	\$34,926	\$1,017,139



School District Name	Design (A&E)	Construction
Nashoba	\$382,529	\$13,092,599
Natick	\$511,974	\$39,063,679
Nauset	\$117,842	
Needham	\$404,260	\$20,328,260
New Salem-Wendell	\$29,102	\$947,201
Norfolk	\$529,984	\$16,536,128
Norfolk County Agriculture	\$697,128	\$1,326,653
North Attleborough	\$29,972	\$393,313
North Brookfield	\$29,700	
North Middlesex	\$116,207	\$1,493,220
North Reading	\$680,576	
Northborough	\$49,213	\$471,680
Norton	\$1,720,505	\$1,909,642
Norwood	\$268,302	\$4,809,161
Palmer	\$166,698	\$1,128,269
Peabody	\$309,905	\$1,372,772
Pentucket	\$367,500	\$3,361,911
Pioneer Valley	\$49,015	\$170,897
Plymouth	\$674,203	\$30,972,775
Quabbin	\$108,421	\$2,824,443
Quincy	\$1,229,802	\$1,126,246
Reading	\$82,381	\$1,634,145
Rochester	\$102,405	\$3,656,412
Rockland	\$916,216	\$37,375,199
Salem	\$2,799,023	\$1,386,535
Sandwich	\$99,790	\$46,350
Scituate	\$47,175	\$1,691,711
Sharon	\$481,403	\$16,875,055
Shawsheen Valley Voc Tech	\$35,521	\$2,767,757
Shrewsbury	\$509,918	\$21,006,988
Somerset-Berkley	\$1,672,047	
South Shore Reg Voc Tech	\$27,097	\$2,156,082
Southbridge	\$828,988	\$38,960,066
Southeastern Reg Voc Tech	\$1,454,213	\$3,318,491
Springfield	\$109,098	\$2,906,512
Sturbridge	\$435,914	\$9,672,439
Sudbury	\$45,435	\$1,988,077
Sutton	\$755,524	\$11,570,283
Tantasqua	\$25,350	\$594,457
Tewksbury	\$607,109	\$28,203,802
Tri County	\$6,800	\$560,895
Upper Cape Cod Voc Tech	\$67,471	\$726,770

School District Name	Design (A&E)	Construction
Uxbridge	\$739,433	\$26,588,403
Wachusett	\$337,015	\$2,665,620
Wayland	\$819,271	\$24,061,966
Wellesley	\$877,659	\$26,805,545
West Springfield	\$1,834,739	\$13,604,441
Westfield	\$1,343,423	\$1,444,007
Weston	\$1,086,133	\$522,917
Westport	\$76,734	\$364,674
Weymouth	\$47,791	\$742,720
Whitman-Hanson	\$1,148	\$14,683
Wilmington	\$2,137,081	\$866,052
Winchendon	\$9,950	\$41,240
Winchester	\$1,128,522	\$4,121,760
Woburn	\$185,478	\$6,683,029

The spending that can be anticipated with MBE and WBE firms during FY2012 tallies to: \$104,711,538, which represents the work expected to be performed by MBEs and WBEs at contract award. For the above school districts \$8,713,424 for design is expected, which breaks down to \$5.8M or 8% for MBE and \$2.9M or 4% for WBEs. The amount for construction is \$95,998,114, which breaks down to an equal \$62.3M or 7.4% for MBEs and \$33.6M or 4% for WBEs.

School District Name	Design (A&E)	Construction
Pre January 2012 total	\$74,303,846	\$842,294,035
Pre January 2012 totals exceeding \$100,000	\$72,611,864	\$842,088,723
Anticipated spend with MBEs (design = 8%, construction = 7.4%)	\$5,808,949	\$62,314,566
Anticipated spend with WBEs (design = 4%, construction = 4%)	\$2,904,475	\$33,683,549

## APPENDIX A PARTNERS

The work of the Supplier Diversity Office could not be effective without partnerships with our community. SDO acknowledges the following 85 partners for their participation and support with the various projects and programs of the Supplier Diversity Office during FY2012.

A.A. Will Corporation	Massachusetts Department of Transportation including:
Accenture	Mass Port
American Electrical, Inc.	MBTA
American Institute of Architects	Aeronautics Division
Associated Industries of Massachusetts	Regional Transit Authorities, and
BCM Controls	Mass Highway
BizTech Solutions	Massachusetts Division of Capital Asset Management
Blue Front Telecom/Corporate IT Solutions	Massachusetts Growth Capital Corporation
Boston Society of Architects	Massachusetts Office of the Inspector General
Boston University	Massachusetts School Building Authority
Brockton 21 <sup>st</sup> Century Corporation	Massachusetts Small Business Development Center Network
Cardi Corporation	MassHousing Authority
Center for Women Business Enterprise	McCourt Construction Company
Cianbro Corporation	Merrimack Valley Federal Credit Union
Citibank	Metro South Chamber of Commerce
Commonwealth Print	Middlesex Corporation
CQ Personnel	NAACP
D.W. White Construction	Network Service Core of Retired Executives
E.T. & L. Corporation	New England Office Supply
East West Bank	Next Street Financial LLC
Executive Office for Administration and Finance	Nexus Alliance
Executive Office of Housing and Economic Development	Northern Construction Company
Favreau Forestry	Nova Sheen Corporation
First Impressions	O'Connell & Sons, Daniel
Gilbane M/WBE Contractor Training Program FY12	Office of the Attorney General of Massachusetts, Bid Protest Unit
Greater New England Minority Supplier Development Council	P. Gioioso & Sons, Inc.
Greenwood Industries Inc.	Peter Environmental Consulting, LLC.
Hispanic-American Chamber of Commerce of Greater Boston	Premier Capital By The Sea LLC
Interise	Procurement Technical Assistance Center
J. F. White Contracting Company	Proshred Security
Janey Construction Management & Consulting	R. Zoppo Corporation
Lane Construction Company	SAS Institute
Lincoln Property Company	Small Business Transportation Resource Center
M. S. Peltier Insurance Services, LLC	SPS New England
Marketing Edge Consulting Group	Sterling Printing
Martin Luther King Business Center	Suffolk Construction Subcontractor Development Series
Mass Convention Center Authority	The Office of Access & Opportunity
Mass Growth Capital Fund	The Resource Connection, Inc.,
Mass Latino Chamber of Commerce	Trilogy Insurance Group, Inc.
Mass. Black Business Association	Turner School of Construction Management FY12
	U.S. Small Business Administration
	Urban League Eastern Massachusetts
	Walsh Construction
	Western Mass Development Collaborative

## APPENDIX B TRAINING

The following trainings were attended or provided by SDO staff during FY2012:

TRAINING	UCP	DBE-SS	ConstrRef	SDP	SBPP
"Moving to Implement an Equity Paradigm"		attended			
Automated time and attendance training		attended			
Basic Supplier Diversity Program Overview & Comm-PASS training				provided	
BU Urban Business Accelerator Program Discussions		attended			
BuySpeed Small Business Engine Webinar		attended			
Classroom Curriculum Orientation		provided			
Commonwealth Management Certificate Program (CMCP) Building Influential Relationships			attended		
Commonwealth Management Certificate Program (CMCP) CMCP Performance Management & Dealing with difficult Behaviors			attended		
Commonwealth Management Certificate Program (CMCP) HR Conference Day			attended		
Commonwealth Management Certificate Program (CMCP) Inspiring a Shared Vision			attended		
Commonwealth Management Certificate Program (CMCP) Managing Through Conflict to Success			attended		
Commonwealth Management Certificate Program (CMCP) Organizing for Action			attended		
Comm-PASS Enhancements Training		attended			
Conflict of Interest			attended		
Construction Reform Law Chapter 193 Workshops			provided		
Diversity Awareness in the Commonwealth for Managers			attended		
Diversity Part II Disability Awareness (All Employees)			attended		
Diversity Part II Disability Awareness (All Other Managers)			attended		
Diversity Workshop			attended		
Finance – The Basics – Cash Flow, Balance Sheets and Financial Analysis		provided			
Get Connected: Access to Sales and Marketing		provided			
Government Adoption of Cloud Services Webinar		attended			
Joint Committee Hearing on Small Business Regulations		attended			
Massbuys Facilitator Training		attended			
Massbuys Orientation Training		attended			
MassHousing Trade Fair		attended			
MBTA- Supplier Diversity Office - CERTRAK Training	provided				
Office of the Inspector General / Massachusetts Certified Public Purchasing Official (MCCPO) Program			provided		
Preventing Workplace Violence for Employees			attended		
Preventing Workplace Violence for Managers			attended		
Sales and Marketing – Practical Market Research for Small Business Owners		provided			
Sales and Marketing – Tactics and Techniques that Work		provided			
Sales and Marketing – Customers, Industry Dynamics and Competition		provided			
Small Business Purchasing Program Overview - Comm-PASS SmartBid and Free Form Quick Quote					provided
Small Business Resource Fair		attended			
Stakeholders Meeting for the US DOT Bond Training Program		provided			
Strategy and Leadership – Leading Your Team		provided			
Strategy and Leadership – Stages of Growth and Challenges of Scaling your Organization		provided			
Strategy and Leadership – Strategy, Innovation and SMART Goal Setting		provided			
Suffolk University's Social Media Conference		attended			

## APPENDIX C VENDORS

The Supplier Diversity Office (SDO) acknowledges the following institutions who were vendors to the SDO during FY2012:

Benjamin Franklin Institute of Technology  
Clark University  
Interise  
Jules Catering  
Kelley Chunn Associates  
Lincoln Properties  
Marketing Edge Consulting Group  
MassMutual Center  
New England Office Supply

## APPENDIX D ADVISORY BOARDS

The Supplier Diversity Office encourages the utilization of Advisory Boards for participation within the community and to encourage discourse from our customer base. During FY2012, there were two Advisory Boards providing assistance to SDO. The membership is by invitation, is voluntary, and, as no votes are taken, the boards do not control but rather provide advice and guidance on present and future program topics.

### THE SUPPLIER DIVERSITY OFFICE ADVISORY BOARD

The Supplier Diversity Office Advisory Board is established pursuant to Executive Order 524 in order to:

- promote the award of state contracts in a manner that develops and strengthens certified MBE's and WBE's;
- assist the SDO in carrying out the goals of the SDO in a responsible manner; and
- advise the Executive Director of the SDO concerning the implementation, benchmarking and measurement of results of the Program Requirements.

The Supplier Diversity Office Advisory Board shall consist of the following Representatives, subject to amendment by the Secretary based on recommendations by the Executive Director through the Assistant Secretary of Operational Services:

#### Geographic Regions:

1. A representative of Western Massachusetts, preferably representing a gateway city.  
**open position;**
2. A representative of Central Massachusetts, preferably representing a gateway city.  
**Mr. Robert Thomas, President Martin Luther King Business Center;**
3. A representative of the Greater Boston region, preferably representing a gateway city.  
**Michael Curry, NAACP;**
4. A representative of the Southeast region, preferably representing a gateway city.  
**John Lloyd, Brockton 21<sup>st</sup> Century; and**
5. A representative of Northeast region, preferably representing a gateway city.  
**Dan Rivers, Nexus Alliance, Medford.**

#### Financial Institutions:

6. A representative of a Quasi Public Financial Institution  
**Chuck Grigsby, Mass Growth Capital Fund; and**
7. A representative of a Private Financial Institution  
**Johnny Ip, East West Bank.**

Advocacy Groups:

8. A representative of a Minority Small Business Advocacy Group  
**Karl Nurse, Mass. Black Business Association; and**
9. A representative of a Women Small Business Advocate  
**Susan Rittscher- Center for Women Business Enterprise.**

Business Entities:

10. A representative of a Women Owned Business  
**Joni Lee Rossi, CQ Personnel;**
11. A representative of an African American Owned Business  
**Don Straughter, Nova Sheen;**
12. A representative of a Hispanic American Owned Business  
**Janet Peguero;**
13. A representative of an Asian American Business  
**Open position; and**
14. A representative of a Minority Women Owned Business  
**Kelley Chunn, Kelley Chunn Associates.**

Technical Assistance Providers:

15. A representative of a Technical Assistance provider  
**Darnell Williams, Urban League Eastern Massachusetts; and**
16. A representative of a Technical Assistance Provider  
**Carlos Gonzalez, Springfield.**

State Government Representatives:

17. Assistant Secretary of Operational Services or his designee  
**Gary Lambert;**
18. Commissioner of DCAM or her designee;  
**Carol Cornelison;**
19. The Assistant Secretary for Access and Opportunity or his designee  
**Ron Marlow; and**
20. Executive Director of Supplier Diversity Office;  
**Reginald Nunnally, Chairperson**

## THE DISADVANTAGED BUSINESS ENTERPRISE-SUPPORTIVE SERVICES PROGRAM ADVISORY BOARD

For FY2012 the Disadvantaged Business Enterprise Supportive Services Program Advisory Board consisted of:

Reggie Nunnally,	Chairman, Executive Director, Supplier Diversity Office, representing the MA Supplier Diversity Office's clients as well as the DBE SS Program;
Vincent Bertrand,	Business Banking Officer, Citibank, representing the banking / small business lending community;
Bernard Brown,	Compliance and Diversity Manager, MassHousing representing loans and support for low and middle-income residents in Massachusetts;
Gregory Janey,	Owner, Janey Construction Management/Consulting, representing DBEs who have completed the program;
Ginger McCourt,	Vice President, Human Resources, McCourt Construction Company, representing the prime contracting community;
Elizabeth Meers,	Assistant Controller, P. Gioioso & Sons, Inc., representing prime contractors;
Donald Mitchell,	Executive Director, Western Mass Development Collaborative, a private, non-profit development corporation providing business development assistance to small business in the trades industry in western Massachusetts;
Michael Peltier,	Manager, M.S. Peltier Insurance Services, LLC, representing DBEs who have completed the program;
Dawn Podielsky,	Principal, American Electrical Inc., representing DBEs who have completed the program; and
Linda J. Sivieri,	EEO Compliance Officer, J.F. White Contracting Co., representing prime contractors.

## APPENDIX E FUNDING SOURCES

The Supplier Diversity Office (SDO) acknowledges, with great appreciation, the following institutions that provided funding:

Unified Certification Program's funding for the DBE program is from:

Massachusetts Department of Transportation including: MassPort and Regional Transit Authorities, U.S. Department of Transportation, Federal Highway Administration

MBE and WBE Certification Program is funded from:

Commonwealth of Massachusetts.

Disadvantaged Business Enterprises Supportive Services (DBE SS) Program's funding is from:

US Department of Transportation's Federal Highway Administration and administered through MassDOT

## APPENDIX F

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, § 1, 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 G

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, § 1, 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 H

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:

Fulfilling the Promise of Access and Opportunity

- 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 CommPASS, 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 I SDO STAFF

Reginald A. Nunnally ..... Executive Director  
Michelle Morin ..... 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  
Bonnie Haymon, Esq. .... Certification Investigator  
Letha Roberts ..... Certification Investigator  
Ray Blount ..... Certification Investigator

### Supplier Diversity Program and

### Small Business Purchasing Program

Gladymar Parziale..... Director of Goods & Services Unit

### DBE SS Program

Mary Richmond ..... DBE SS Program Coordinator  
Eric Straughter ..... DBE SS Program Coordinator  
Kacey-Ann Satchell ..... DBE SS Administrative Assistant

### 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

## Biographies of SDO Staff



### **Mr. Reginald A. Nunnally** Biography

Governor Patrick appointed Mr. Reginald A. Nunnally (Reggie) as the Executive Director of the Supplier Diversity Office for the Commonwealth of Massachusetts in 2009. In addition to taking on this new role, he implemented the American Recovery and Reinvestment Act Technical Assistance Program, a Technical Assistance Program that collaborated with the private sector, government sector and the supply chain to link certified Minority and Women owned firms to economic opportunity. Reggie has been involved in economic development for more than 25 years, initially as the Executive Director of the Grove Hall Neighborhood Development Corporation that spearheaded the redevelopment efforts on Blue Hill Avenue in Boston. Throughout his professional career Reggie has worked with dedication to public service and steadfastly serving communities in need wherever possible. Reggie was appointed by Mayor Thomas M. Menino as the first Executive Director for Boston's Enhanced Enterprise Community for the City of Boston where he was responsible for processing over \$44 million of federal funds for Empowerment Zone economic development projects. Some of his career highlights include: facilitating the process for financing the Mecca Mall in Grove Hall, the South End Health Center, Merengue Restaurant (a destination point for Dominican professional baseball players), the Best Western Round House Hotel Suites and the Hampton Inn Hotel, (the first African American owned hotel in Boston and the first hotels to be built in Roxbury since the turn of the 20<sup>th</sup> century.) Mr. Nunnally was also the creator of Boston Connects, Inc. micro loan program geared for existing small neighborhood businesses and individuals aspiring to start or expand a business within Boston's Empowerment Zone neighborhoods. Most recently Mr. Nunnally has collaborated with the East West Bank and the US Department of Transportation for the development of a USDOT/SDO Short Term Lending Program geared towards Disadvantaged Businesses Enterprises doing business with the Massachusetts Department of Transportation. In addition he is the impetus for the development of the New England Summit, a collaboration of all of the New England states including New York to address issues of national concern on a regional basis.

He is a past recipient of the Small Business Administration's (SBA) Minority Small Business Advocate of the year award for both Massachusetts as well as all of New England, the City of Boston's Henry L Shattuck Award, Massachusetts Minority Contractors Associations Advocate of the year award, Mattapan Life Time Achievement Award, and ABCD's Outstanding Volunteer Award at its 30<sup>th</sup> Annual Dinner.

Mr. Nunnally sits on a number of Boards and Advisory Committees, including:

- The Boston Redevelopment Authority's Boston Local Development Corporation loan program,
- Chairperson of the Procurement Advisory Board Sub-Committee
- Chairman for the Supplier Diversity Office Advisory Board
- Chairman for the Disadvantaged Business Enterprise Supportive Services Advisory Board
- The Massachusetts Immigrant and Refugee Advocacy Coalition
- Massachusetts Black Business Association

He attended Providence College and Boston University and has received training at Harvard's Kennedy School of Government. He is married to Kathleen Nunnally and has two adult children, Ashley and Dawn as well as one granddaughter, Brooke.

**Ms. Michelle N. Morin** is the Management Analyst for the Supplier Diversity Office within the Operational Services Division of the Commonwealth of Massachusetts where she furthers the office's mission of improving opportunities for minority, women, disadvantaged, and small business entities to compete and to gain access to economic opportunity. She has conducted state and federal certification reviews and investigations of MBE, WBE, and DBE entities, and performs reporting functions with respect to supplier diversity compliance and business analytics for 72 agencies and departments of the Commonwealth's Executive Branch. She is also performing reporting regarding supplier diversity compliance and business analytic functions with respect to the Commonwealth's 351 municipalities for diversity goals under the Construction Reform Law of 2004. In addition, Michelle participates in the New England Summit, which is a collaboration among the New England States to address supplier diversity issues of national concern, on other small business projects, as well as for other SDO outreach.

Michelle has served on various committees throughout her career, including: Employee Retention, Professional Development, Diversity planning and implementation, and Best Practices. She has over seventeen years of experience as a project manager with both straight line and dotted line leadership roles, both in a corporate managerial capacity and as a consultant and business owner/entrepreneur. She has enjoyed a broad spectrum of positions and engagements with national and global law firms, a public utility, a municipal authority, and state and federal agencies including the Trial Division of the Massachusetts Attorney General's office. Her project management and litigation management roles span many industries and disciplines, including alien labor certification, insurance defense, tort, construction, merchant wholesale power, state and federal regulatory approval for a utility, internet use as an open business forum, shareholder derivative, corporate restructuring, hostile takeovers and international data issues for global corporations.

Michelle is the Program Developer and teaches Civil Litigation and Legal Ethics for Paralegals in a post-baccalaureate level Paralegal Certificate Program at Curry College in Milton, Massachusetts. Prior to joining Curry, she spent ten years teaching Civil Litigation, Ethics, and Legal Research and Writing at Boston's Northeastern University in the Professional Paralegal Program where she was the Technology Coordinator for the online program. Additionally, she is a Fairness Reviewer for the test development office of the Law School Admissions Council. She earned her M.B.A. from Suffolk University in 2005.

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**Ms. Nedra White**, Director of Certification / Renewal Specialist, has been with the Supplier Diversity Office fka: SOMWBA for 18 + years where she has had many roles. Ms. White has a wealth of knowledge and experiences in many areas. She is known for going above and beyond. Prior to joining SOMWBA/SDO, Ms. White worked for the Bank of New England in Trust and Private Banking.

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**Mr. Jose Silva** is the Intake Specialist for the Supplier Diversity Office within the Operational Services Division of the Commonwealth of Massachusetts. Jose is the initial contact for all new applicants filing within the Certification Unit for both state and federal certification. In his role he ensures that all new applications are complete and queue's the files for processing. He also manages the SDO file room.

Jose has been with the Supplier Diversity Office, formerly known as SOMWBA for six years. Prior to joining SOMWBA/SDO, he worked for the Westin Copley Hotel in security and services express and door-to-door sales for JPG Marketing.

Mr. Silva earned a bachelor's degree in Art with a concentration in Graphic Design and a minor in Spanish.

In his spare time Jose owns and operates an entertainment magazine named "LOKuuRAZ" which has a target market to the New England Cape Verdean community.

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**Ms. Janice Chen, CPA**, is an UCP Auditor, Audit and Quality Assurance, within the Massachusetts Unified Certification Program (MassUCP) of the Supplier Diversity Office (SDO) within the Operational Services Division of the Commonwealth of Massachusetts. Janice has been with the Supplier Diversity Office since 2010. Prior to joining SDO, Janice was a Senior Accountant with a public accounting firm in Westborough, Massachusetts where she specialized in serving the non-profit industry.

Janice graduated from the University of Massachusetts Amherst, receiving a Bachelor of Science degree in Business Administration with a concentration in Accounting and a Master of Science degree in Accounting.

Janice is a Certified Public Accountant in Massachusetts and a member of Association of Government Accountants.

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**Ms. Nani (Achamyelesh) Assefa**, is the EDP systems Analyst II within the Supplier Diversity Office of the Commonwealth of Massachusetts, Operational Services Division. She has worked for the Supplier Diversity Office for almost ten years. She assists the SDO LAN System Administrator by performing certification management information system analysis for Disadvantaged Business Enterprise (DBE) and Minority and Women Business Enterprise Programs and conducts Intranet/Internet research and implementation as well as database analysis and security. The system is interlocked with SQL/Access data system and projected to incorporate Comm-PASS and E-commerce capabilities. Her roles also includes supervising and maintaining accurate data within the database for all types of businesses and internal systems, ensuring data accuracy utility cross check systems, and performing random data checks for accuracy. Nani is responsible for monthly and quarterly report production, statistics and charts. She provides web site development and maintenance and assists in staff training for LAN systems. In addition to her routine work she has assisted with the Microsoft Office Package for the SDO staff and answering routine questions as it relates to the registration of certified companies on the Comm-Pass system.

Ms. Assefa is a self-driven and highly motivated IT professional, skilled in various areas of Information Technology. Ms. Assefa is experienced in traditional software programming as well managing larger release and test cycle processes. She has a wealth of knowledge in web development, database management as well as maintaining reporting requirements. She is extremely adept at understanding and refining new processes with innovative practices.

Prior to joining the SDO she worked for UNICEF in New York City as a Consultant; Beth Israel Deaconess Medical Center in Boston as a Programmer/Analyst II - Clinical System; and at Wentworth Institute of Technology in Boston as Computer Lab Monitor - Help Desk.

Ms. Assefa earned her Bachelor of Science Degree in Computer Science from Wentworth Institute of Technology in Boston, MA. Nani also earned a Certificate in Web Application Development from the Boston University Corporate Education Center in Boston, MA, which is a 530-hour intensive full-time training program designed to produce highly functional web developers with intensive skills to be applied to analyze, design, develop and implement web applications.

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**Ms. Joyce Kwong**, is the EDP Systems Analyst I within the Supplier Diversity Office of the Commonwealth of Massachusetts, Operational Services Division. Joyce has been with the Supplier Diversity Office fka: SOMWBA for eleven years.

Ms. Kwong inputs certification information; assists with the monthly reports; assists in developing tracking system forms and reports in Excel, Word and Access; and performs data tracking in the CERTRAK system. She prepares monthly statistical reports denoting applications received, applications in process, and applications completed. Ms. Kwong maintains data reporting systems for certified, inactive, pending, and completed actions as well as records of work completed or in progress in accordance with standard procedures. She assists in the planning and development of the CERTRAK system as required. Her work impacts reporting within the Commonwealth as she adds and edits newly certified businesses to the Massachusetts Management Accounting and Reporting System (MMARS), which sets up accounts for companies regarding prompt payment of state and federal contracts. In that same regard she distributes and retrieves W-9's to all certified companies that have changed their company information listing.

Prior to joining the SDO Joyce worked for Syratech Corporation in Boston in Accounts Payable, and for over seven years for Ha Ngai Shing Construction Company on Hong Kong as an Assistant Office Supervisor.

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**Ms. Tina M. Andrews** is one of the Supplier Diversity Office’s Certification Investigators specializing in Disadvantaged Business Enterprise reviews. She is a noted administrator and public policy expert on minority business issues. In her desire to continue to assist small businesses on a daily basis, Ms. Andrews is also the Director at Bunker Hill Community College’s Community Center for Entrepreneurship.

She has worked for over seventeen years in the corporate and non-profit sector developing and managing programs that address major social concerns. Ms. Andrews is the former President and CEO of the New England Minority Supplier Development Council, Inc. (NEMSDC), a private non-profit organization that expands business opportunities for minority-owned companies of all sizes. The NMSDC Network, which includes 39 affiliated regional councils, matches more than 15,000 certified minority businesses (Asian, Black, Hispanic and Native American) with its more than 3,500 corporate members that want to purchase their goods and services. In 2002, NMSDC member corporations' purchases from minority-owned businesses reached nearly \$72 billion. During her tenure at the NEMSDC, Ms. Andrews Co- founded the first Small Business Liaison Committee, SBLC, which connected all City and State agencies in support of Small Business together to strategize and identify opportunities for growing companies in the New England area. This group had a major impact on the success of many businesses in the New England area. Before joining NEMSDC in September 1996, Ms. Andrews was a Sales and Marketing Representative for Blue Cross Blue Shield, Harvard Pilgrim Health Care and Secure Horizons, A Tufts Associated Health Plan for Seniors.

Ms. Andrews received a Bachelor of Science degree from Northeastern University, with a major in Speech Communication and minor in Journalism. She has a seventeen year old daughter who attends Boston Latin Academy.

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**Mr. Ray Blount** currently works as a Certification Investigator for the Supplier Diversity Office (SDO). In this role, Ray ensures applicants are compliant with state and federal certification program regulations. Ray brings a broad skill set to the role after careers in the corporate and nonprofit sectors in training and business development. Ray has been a sales representative, elementary school teacher, administration manager, project training manager, management development facilitator and internal consultant for the computer industry, a ropes course facilitator, workforce development director, and small business consultant. Ray has been certified in several 360 degree feedback instruments used for management development including the Center for Creative Leadership’s Skillscope and Benchmarks, and PDI Ninth House’s Profilor.

Ray also delivers 8 hour Driver Retraining Workshops on the weekend for the National Safety Council and the RMV. Ray is certified in Defensive Driving, first aid, CPR and Choice Theory.

Ray enjoys reading, biking, hiking, theater, sports and listening to jazz and blues music. Ray has been a member of the Concerned Black Men of Massachusetts for over 20 years. CBMM sponsor a Saturday school that mentors, offers positive role models and cultural and academic enrichment for at risk youth from Boston.

Ray was born and raised in Springfield, has lived in California, West Virginia, Virginia, Reading England, Worcester and Haverhill. Ray and his wife, Gail, currently live in Quincy.

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**Ms. Wanda Colon** is one of the Supplier Diversity Office’s Certification Investigators. Her work includes conducting certification and recertification evaluations of entities seeking Disadvantaged Business Enterprise (DBE) and Minority and Women Business Enterprise (M/WBE) status for purposes of participating in federally assisted state transportation contracts and state affirmative market procurement programs.

Ms. Colon’s background includes over thirteen years of experience in the finance department at Harvard Pilgrim Healthcare in Wellesley, MA and over six years of supervisory experience in the Account Receivables Department

at Brigham and Women’s Hospital. Wanda also holds her Commonwealth of Massachusetts Real Estate License and is a Notary Public. Ms. Colon’s philanthropic interests include volunteering in Natal, Brazil with *Vá Livre*, a non-profit organization. Her hobbies include: Gardening, Crocheting, Reading, Bikram Yoga, Bike Cycling and Swimming.

Ms. Colon earned her Bachelor’s Degree from Emmanuel College with a major in Business Management Economics and a minor in Accounting.

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**Ms. Ayoka Drake** is a Program Manager III/Certification Investigator at the Massachusetts Supplier Diversity Office (SDO). Her work includes reviewing companies for MBE (minority-business enterprise) and WBE (woman-business enterprise) certification. Ayoka started with the SDO in 2007.

Ms. Drake’s professional experience prior to working for the SDO includes: IT, Financial Services, Academia and Health Care. She holds a bachelor’s degree in Criminal Justice and Psychology and a master’s degree in Business Administration.

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**Ms. Bonnie L. Haymon, Esq.** is a Certification Investigator for the Massachusetts Unified Certification Program. In addition to that role, Bonnie educates the public about certification and other opportunities available to businesses by facilitating Pre-Certification Workshops throughout the Commonwealth. She came to the Supplier Diversity Office in 2010 after relocating to Boston from Louisiana.

Bonnie is a graduate of the Loyola University New Orleans College of Law where she served as Managing Editor of the *Loyola University New Orleans Journal of Public Interest Law*. Bonnie also served as an intern at the Louisiana Supreme Court, working in the chambers of Associate Justice Jeannette Theriot Knoll.

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**Ms. Letha M. Roberts** has been a member of the Commonwealth of Massachusetts, Supplier Diversity Office f/k/a: State Office of Minority and Women Business Assistance (SOMWBA) since 1986.

In her current position as Certification Investigator, she reviews applications for certification eligibility for minority and women business enterprises including both for-profit and non-profit organizations. Her work includes conducting research on industry requirements as well as state regulatory requirements for the appropriate licenses and certifications.

Ms. Roberts has held various positions within SDO such as Federal Certification Investigator, Trainer of Certification Investigators, Member of the Certification Committee, and a dual position as Executive Assistant and Office Manager. In these roles she was instrumental in developing the revisions of the for-profit and non-profit applications for certification as well as developing and implementing the recertification process for certified for-profit businesses and non-profit organizations. In her role as Executive Assistant, Ms. Roberts was awarded the Commonwealth of Massachusetts Pride and Performance Certification of Recognition for Outstanding Community Service.

Prior to joining the state, Ms. Roberts worked as the Placement Supervisor at the Metropolitan Council for Educational Opportunities, Inc. (METCO), a non-profit organization, for 11 years. Her accomplishments include; designing, developing and implementing the orientation program for 2,000 prospective parents; evaluating and assigning 900 students per academic year within the 37 communities served by METCO; coordinating services and testing for students; and supervised three staff persons.

At the beginning of her career, Ms. Roberts worked at Opportunities Industrialization Center of Greater Boston, Inc. (OIC), a non-profit organization, where she was a Job Developer and Follow-up Specialist for 7 years. In that role, she developed employment opportunities within the public and private sectors, informed staff on changes in skill requirements for specific industries, trained on job readiness, and coordinated career workshops. Ms. Roberts

served as a vocational mentor and a life coach, tracked students’ employment placement, and supervised 5 staff persons.

Ms. Roberts volunteers on the following: West Medford Community Reunion Committee as a Co-Founder/Member from 1997 to present; Board Member of the West Medford Community, Inc. as Chairman of the Membership Committee, and Member of the Fundraising Committee from 2009 to present; and previously served as Member of the By-laws Committee. Previously, Ms. Roberts was a former Board Member of the St. Joseph Community, Inc. Cooperative Housing Board of Directors for 17 years. She served as President, Vice President and Secretary.

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**Mrs. Gladymar Parziale** is the Director of the Goods and Services Unit within the Supplier Diversity Office of the Commonwealth of Massachusetts, Operational Services Division. In this role Mrs. Parziale leads the Supplier Diversity Program, formerly known as the Affirmative Market Program, and the Small Business Purchasing Program. She is responsible for ensuring that the mission of the programs, to increase business opportunities within statewide contracting and procurements of goods and services for business entities including: Minority Owned (MBE and MWBE), Women Owned (WBE), and Small Business (SBPP), is carried out through all Agencies within the Executive Branch. Mrs. Parziale has been with the Commonwealth since 2007. During her leadership the Programs have yielded the highest spending with M/WBEs and Small Businesses since inception.

Prior to her tenure with the Operational Services Division, Mrs. Parziale held management positions within the insurance and financial industries. At Liberty Mutual Insurance Company Mrs. Parziale held the role of Service Manager. Before joining Liberty Mutual she was responsible for the development of the first Field Service Line at John Hancock Financial Services (JH). This was a combination call and processing center created to service JH’s Agents and Brokers, Mrs. Parziale lead a staff of 30 employees in this role.

Mrs. Parziale holds a B.A. in Communication with a major in Advertising from the Universidad del Sagrado Corazon (Puerto Rico). She earned an M.S. in Management from Lesley University (MA).

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**Mrs. Mary Richmond** is one of two Program Coordinators for the Supplier Diversity Office’s (SDO) Disadvantaged Business Enterprises Supportive Services (DBE SS) Program. The DBE SS program is a federally funded technical assistance program aimed at increasing the participation of certified DBEs that have the resources, finances, management, and technical skills necessary to compete successfully for transportation/highway related contracts and subcontracts. In her role, Mrs. Richmond, participates in recruiting eligible candidates for the program; tracking possible opportunities and contracts that participants may bid on; scheduling, assisting, and attending each class of a thirteen-session classroom curriculum. In addition, Mrs. Richmond actively seeks and engages subject matter experts (SMEs) to deliver presentations as part of the a knowledge seminar series titled, “Get Connected”. The program also includes creating, planning, recruitment, and hosting at least 3 Meet and Greet events and at least 4 Get Connected events annually. Mrs. Richmond schedules and plans these events, prepares all the advertising and outreach materials, and actively recruits participants for them. Fulfilling a condition of the grant, Mrs. Richmond prepares, writes, and distributes a monthly report of all program activities and accomplishments. She also collaborates in the preparation and production of the grant application package annually. Mary regularly represents the DBE SS Program as well as the SDO at industry and government events.

Mary has attended Bentley University, Simmons College, Newbury College, and Wentworth Institute of Technology on a part-time basis simultaneously while working full-time and maintained a 3.97 GPA. Her professional experience includes over two decades in the design/engineering/construction industry as a Project Manager and Contract Administrator. Her credits include financially managing a renovation program valued at over \$4B at an open and operating international airport. Her previous experience includes office and staff management at a 12-attorney law firm, full automation of a small HVAC design firm office, pro-forma management of a 13.5 mega-watt power plant development project, development and production of the first automated specification for a mechanical design company, and development and production of the first employee handbook for a design firm.

Mrs. Richmond has been involved with Habitat for Humanity and is a former co-chair of the building committee at her church helping restore and maintain one of America’s treasures, the oldest building (1681) still in continual ecclesiastical use in the United States.

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**Mr. Eric Straughter** is one of two Program Coordinators for the Supplier Diversity Office’s (SDO) Disadvantaged Business Enterprise Supportive Services (DBE SS) Program. The DBE SS program is a federally funded technical assistance program aimed at increasing the participation of certified DBEs that have the resources, finances, management, and technical skills necessary to compete successfully for transportation/highway related contracts and subcontracts. In his role Mr. Straughter participates in the recruitment of eligible candidates for the program, tracking possible opportunities and contracts the participants may bid on, and assisting at and attending each class of the thirteen week program.

Eric earned his Bachelor of Science Degree in Law Enforcement from UMASS Boston and his Master’s Degree in Student Personnel Services from the University of Connecticut at Storrs. He previously was SDO’s Project Manager for the American Recovery and Reinvestment Act (ARRA) Technical Assistance Program where he was responsible for monitoring all of Supplier Diversity Office Technical Assistance Providers throughout the Commonwealth as well as representing the office with some external stake holders. His professional experience includes owning two different businesses, one in the construction industry and another in the security industry; teaching Vocational Education courses at the college level; and working as a Special Assistant to Chancellor of UMass Boston. Mr. Straughter sits on a number of community Boards of Directors and is the current President of the Grove Hall Neighborhood Development Corporation (GHND) and Greater Grove Hall Main Streets (GGHMS).

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**Ms. Kacey Ann Satchell** is the Administrative Assistant for the Supplier Diversity Office’s (SDO) Disadvantaged Business Enterprise Supportive Services (DBE SS) Program. The DBE SS program is a federally funded technical assistance program aimed at increasing the participation of certified DBEs that have the resources, finances, management, and technical skills necessary to compete successfully for transportation/highway related contracts and subcontracts. In her role she provides support to the Program Coordinators.

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**Mr. John B. Fitzpatrick** is the Director of the Construction Reform Program for the Massachusetts Supplier Diversity Office. His agency promotes the development of minority and women-owned business enterprises, and non-profits, by providing access to State, Federal and Private Sector economic opportunities. He is directly responsible for educating, monitoring & enforcing Construction Reform Law Chapter 193 as it applies to state funded vertical construction projects throughout the Commonwealth’s 351 municipalities.

The early part of his career was with the ABC Television Network in NYC where he developed a strong knowledge of sales, marketing and demographics working in their Sales & Marketing Division. From there he moved to the NYC based EUE Screen Gems one of the largest Film & TV Production houses in the country. While at EUE Screen Gems he produced and coordinated television commercials and also worked on the Guiding Light Soap Opera which was EUE Screen Gems largest client at the time. As a member of the Guiding Light Soap Opera Production crew he won a Daytime Audio Emmy for outstanding achievement and was a Music Mixer on an Emmy Award-winning team nominated for 5 Daytime Emmys. John is married to his wife Huntley who is a published romance writer for Penguin publishing in NYC and they have 6 children.

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## APPENDIX J

### Government Advocacy Of The Year Award

#### 6TH ANNUAL MINORITY ENTERPRISES DEVELOPMENT WEEK AWARDS CELEBRATION AND CONFERENCE

Reginald A. Nunnally  
Executive Director  
**Supplier Diversity Office**  
The McCormack Building  
One Ashburton Place, 13th floor  
Boston, MA 02108

Dear Reggie:

On behalf of the Associated Minority Business Enterprises of New England, we are pleased to notify you that after reviewing nominations from Minority Enterprises Development Week (MED WEEK) Conference Partners, we wish to congratulate you and your organization on being the recipient of the **“Government Advocacy Of The Year Award”** for MED Week 2011.

As you are aware, Associated Minority Business Enterprises of New England (**AMBE**) is hosting this event. Since 1983, all U.S. Presidents have proclaimed this observance to recognize the outstanding achievements of minority business owners and to honor those corporations, agencies, and financial institutions that support minority business development.

Consistent with the national Celebration, we will honor and recognize the diligent efforts of minority business owners in New England. As an award recipient, you will be honored and introduced during the Awards Luncheon at the MED Week Conference on Friday, **September 23, 2011** at the **Campus Center at University of Massachusetts Boston**.

As the recipient of the **“Government Advocacy Of The Year Award”** we respectfully request your presence at the Luncheon; however, we also invite and encourage you along with your colleagues to participate in the entire MED Week Conference. For more information, please call Lonnie H. Daniels at 617-287-2404. If you wish to register others, you can do so by visiting [www.nemedweek.com](http://www.nemedweek.com) and complete the online registration form. Below is a copy of the invitation to MED Week 2011 with a direct connection to the website. Also, we'd appreciate if you would forward via email ([info@nemedweek.com](mailto:info@nemedweek.com)) a copy of your most recent biography to our office.

Again, congratulations on your selection, and we look forward to seeing you at the **6th Annual Minority Enterprises Development Week Awards Celebration & Conference**.

Very truly yours,

*Lonnie H. Daniels*

Lonnie H. Daniels

**Supplier Diversity Office**  
**Operational Services Division**  
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