

The Municipal Supplier Diversity Playbook



Commonwealth of Massachusetts Supplier Diversity Office (SDO)



Bill McAvoy, Executive Director
Dmitriy Nikolayev, Director, Policy, Programs, and Reporting

Introduction



Dear Municipal Official,

The Supplier Diversity Office (SDO) is the Commonwealth’s newest oversight agency tasked with promoting equity and inclusion in state contracting. The SDO certifies a wide range of diverse and small business categories, issues policies and coordinates supplier diversity programs for the Commonwealth’s executive agencies, and puts diverse companies in touch with business opportunities with government agencies and their prime contractors.

Over the past few months, the SDO has received numerous inquiries from municipal governments interested in establishing supplier diversity programs focused on their local communities. This Municipal Supplier Diversity Playbook (the Playbook) is an attempt to create a framework for establishing and developing a local supplier diversity program.

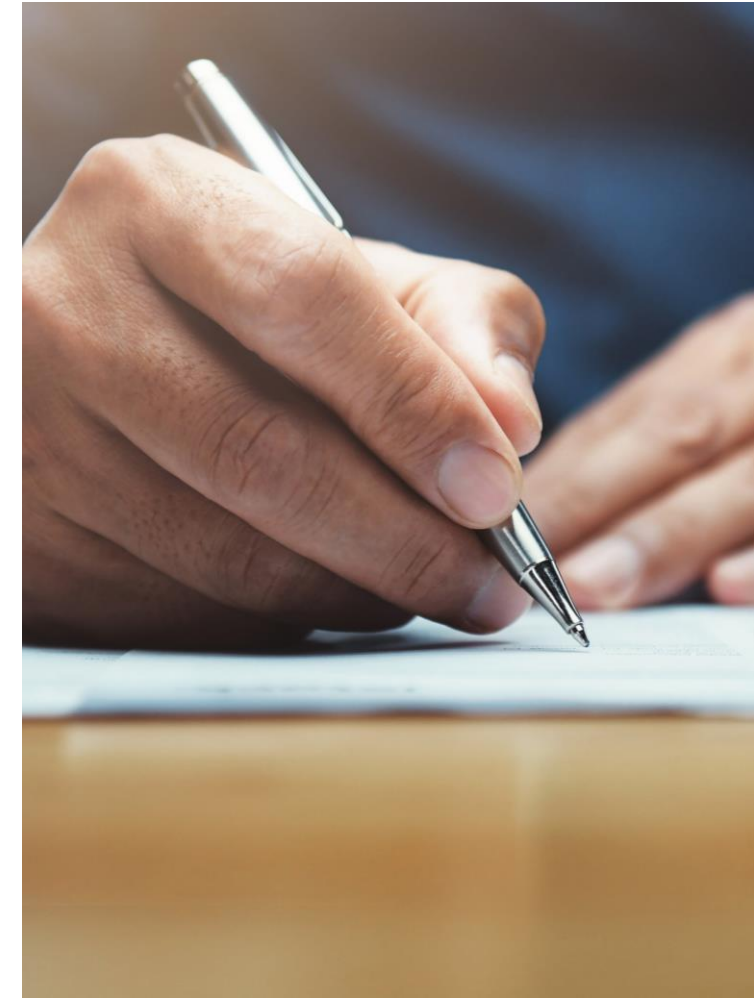
At the moment, the Playbook exists in the form of a PowerPoint, which is used by the SDO for live presentations at municipal meetings and training sessions. Organizations interested in implementing supplier diversity programs must consider their unique needs and may use these slides as checklists for potential initiatives, lists of best practices, and resources available from the SDO. In addition, each municipality should consult their own legal counsel and the Massachusetts Office of the Inspector General to ensure that their program is legally defensible.

If you have questions or would like to discuss these ideas in more detail, please do not hesitate to reach out to our Supplier Diversity Help Desk at sdp@mass.gov. We look forward in assisting you in your equity and inclusion efforts.

Sincerely,

William M. McAvoy

William M. McAvoy
Executive Director



The Outline



- **SDO Mission, Goals and Programs**
- **Developing Your Program**
 - **Plan:** Your Program Setup
 - **Do:** Program Implementation
 - **Check:** Tracking and Reporting
 - **Adjust:** Learning and Iteration
- **Contact Us**





SDO Mission, Goals and Programs



Overview of the SDO



SDO Mission: To promote diversity, equity and inclusion in state contracting by certifying minority, women, Portuguese, veteran, service-disabled veteran, disability, LGBT-owned, and small Massachusetts businesses and connecting them with business opportunities and resources.

The SDO:

- Serves as a gateway for businesses interested in accessing a wide range of diverse and small business programs.
- Coordinates the Commonwealth's diverse and small business programs.
- Offers resources for institutional diverse and small business programs.
- Reports on the diverse and small business program results on behalf of the Commonwealth.

SDO Certification Program



Based on at least 51% ownership

SDO Certifications

- Minority Owned Business Enterprise (MBE)
- Women Owned Business Enterprise (WBE)
- Veteran Business Enterprise (VBE)
- Minority Non-profit Organization (M/NPO)*
- Women Non-profit Organization (W/NPO)*
- Portuguese Owned Business Enterprise (PBE)**

Recognized Third-party Certifications

- Service-Disabled Veteran Owned Business Enterprises (SDVOBE)
- Disability Owned Business Enterprise (DOBE)
- Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)

Benefits of Certification

- No cost!
- If awarded a state contract, the ability to market products and services to Commonwealth agencies seeking to meet their supplier diversity spending benchmarks.
- Eligibility to be a supplier diversity partner to Commonwealth prime contractors.
- Invitations to training, networking and matchmaking events.
- Eligibility to participate in supplier diversity programs of quasi-public and private organizations.

**based on the majority of board and voting body membership*

***only for programs funded by state transportation bond statutes that include PBEs*

SDO Programs



**SMALL BUSINESS
PURCHASING PROGRAM
(SBPP)**



**SUPPLIER DIVERSITY
PROGRAM (SDP)**



**MUNICIPAL CONSTRUCTION
AFFIRMATIVE MARKETING
PROGRAM (MCAMP)**

Small Business Purchasing Program (SBPP)



Goal: Increased spending with small businesses

Small procurements: Up to \$150,000 in total value; **increasing to \$250K/year effective 7/1/21**

Small businesses with responsive quotes



Small Business = 3.3%

SBPP Eligibility

Application through COMMBUYS, with Department of Revenue verification:

- Principal place of business in Massachusetts;
- Business operating for at least one year;
- Currently employs a combined total of 50 or fewer full-time equivalents in all locations;
- Gross *annual* revenues of \$15 million or less based on a 3-year average

The program applies to Massachusetts executive agencies as well as entities that participate in it voluntarily. More at www.mass.gov/sbpp.

Supplier Diversity Program (SDP)



Goal: Increased participation of diverse businesses

Large Procurements: More than \$150K in total value; **increasing to \$250K/year effective 7/1/21**

Encourages partnerships between prime contractors and diverse businesses



Eligible Certification Categories

- **MBE:** Minority-Owned Business Enterprise
- **WBE:** Women-Owned Business Enterprise
- **VBE:** Veteran Business Enterprise
- **SDVOBE:** Service-Disabled Veteran-Owned Business Enterprises
- **DOBE:** Disability-Owned Business Enterprise
- **LGBTBE:** Lesbian, Gay, Bisexual, Transgender Business Enterprise

The program applies to Massachusetts executive agencies as well as entities that participate in it voluntarily. More at www.mass.gov/sdp.

Municipal Construction Affirmative Marketing Program (MCAMP)



- Municipal projects which include state funding have project-specific MBE & WBE goals in the design and construction phases (primarily public schools).
- SDO monitors and assists municipalities and general contractors with attaining these goals.
- Current list of public-school projects with general contractor information at [Massachusetts School Building Authority \(MSBA\)](#).
- More on the [MCAMP webpage](#).

The Case for Supplier Diversity



- It reflects our values.
- It represents our citizens.
- It engages our constituents.
- It addresses documented disparities.
- It supports local economies.
- It promotes innovation.
- It enhances competition.
- It improves customer service.



Introducing the Municipal Supplier Diversity Playbook



Developing Your Program



The Plan-Do-Check-Adjust Framework



An iterative four-step model for continuous improvement:

- **Plan:** establish objectives and processes needed to deliver the desired results.
- **Do:** implement the objectives and processes.
- **Check:** analyze and evaluate the results.
- **Adjust:** recognize and standardize successful processes and agree on changes.

Using this model allows organizations to implement programs in stages and learn after each program implementation cycle. For established programs, a typical cycle is one year, but new programs may choose the duration of each program iteration.

The SDO provides resources and support to organizations at every stage of program implementation.



Plan: Your Program Setup



Action	Description	Resources
<input type="checkbox"/> Ensure support from the top	High-level support is vital for establishing the legitimacy of your efforts.	
<input type="checkbox"/> Convene a team	Your team should include representatives of procurement, IT, economic development and other departments.	Model supplier diversity team charter
<input type="checkbox"/> Establish your baseline	Analyze your current spending to identify certified diverse vendors,	SDO spending analysis
<input type="checkbox"/> Consider your options	Learn about the program participation options offered by the SDO and your initial focus: <ul style="list-style-type: none"> • Purchasing • Contracts and procurement • Fostering partnerships 	SDO program training
<input type="checkbox"/> Create a plan	Develop a plan, whether goal-based or focused on piloting and monitoring supplier diversity measures. Commit to completing the four steps of this methodology during the plan cycle before you expand the scope of your program.	Model supplier diversity plan



Plan: Your Program Setup



Action	Description	Resources
<input type="checkbox"/> Determine your metrics	Based on your baseline, determine what metrics you are going to focus on and work with your IT, accounting and/or procurement department to agree on access to this information.	Model supplier diversity metrics
<input type="checkbox"/> Prepare documentation	Agree on changes to procurement procedures, contract language and forms. These changes may be limited in scope in the beginning and expand based as you develop supplier diversity expertise.	Model contract language and forms
<input type="checkbox"/> Communicate	Communicate your efforts to your stakeholders: staff, vendors, and community advocates.	



Where Do You Start?

Advice for New Programs

- You don't have to try to check all the boxes on the checklist
- Focus on the essential:
 - A small team of committed individuals
 - A pilot project with a good chance of success
 - A known baseline
 - A clear measure of success
- Things that may come later:
 - A formal policy
 - Official unveiling of a program
 - Large-scale implementation



Focusing Your Program

Questions to Consider

- Which of the paths are you going to pursue?
 - **Purchasing** from available diverse businesses
 - **Contracts and procurements** to add new diverse businesses
 - **Fostering partnerships** between primes and diverse businesses
- What type(s) of business opportunities are you going to focus on?
 - **Type:** goods and services vs. design and construction
 - **Size:** estimated spending range
- Which certification types are you going to recognize?
- What specific actions will the purchasing staff and/or the contractors be required to take?



Plan: Supplier Diversity Toolbox



Tool	Description
Model supplier diversity team charter	Use this template to create a formal charter for your supplier diversity team.
SDO spending analysis service	Use these instructions and template to collect your organization's spending and submit it to the SDO for baseline analysis.
Program training	Access the SDO program training to learn more about supplier diversity program implementation.
Model supplier diversity plan	Use this planning document to identify your organization's supplier diversity goals.
Model supplier diversity metrics	Use this standard set of metrics to: <ul style="list-style-type: none">• Calculate your organization's addressable spending,• Set your program goal, and• Measure business engagement and spending.



Plan: Program Training for Staff and Vendors



Commonwealth of Massachusetts Supplier Diversity Office (SDO)

Wanda Colon-D'Angelo, Director, Diverse and Small Business Certification
Robert Williams, Director, Diverse and Small Business Engagement

Agenda

- SDO Mission
- SDO Programs
- Supplier Diversity Certification
- SDO Program and Policy Changes
- Resources and Contact Information

Overview of the SDO

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The SDO:

- Serves as a gateway for businesses interested in accessing a wide range of diverse and small business programs.
- Coordinates the Commonwealth's diverse and small business programs.
- Offers resources for institutional diverse and small business programs.
- Reports on the diverse and small business program results on behalf of the Commonwealth.

SDO Certification Program

SDO Certifications

- Minority Owned Business Enterprise (MBE)
- Women Owned Business Enterprise (WBE)
- Minority Women Owned Business Enterprise (M/WBE)
- Veteran Business Enterprise (VBE)
- Portuguese Owned Business Enterprise (POBE)*

Benefits of Certification

- No cost!
- If awarded a state contract, the ability to market products and services to Commonwealth agencies seeking to meet their supplier diversity spending benchmarks.
- Eligibility to be a supplier diversity partner to Commonwealth prime contractors.
- Invitations to training, networking and matchmaking events.
- Eligibility to participate in supplier diversity programs of quasi-public and private organizations.

Associated Third-party Certifications

- Service-Disabled Veteran Owned Business Enterprises (SDVOBE)
- Disability Owned Business Enterprise (DOBE)
- Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)

**Only for programs funded by State Transportation Bond Authority*

SDO Programs

- SMALL BUSINESS PURCHASING PROGRAM (SBPP)
- SUPPLIER DIVERSITY PROGRAM (SDP)
- MUNICIPAL CONSTRUCTION AFFIRMATIVE MARKETING PROGRAM (MCAMP)

Small Business Purchasing Program (SBPP)

Goal: Increased spending with small businesses

Small procurements: Up to \$150,000 in total value, increasing to \$150K/year effective 7/1/21

Small businesses with responsive quotes

SBPP Eligibility

Application through COMMBUYS, with Department of Revenue verification:

- Principal place of business in Massachusetts.
- Business operating for at least one year.
- Currently employs a combined total of 50 or fewer full-time equivalents in all locations.
- Gross annual revenues of \$15 million or less based on a 3-year average.

3.3%

Supplier Diversity Program (SDP)

Goal: Increased participation of diverse businesses

Large Procurements: More than \$150K in total value, increasing to \$250K/year effective 7/1/21

Encourages partnerships between prime contractors and diverse businesses

Eligible Certification Categories

- MBE: Minority-Owned Business Enterprise
- WBE: Women-Owned Business Enterprise
- VBE: Veteran Business Enterprise
- SDVOBE: Service-Disabled Veteran-Owned Business Enterprise
- DOBE: Disability-Owned Business Enterprise
- LGBTBE: Lesbian, Gay, Bisexual, Transgender Business Enterprise

MBE = 8%
WBE = 14%
Veteran = 3%

Municipal Construction Affirmative Marketing Program (MCAMP)

Project-specific goals

- Municipal projects which include state funding have MBE & WBE goals in the design and construction phases (primarily public schools)
- SDO monitors and assists municipalities and general contractors with attaining these goals
- Current list of public-school projects with general contractor information at [Massachusetts School Building Authority \(MSBA\)](#)

SDO Program and Policy Changes

- Elevate SDO to become an oversight Executive Agency
- Hold kickoff meetings with Secretariats and Agencies
- Appoint Secretariat and Agency SDO Liaisons
- Be more intentional:
 - Mandate annual agency spending / procurement plans
 - Promote and facilitate business opportunities for diverse businesses
 - Increase evaluation percentage assigned to SDP Plans
- Report indirect spending by type and MBE spending by race/ethnicity
- Establish a Supplier Diversity Compliance Unit
- Expand the SBPP by increasing thresholds effective 7/1/21 for:
 - Small procurements from up to \$150K in total value to \$250K/year
 - Large Procurements from more than \$150K in total value to \$250K/year

What's Next?

- 1 Register on COMMBUYS and sign up for the SBPP
 - [COMMBUYS](#) is the Commonwealth's online market center. Use one of these resources to register as a vendor and become part of the SBPP.
 - Webcast (video) [Overview of COMMBUYS Registration including SBPP Application](#)
 - Job aid: [COMMBUYS Vendor Registration](#)
 - Job aid: [How to Complete or Renew SBPP Registration: Guidance for Self-Administered](#)
- 2 Sign up for a Pre-certification Webinar (MBE, WBE, VBE)
 - If your Massachusetts-based company is 51% or more owned by an individual(s) eligible for minority, veteran or veteran certification, [sign up for a pre-certification webinar](#).
 - Non-Massachusetts vendors should consult the [Supplier Diversity Certification Website](#).
- 3 Consider Third-party Certification (SDVOBE, DOBE, LGBTBE)
 - If your company is eligible for one of these categories, find instructions on applying for certification and/or having your certification recognized on the [Third-party Certification Website](#).

Resources and Contact Information

Our Website

www.mass.gov/sdo

Certification Self-Assessment

• Website: www.mass.gov/sdo/start

Supplier Diversity Program

• Website: www.mass.gov/sdo

• SDP Help Desk: sdp@mass.gov

SDO Certification Help Desk

• Phone: 617-502-8843

• Email: WebmasterSDO@mass.gov



Do: Program Implementation

Three complementary program tracks are available for your program. We recommend that you begin with one and build the program over time.



Purchasing

- Available immediately
- Easy to understand and communicate
- Requires minimal procedural changes
- Perfect as the first step



Contracts and Procurement

- Available with your next planned procurement
- Requires additional effort in marketing business opportunities
- If effective, newly-awarded contractors add to the options available for purchasing



Fostering Partnerships

- Available with your next planned procurement
- Requires changes to contract language and bid evaluation procedures
- Requires additional effort in contractor reporting and compliance management

Do: Program Implementation

Step-by-Step: Purchasing




Action	Description	Resources
1) Assess	Assess your current contractor base and identify current certified contractors	- Statewide Contract Index - SDO baseline spending analysis
2) Survey	Survey current contractors to identify any contractors that are not certified but are eligible for certification. Communicate the information to the SDO and encourage suppliers to apply for certification.	SDO Certification Self-Assessment
3) Inform	Inform purchasing staff of newly available diverse suppliers and the process for ordering from them. Be clear about any additional quotation, price comparison, approvals or other procedures required prior to ordering.	Statewide Contract Index and Contract User Guides
4) Buy	Order from diverse suppliers. If additional quotation or price comparison requires, include all eligible diverse suppliers in your request for quotes or comparison.	
5) Track	Track your organization's spending with diverse suppliers.	



Do: Statewide Contract Index

Identify diverse businesses in Massachusetts Statewide Contracts




 Search... Bid Solicitation: Advanced

COMMBUYS
 OPERATIONAL SERVICES DIVISION

www.commbuys.com

- COMMBUYS INFORMATION:**
For more information on COMMBUYS please visit [www.commbuys.com](#)
- Buyer Training Resources:**
[Buyer Training Overview](#)
[Job Aids for Buyers](#)
[Buyer Webcast Training](#)
- Vendor Training Resources:**
[Vendor Training Overview](#)
[Job Aids for Vendors](#)
[Vendor Webcast Training](#)
- Local Government Resources:**
[Posting a Bid Notice on COMMBUYS - Quick Start](#)
[Local Government Enablement Team Resources](#)
- Information about Statewide Contract Index**
[Statewide Contract Index](#) | [Contract User Instructions](#) | [Contract User Instructions](#)
- UNSPSC Look-Up Tool for Buyers and Vendors**
[UNSPSC Look-Up Tool](#)
[UNSPSC Look-Up Tool Instructions](#)

Vendor Contact Info	Programs (SDO and SBPP)	MBE Certified	WBE Certified	SDVOBE Certified	VBE Certified
Action Apparel Inc. Jack Losco jlosco@actionapparelinc.com 7812240777	SBPP				
All Sports - Heroes Uniforms, Sporting Goods & Promotions Charles E. Kuenzler MMcatamney@allsportsheroes.com 9784521976	SDO		Yes		
ANDREA'S POLICE AND FIRE SUPPLY JOANNE THAYER jvthayer@andreaspolicesupply.com 5088215815	SDO		Yes		
Creative Touch Designs, LLC Marianne Cyr mcyr@ctdemb.com 9784994444	SDO		Yes		
Darter Specialties, Inc. Janice Weiss alicedarterpress.com 2036999805	SDO		Yes		
Lane Printing & Advertising Frank Lane frank@laneprint.com 7817674450	SDO & SBPP		Yes		
MG Products, LLC Leanne Goddu leanne@mgproducts.net 9783525042	SDO		Yes		
Neptune Uniforms & Equipment, Inc. MITCH COHEN info@neptuneuniforms.com 9783728812	SBPP				
Razz-m-Tazz Promotions, LLC Gail Ann Sabettini gail@razz-m-tazz.com 9788740502 ext: 13	SDO & SBPP		Yes		
Creative Touch Designs, LLC Marianne Cyr mcyr@ctdemb.com 9784994444	SDO		Yes		
Go Green Solutions Inc. Maria Fisher mia@gogreensolutionsinc.com 5088399646	SDO	Yes	Yes		
Lane Printing & Advertising Frank Lane frank@laneprint.com 7817674450	SDO & SBPP		Yes		
mansfield paper company scott parent rsp@mansfieldpaper.com 4137812000	SDO				Yes
MG Products, LLC Leanne Goddu leanne@mgproducts.net 9783525042	SDO		Yes		
Milhench Inc Jade Worthington jade@milhench.com 5089958331	SDO		Yes		
Oceans Promotions Christine Miller christine@oceanspromotions.com 5083402939	SDO		Yes		
Razz-m-Tazz Promotions, LLC Gail Ann Sabettini gail@razz-m-tazz.com 9788740502 ext: 13	SDO & SBPP		Yes		
Standard Modern Company, Inc. SOMWBA Linda Smith commbuys@standardmodern.com 5085864300 ext: 104	SDO		Yes		
Sterling Printing Ricky M. Malrani ricky@sterlingprinting.com 7814811234	SDO	Yes			
Westnet Inc. Tina Mclean tina@westnetmed.com 781287772	SDO	Yes			
Wilkem Scientific James Wilkie jim@wilkem.com 4017231840 ext: 501	SDO		Yes		
CAM Office Services, Inc. / WMBE - OFF47 Gail Mandrafino supplies@camoffice.com 7819329868	SDO & SBPP	Yes	Yes		
Tools Unlimited, Inc. Stephen Pires info@toolsunlimitedinc.net 7813411188	SDO & SBPP		Yes		
Blue Sky Natural Gas & Petroleum, Inc. Leslie Mathews Blueskynaturalgas@gmail.com 4014651111	SDO		Yes		
Betts Plumbing & Heating Supply Inc. (WBE/DBE/SBPP) Kimberley Rexford kimro@bettsplumbing.com 4135683308	SDO & SBPP		Yes		
Johnstone Supply - The Woburn Group Kimberly Giddinge kimberly.giddinge@johnstonesupply.com 7819338506	SBPP				
Wilmot's Dec. Center SCOTT HOULIHAN kevin.wilmotdec@verizon.net 5089473370	SBPP				
Cicoria Tree and Crane Service, Inc. Mark Cicoria info@cicoriatree.com 9789225500	SBPP				
Consider It Dunn, Inc. William George Dunn consideritdunn@comcast.net 5082234017	SBPP				
green acres inc. christine colecchia greenacreslandscaping@comcast.net 7812844277	SDO	Yes			
HURST LANDSCAPE AND SITE SERVICES INC David Hurst dhurst9425@aol.com 6173337431	SDO & SBPP	Yes			
Iron Tree Service, LLC Eric J Roensch eric@ironreeservice.com 9785006646	SBPP				
KeenKut Landscaping Lailonnie Keene keenkuts@comcast.net 4138969240	SDO		Yes		
RM Ryan Robert Ryan Robryan29@aol.com 5084558787	SBPP				
T & M Landscape Inc Sharon Lee Cravenho cravenho@aol.com 5088234637	SDO		Yes		
Tompkins Corporation Billy Tompkins TompkinsLandscape@comcast.net 9786872152	SDO & SBPP		Yes		
S & K Lawn Care Joan Metcalf sklawncarema@gmail.com 4132673100	SBPP				
Consider It Dunn, Inc. William George Dunn consideritdunn@comcast.net 5082234017	SRPP				

Do: Certification Self-Assessment Tool

Conduct a Contractor Certification Drive



Mass.gov Search Mass.gov

PART OF Certification Program for SDO OFFERED BY Operational Services Division

Take the certification self-assessment

This interactive tool will ask you a few questions about your business and will recommend the next steps for SDO and third-party certifications your business may be eligible for.

You will need:

Disclaimer: This self-assessment provides general guidance on whether your company/organization may qualify for the Supplier Diversity Office (SDO) programs. However it does not guarantee eligibility for inclusion in the Small Business Purchasing Program (SBPP) or in any of the diversity categories overseen by SDO. Eligibility for the SBPP is made through the COMMBUYS SBPP registration process and eligibility for SDO certification is determined through a certification investigation conducted by the SDO.

General Questions

Are you a

for-profit business

non-profit organization

government organization

Submit Progress

Woman Business Enterprise (WBE) Certification

Your company should apply for WBE certification. As a Massachusetts-based new applicant, start the process by registering for and attending a [Pre-Certification Workshop](#). The workshop covers our certification criteria, process and required documents. Once you complete the workshop, you will receive a copy of the certification application form to complete.

If you have questions please contact the Supplier Diversity Office at webmaster.sdo@mass.gov or 617-720-3129.

Small Business Purchasing Program (SBPP) Validation

You should join the Small Business Purchasing Program - it is a quick online process. To start, you need to create (or log into) your seller account in COMMBUYS. Here are the step-by-step directions:

- If you already have a COMMBUYS account, follow the guidance of [How to Complete or Renew SBPP Registration: Guidance for Seller Administrators](#) job aid.
- If you do not have a COMMBUYS account, follow the steps in this [COMMBUYS Vendor Registration](#) job aid. You will be prompted to complete the SBPP application during COMMBUYS registration.

If you need help contact the COMMBUYS Help Desk at COMMBUYS@mass.gov, 888-627-8283 or 617-720-3197.

Let us help you get started! Click "Next" to enter your contact information.

« Previous Progress Next »

Contact Information

Company Name:*

City:

State:

Your Name:*

Phone:*

Email:*

Please list any specific questions that you may have for SDO:

« Previous Submit Progress

www.mass.gov/sdo/start



Do: Program Implementation

Step-by-Step: Contracts and Procurement



Action	Description	Resources
1) Focus	Focus on an upcoming business opportunity or purchasing need.	
2) Simplify	Identify and remove barriers that diverse and small suppliers may experience in bidding.	
3) Target	Identify eligible diverse suppliers that may be capable of providing the product/service.	SDO Directory of Certified Businesses
4) Market	Market the opportunity to eligible diverse suppliers.	SDO notification service
5) Procure	Conduct a competitive procurement in accordance with applicable laws and regulations.	
6) Inform	Inform purchasing staff of newly available diverse suppliers and the process for ordering from them.	
7) Track	Track your organization's spending with diverse suppliers.	



Pilot your approach. Launch your effort for this program lane with a pilot focused on one procurement. This will allow you to test the contract language, forms and the evaluation process.



Imagine Yourself as a First-Time Bidder

Some Considerations for Removing Barriers for Diverse and Small Business Participation


- **What does the bid solicitation look like?** Consider reducing the...
 - Number of separate documents
 - Number of separate forms to complete
 - Total number of pages to read
- **What is the bidder required to send back?** Consider providing...
 - A clear list of all required documents in one place
- **Is it clear how to get help?** Consider offering...
 - A recorded pre-bid conference that includes a presentation on the scope, requirements and response expectations
 - Training on how to submit a response
- **Are the requirements realistic for a small business?** Consider...
 - Unbundling the scope or splitting it into categories
 - Dividing the service territory into regions
 - Reworking essential requirements (e.g. number of years in business vs. principals' experience, government client experience vs. institutional client experience, etc.)
 - Removing requirements used to reduce the number of bids rather than ensure quality
- **Will the vendor hear back from you?** Consider...
 - Ensuring that each bidder hears from you regarding the results of the solicitation



Do: SDO Directory of Certified Businesses

Find Diverse Suppliers Matching Your Business Needs




[HOME](#)
[WORKSHOP/EVENT SESSIONS](#)
[DIRECTORY OF CERTIFIED BUSINESSES](#)
[COMMBUYS](#)

Directory of Certified Businesses

Search the Directory

Search Criteria

Welcome to the Commonwealth of Massachusetts Directory of Certified Businesses. As you select search criteria, you can get help by clicking the Help icons in each section.

Begin your search by selecting from the following categories:

Business Type

Business Enterprise (for-profit)
 Non-Profit Organization
 All

Certification Type

Minority Business Enterprise (MBE)
 Women Business Enterprise (WBE)
 Disadvantaged Business Enterprise (DBE)
 Airport Concession-DBE (ACDBE)
 Portuguese Business Enterprise (PBE)
 Veteran Business Enterprise (VBE)
 Lesbian Gay Bisexual Transgender Enterprise (LGBTBE)
 Service-Disabled Veteran-Owned Business Enterprise (SDVOBE)
 Disability-Owned Business Enterprises (DOBE)

Certification Agency

Supplier Diversity Office (SDO) - State
 MassDOT Office - UCP
 City of Boston (COB)
 Women's Business Enterprise National Council (WBENC)
 National Minority Supplier Development Council (NMSDC)
 National Gay and Lesbian Chamber of Commerce (NGLCC)
 Disability:IN (USBLN)
 U.S. Veterans Affairs (VetBiz)

Keyword Search

Within the above selection, find only those companies with the following keywords in the Company Name or Products/Services description:

NAICS Code Search

Search Criteria

City or Town:
 Region Number:
 Industry Category:
 Product Code:
 NAICS Code (Description & Code):
 NAICS Code (Code & Description):
 Zip Code:
 Distance (Miles):

Output type

View in Screen
 View in PDF
 Export To Excel

1-Stop Design Shop, Inc.

SDO Client ID: 20050182

Contact: Ms. Christine Hennigan, President

Address: 323 S-3 New Boston Street

City, State, Zip: Woburn, MA 01801-6298

Phone: (781)938-3866

Fax: (781)932-5996

Email: chris@1stopdesign.com

Home Page: <http://www.1stopdesign.com>

Business Type: Business Enterprise (for-profit)

DBE Certifications: 09/08/2005

SDO NAICS Code(s): 541430,323111,424120,424320,424330,454111,518210,519130,541511,541613,541890,541921

DBE NAICS Code(s): 541430,323111,424120,424320,424330,454111,518210,519130,541511,541613,541890,541921

Certification Type	Certification Organization	Certification Date	Renewal Date
WBE	Supplier Diversity Office - State	09/08/2005	09/08/2023

SDO Description: All Graphic Design Including, Print and Web Media, Collateral, Brochures, Marketing, Logo Designs, Websites, Web Hosting and Publication Design and Production and Procurement of Promotional Products such as Uniforms, Men, Women and Children Apparel, Linens, Pens, Greeting Cards, Photography and Signage Services

DBE Description: All Graphic Design Including, Print and Web Media, Collateral, Brochures, Marketing, Logo Designs, Websites, Web Hosting and Publication Design and Production and Procurement of Promotional Products such as Uniforms, Men, Women and Children Apparel, Linens, Pens, Greeting Cards, Photography and Signage Services

ACDBE Description: N/A

www.mass.gov/sdo →
Directory of Certified Businesses



Do: Program Implementation

Step-by-Step: Fostering Partnerships



Action	Description	Resources
1) Focus	<p>Focus on an upcoming business opportunity or purchasing need. Consider the industry of the business opportunity, expected spending, and the target number of contractors. If the spending per contractor is sufficient, identify whether this opportunity is appropriate for:</p> <ul style="list-style-type: none"> • Subcontracting, and/or • Ancillary products and services (general business needs). 	
2) Simplify	Identify and remove barriers that diverse and small suppliers may experience in bidding.	
3) Target	Identify potential subcontractors and ancillary diverse partners.	SDO Directory of Certified Businesses
4) Connect	<ul style="list-style-type: none"> • Hold a networking event in anticipation of the bid with the goal of connecting prospective bidders with potential subcontractors and ancillary diverse partners. • Provide potential prime bidders with training and resources to identify potential subcontractors and ancillary diverse partners. 	<ul style="list-style-type: none"> - Model vendor training slides - SDO Directory of Certified Businesses



Pilot your approach. Launch your effort for this program lane with a pilot focused on one procurement. This will allow you to test the contract language, forms and the evaluation process.

Do: Program Implementation

Step-by-Step: Fostering Partnerships



Action	Description	Resources
5) Procure	Conduct a competitive procurement in accordance with applicable laws and regulations. Include supplier diversity contract language and forms. Require a supplier diversity commitment or assign additional evaluation points to supplier diversity partnerships, if applicable and allowed by law. Since this may be a change to standard practice, educate bidders about program expectations.	Model contract language and forms
6) Inform	<ul style="list-style-type: none">• Inform purchasing staff of the relative levels of supplier diversity spending commitment for each awarded contractor. Make a preference for contractors with higher commitments.• Inform awarded contractors about compliance and reporting expectations. Set your contractors up for success from the outset.	
7) Track	Regularly distribute reporting forms and collect spending reports from contractors. Enforce reporting and supplier diversity spending compliance.	Model contract language and forms



Do: Vendor Trainings for Pre-Bid Conferences and Contractor Onboarding Sessions



1 **Commonwealth of Massachusetts Supplier Diversity Office (SDO)**
Dmitriy Nikolayev
Director of Programs, Policy, and Reporting

2 **What is SDP?**
Mission
To promote equality and diversity in state contracting.
How it works
Executive State agencies must meet annual goals for spending with certified diverse businesses. These goals can be met through:
Direct spending: State Agency → SDP Partner → State Agency
Indirect spending: State Agency → Prime Contractor → SDP Partner → State Agency
All contracts on this contract are required to create partnerships with certified diverse companies as a condition of being on contract.
*Effective July 1, 2023, the SDP will apply to procurements with annual value reported to exceed \$250,000.

3 **Key Contract Requirements**
All
Bidders must propose a % of their contract sales to be spent with certified diverse companies (SDP Partners).
Contractors must report on spending with SDP Partner(s) for the duration of the contract.
SDP Partners utilized by Contractors must be listed in one of the two directories identified in this presentation.
The SDP requirements apply even if your company:
- Requests to do less than \$250,000 in business.
- Does not have SDP Partners at the moment.
- Is a certified diverse business.
*Effective July 1, 2023, the SDP will apply to procurements with annual value reported to exceed \$250,000.

4 **Supplier Diversity Program Plan Forms**
When Bidding → When Awarded → When Reporting
Bidders Budget a % of sales
Prime Contractors Declare SDP Partners
Prime Contractors Report Spending

5 **Eligible Partner Certifications**
Eligible for SDP
Categories: Minority-Owned, Women Business Enterprise, Veteran Business Enterprise, Service-Disabled Veteran-Owned Business Enterprise, Disability-Owned Business Enterprise, Lesbian, Gay, Bisexual, Transgender Business Enterprise.
Not Eligible for SDP
SBE, DBE, PBE, Portuguese Business Enterprise

6 **Program Flexibility**
Your SDP Partner...
Does not have to be a subcontractor
Can be located outside of Massachusetts
Can be changed at any time
One-time and occasional purchases also qualify (e.g., business cards, office equipment, fire extinguisher testing, etc.)

7 **Partnership Options**
Subcontracting
SDP Partners may assist the contractor in providing goods and services offered on contract.
Manufacturing/supplying a product for resale (e.g., printing calendars for sale as office supplies, food products for sale by a grocery vendor)
Supplying a process/component for the prime contractor's product/service (e.g., outsourced logistics services, die casting or binding services outsourced by a printing company, supplying electronic components for a product manufacturer)
Providing a portion of a scope of service (e.g., providing a portion of state-funded consulting, engineering or IT project)

8 **Partnership Options**
Ancillary Products or Services/General Business Needs
SDP Partners may supply products or services needed for the contractor's general business operations.

9 **Finding Partners**
Online Directories of Certified Businesses
1. The SDO Directory of Certified Businesses: More than 3,700 certified businesses. MBE, WBE, VBE, SDVBE, DBE, LBDBE. www.mass.gov/sdo
2. The U.S. Veterans Administration Vendor Information Pages (VIP): More than 14,000 certified businesses. VDBE, SDBVBE. <https://vetsbiz.us.gov/find-company/>

10 **Finding Eligible Certified Partners**
1. Find current suppliers that are already certified: Download the most recent SDP plan from the SDO and similar directories and compare your current suppliers to those lists.
2. Find current suppliers that can be certified: Notify your suppliers to find diverse companies that are not certified or are certified by an organization other than the Massachusetts SDO. Contact them with the SDO sdp@mass.gov and encourage them to get certified.
3. Identify subcontracting needs that can be met by a new diverse business partner: On an ongoing basis, review your company's business needs, including state orders and projects for the potential to hire diverse businesses or subcontractors.
4. Identify general business needs that can be met by a new diverse business partner: On an ongoing basis, review your company's business needs, including one-time purchases, to find areas where you can include new diverse suppliers.
Online Certification Self-Assessment Tool: www.mass.gov/sdo/sata

11 **How to Report**
Use the VRM: File your SDP report at the same time as your sales report.
Enter the actual amount: Enter the full amount of spending rather than only the amount that meets your commitment.
Report as you go: Report every quarter as your SDP spending takes place.
Separate types of spend: If your spending with a partner is mixed (subcontracting + ancillary), whenever possible separate subcontracting and ancillary spending.
Ask for exceptions: If you cannot find your SDP partner by searching the VRM by company name, enter the company manually and note the organization that certified the partner. Contact sdp@mass.gov if you have questions about the status of a partner.

12 **How to Stay in Compliance**
Know your commitment: Be aware of your supplier diversity commitment percentage. When in doubt, contact the OSD Sourcing Manager.
Meet your commitment annually: Meet or exceed your SDP commitment percentage on an annual basis.
- Massachusetts fiscal year: July 1 – June 30th
Communicate with partners: Make your SDP partners aware that you are using them under SDP and remind them to maintain their SDO certification.
Submit your report on time: SDP reports are due within 45 days of the end of each quarter.
Ask for SDO assistance: If you need help, contact sdp@mass.gov.

9 **Subcontracting**
SDP Partners may...
Manufacturing/supplying a product for resale (e.g., printing calendars for sale as office supplies, food products for sale by a grocery vendor)
Supplying a process/component for the prime contractor's product/service (e.g., outsourced logistics services, die casting or binding services outsourced by a printing company, supplying electronic components for a product manufacturer)
Providing a portion of a scope of service (e.g., providing a portion of state-funded consulting, engineering or IT project)

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Do: Supplier Diversity Toolbox



Tool	Description
Statewide Contract Index and Contract User Guides	Use this resource to enable your purchasing staff to: <ul style="list-style-type: none">• Identify and buy from diverse Statewide Contractors, and• Include diverse Statewide Contractors into RFQs.
SDO Certification Self-Assessment	Use this resource to conduct contractor certification drives. Contractors have the option of entering their contact information to be contacted by the SDO.
SDO Directory of Certified Businesses	Use this directory to identify potential diverse bidders for your business opportunity.
SDO business notification service	Use this SDO service to notify potential bidders of your business opportunity.
Model contract language and forms	Use these contract tools to incorporate supplier diversity provisions into your contract and to collect supplier diversity information from bidders.
Model vendor training slides	Use these slides to inform your potential bidders about supplier diversity provisions associated with a business opportunity.
Shared reporting platform (in development)	Users will be able to automate the collection of supplier diversity spending reports from their contractors.



Check: Tracking and Reporting



Action	Description	Resources
<input type="checkbox"/> Review your metrics	Use the same metrics as you used for establishing your baseline to measure your progress against the goal.	- SDO spending analysis - Model supplier diversity metrics
<input type="checkbox"/> Review supplier reports	If your program includes a partnership component, review supplier reports to ensure that prime contractors understand the program and its compliance and reporting requirements.	
<input type="checkbox"/> Ask for feedback	Solicit feedback and suggestions for program improvement from: <ul style="list-style-type: none"> • Supplier diversity team, • Purchasing, procurement and other staff, • Administration, • Successful and unsuccessful bidders, and • Community advocates. 	
<input type="checkbox"/> Communicate your results	Communicate your results internally and externally.	



Adjust: Learning and Iteration



Action	Description	Resources
<input type="checkbox"/> Identify and resolve issues	Meet as a team to review the results and identify organizational, policy, practice and communication changes to implement in the next program cycle.	
<input type="checkbox"/> Reward effort and excellence	Recognize individuals and organizations: <ul style="list-style-type: none"> • Supported your efforts, • Demonstrated outstanding effort, and/or • Performed especially well. 	SDO awards template
<input type="checkbox"/> Exercise accountability	Discuss the program with individuals and organizations that did not adopt it and/or did not perform well: <ul style="list-style-type: none"> • Departments and units within your organization, • Diverse suppliers who did not perform well, and • Contractors who did not fulfill their supplier diversity commitments. Identify ways to support and encourage their participation in the future. Make a decision whether unsuccessful supplier relationships can be improved.	



Adjust: Learning and Iteration



Action	Description	Resources
<input type="checkbox"/> Standardize	Decide which of the documents, metrics, policies and practices in this program cycle were especially effective and resolve to incorporate them into all upcoming procurements.	
<input type="checkbox"/> Communicate	Communicate your lessons learned throughout the organization and explain how the next program cycle is going to be different.	
<input type="checkbox"/> Market your success	Use positive results to increase the visibility of your program, attract attention of the local business community, and generate excitement about upcoming business opportunities.	
<input type="checkbox"/> Participate in the SDO Annual Report	Elevate your program’s standing by including a narrative of your efforts and/or performance data into the Commonwealth’s premier source of supplier diversity information.	SDO Annual Report



Check & Adjust: Supplier Diversity Toolbox



Tool	Description
SDO spending analysis	Use the SDO spending analysis service to measure your spending at the end of the program cycle. Make sure that your rules for selecting transactions for the baseline and for the results are consistent.
Model supplier diversity metrics	Use a consistent set of metrics for comparing your current performance to your baseline. If needed, add new metrics to establish a new baseline for future cycles.
SDO awards template	For many years, the SDO has conducted an awards ceremony celebrating outstanding achievements of Commonwealth agencies, quasi-public organizations, certification partners, and contractors. Use their experience to organize your own awards ceremony.
SDO Annual Report	The SDO's Annual Report aggregates and analyzes supplier diversity spending information for over 70 organizations.



Check & Adjust: Supplier Diversity Awards



MASSACHUSETTS SUPPLIER DIVERSITY AWARDS

The Operational Services Division's Supplier Diversity Office cordially invites you and your agency staff to the Annual Massachusetts Supplier Diversity Awards ceremony.

**Friday, April 26
11:30 AM**

**One Ashburton Place, Boston, MA
21st Floor Conference Rooms 1 and 2**

The awards will follow the OSD Chief Procurement Officer Forum and will recognize secretariats and departments for outstanding achievements in supplier diversity in FY2018. Light refreshments will be served.

[Register to Attend](#)

Please register to attend by Tuesday, April 23rd.

FY2017 Departmental Awards in Supplier Diversity

Awards to be Presented / Citations

The Departmental Awards in Supplier Diversity (three benchmarks four years in a row)

- The Division of Administrative Law Appeals
- The Division of Insurance
- The Executive Office of Environmental Affairs

Departmental Honorable Mentions (three benchmarks three years in a row)

- Soldiers' Home in Massachusetts
- The Department of Telecommunication and Cable

Secretariat of the Year (first to meet the Veteran spending benchmark)

- The Executive Office of Public Safety and Security

Departments Using the Highest Number of Diverse Vendors (over 200 each)

- The Department of Public Health (327)
- The Massachusetts Department of Transportation (261)
- The Department of Developmental Services (233)
- The Massachusetts Rehabilitation Commission (229)
- The Department of Conservation and Recreation (206)

Independent and Quasi-Public Organizations Fully Participating in the Annual Report

- Massachusetts Convention Center Authority (MCCA)
- Massachusetts Gaming Commission
- Massachusetts Housing Finance Agency (MassHousing)

Also recognized

Other outstanding departments (three benchmarks two years in a row)

- Soldiers' Home in Holyoke
- The Department of Business and Technology
- The Department of Conservation and Recreation
- The Department of Housing and Community Development
- The Office of Consumer Affairs and Business Regulation

Other Independent and Quasi-Public Organizations Participating in the Annual Report

- Massachusetts Development Finance Agency (MassDevelopment)
- Massachusetts Port Authority (Massport)
- Massachusetts State College Building Authority
- Massachusetts Water Resources Authority
- University of Massachusetts (UMass)



Check & Adjust: SDO Annual Report



Supplier Diversity Office Comprehensive Annual Report Fiscal Year 2020



Narrative Reports by Quasi-Public Organizations

In FY2020, SDO, in collaboration with the Governor's Office of Access, Opportunity and Community Affairs, continued to coordinate supplier diversity activities among more than two dozen quasi-public organizations across the state. In addition to meetings, resources, and best practices, participants in this effort were offered an opportunity to report their supplier diversity program results through this Annual Report. This chapter contains information from 11 quasi-public organizations that submitted such narrative reports, including two organizations also participating in the quantitative sections of this report (the Massachusetts Convention Center Authority and MassHousing).

Massachusetts Convention Center Authority (MCCA)

The MCCA adopted the Administration's methodology and procedures for measuring diverse business spending, beginning with its FY2017 reporting. While it has not tracked additional categories for diverse business types in the past, the MCCA now is asking vendors to report their certification status among a broader set of business categories (e.g., veteran-owned, LGBT-owned). In FY2018, the MCCA was proud to receive a Supplier Diversity Award for its efforts in promoting economic opportunity for small and diverse businesses in the Commonwealth in the prior fiscal year. Through its centralized Purchasing and Procurement team, the MCCA is looking to continually build upon this achievement to increase opportunities for diverse suppliers. In the fall of 2019, the MCCA was also able to serve as one of the sponsors of the Mass Black Expo inaugural event at the Boston Convention & Exhibition Center (BCEC).

The MCCA advertises major procurements on its website and through local and regional news outlets. Typically, firms responding to such procurements are required to identify how and in what amount they are including diverse businesses within their proposals. Please visit the [MCCA Business Opportunities](#) page for information on current and upcoming Requests for Proposals, Requests for Qualifications, and Invitations for Bids.

Massachusetts Development Finance Agency (MassDevelopment)

Massachusetts Development Finance Agency's (MassDevelopment) Board of Directors (Board) voted at its June 8, 2017, Board of Directors Meeting to adopt a Diverse Business Participation Program (Program) for MassDevelopment's direct contracting. This Program encourages parties seeking contracts with MassDevelopment to use good faith efforts to include MBEs, WBEs, VBEs, and SDVOBES. MassDevelopment refers to these four categories as Diverse Business Enterprises (DBEs).²⁷

MassDevelopment's Program encourages DBE participation and measures such participation for yearly reports to the Board. MassDevelopment staff encourages DBE participation by providing all Requests for Proposal, Requests for Qualifications, and Invitations of Bids to the SDO, the Greater New England Minority Supplier Development Council, and the Center for Women & Enterprise for dissemination.

In FY2018, MassDevelopment worked to roll out the Program and track its "baseline" for future years and annual reporting to the Board. The baseline year annual report was a major undertaking and resulted through collaboration between the finance, legal/procurement and information technology divisions. In FY2018, 11% of MassDevelopment's total direct contracting was procured through a DBE vendor. While this was our baseline year, MassDevelopment acknowledged in its Board report that atypical capital improvement projects on its real

²⁷ The abbreviation "DBE" as used by MassDevelopment is distinct from the federal Disadvantaged Business Enterprise certification with the same abbreviation.



Engaging with the SDO



Engagement Option	Description
Access to SDO resources	<ul style="list-style-type: none">• Access to all SDO program documentation.• SDO assistance in calculating supplier diversity spending.• SDO assistance in promoting business opportunities.
Shared goals and metrics	<p>All the above plus:</p> <ul style="list-style-type: none">• Using the same methodology to calculate addressable spending.• Using the same spending goals:<ul style="list-style-type: none">• Minority Business Enterprises – 8%• Woman Business Enterprises – 14%• Veteran Businesses – 3%• Small Businesses – 3.3%
Full integration	<p>All the above plus:</p> <ul style="list-style-type: none">• Including a narrative in the SDO Annual Report, and/or• Including spending statistics in the SDO Annual Report along with Commonwealth agencies, MassHousing and the Massachusetts Convention Center Authority.

What is Your Next Step?

Advice for New Programs



- **A small team of committed individuals**
- **A pilot project with a good chance of success**
- **A known baseline**
- **A clear measure of success**



Resources and Contact Information



Our Website

www.mass.gov/sdo

Certification Self-Assessment

- Website: www.mass.gov/sdo/start

Supplier Diversity Program

- Website: www.mass.gov/sdp
- SDP Help Desk: sdp@mass.gov

SDO Certification Help Desk

- Phone: 617-502-8843
- Email: Webmaster.SDO@mass.gov

