



OPERATIONAL SERVICES DIVISION

SUPPLIER DIVERSITY OFFICE

THE COMMONWEALTH OF MASSACHUSETTS
Executive Office for Administration and Finance
OPERATIONAL SERVICES DIVISION
One Ashburton Place, Suite 1017
Boston, MA 02108-1552

Charles D. Baker
Governor

Karyn E. Polito
Lieutenant Governor

Kristen Lepore
Secretary

Gary J. Lambert
Assistant Secretary for
Operational Services

July 15, 2016

Mr. Frank Otero
PACO Group, Inc.
110 William Street, Suite 1201
New York, NY 10038

Dear Mr. Otero:

Congratulations! Your firm has been renewed as a minority business enterprise (MBE) with the Supplier Diversity Office ("SDO") under the business description of CONSTRUCTION MANAGEMENT: CPM SCHEDULING, COST CONTROL, COST ESTIMATING; CONSTRUCTION INSPECTION AND SYSTEMS DESIGN. Your firm will be listed in the SDO Certified Business Directory and the Massachusetts Central Register under this description. **This letter serves as the sole proof of your SDO certification.** Your designation as a MBE is valid for three (3) years unless revoked pursuant to 425 CMR 2.00.

Your firm's next renewal date is July 25, 2019. SDO will send written renewal notices to your business and/or e-mail address on file approximately thirty (30) business days prior to your firm's three (3) years certification anniversary. Additionally, every six (6) years, certified companies that wish to remain certified may undergo a substantive review which will require certain updated supporting documentation.

SDO also reserves the right to monitor your firm and to perform random spot checks to ensure the firm continues to meet the certification criteria. Your firm is required to notify the SDO in writing of any material changes. Examples include but are not limited to changes in its business description, as well as business phone number, fax number, business' physical location, webpage and e-mail addresses. Other reportable changes include business structure, ownership (the business is sold or transferred), control and outside employment. You also have a duty to report decertification and debarment notices from this or any other jurisdiction. Failure to abide by the continuing duty requirements shall constitute grounds for the firm's decertification.

We look forward to working with you and your firm to maximize its business opportunities. Should you have any questions, please feel free to contact us via email at wso@state.ma.us.

Sincerely,

A handwritten signature in black ink that reads "William M. McAvoy". The signature is written in a cursive style with a long, sweeping tail on the "y".

William M. McAvoy
Deputy Assistant Secretary and Chief Legal Counsel