

# DISADVANTAGED BUSINESS ENTERPRISE PARTICIPATION PROGRAM

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**Montachusett Regional Transit Authority Goal Methodology**

**FFY2024 to FFY2026**

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## Goal Submission for Fiscal Years 2024-2026

### New Goals

The Montachusett Regional Transit Authority's (MART's) overall goal for FFY2024-2026 (October 1, 2024, through September 30, 2026) is 3.5 percent of the Federal financial assistance we will expend in Department of Transportation (DOT)-assisted contracts, excluding Federal Transit Authority (FTA) funds to be used for the purchase of transit vehicles. MART expects to award \$3,508,000 in DOT-assisted contracts between FFY2024 and FFY2026 for capital projects. \$1,900,000 is expected to be awarded in FFY2024, \$896,000 in FFY25, and \$712,000 in FFY26. In total, MART has set a goal of spending \$122,780 with DBEs during the next three fiscal years. MART expects to meet or exceed its goal of 3.5 percent through race-neutral participation and will award zero percent of its contracts through race-conscious measures.

### DBE Marketing and Outreach

MART has implemented several new marketing and outreach initiatives to encourage DBE participation, increasing its capacity to reach DBEs for project opportunities.

MART has updated its existing website, incorporating information about MART's engagement with DBEs and MART's objectives. MART recently developed a DBE Brochure for distribution meetings and events where applicable, which will also be linked in its website and shared on MART's Facebook page. This resource will aid contractors, subcontractors, and material suppliers in understanding DBE procurement opportunities and requirements. The brochure will be printed and distributed at local Chamber of Commerce events, MART promotional gatherings, and Pre-Bid Meetings.

As it has done in the past, MART will send a list of projected bid opportunities and its goal for the next three years to NewVue Communities and the Spanish American Center to be shared with the small women and minority-owned businesses that they assist with business development. MART will include with this list its updated flyer that will contain information for vendors interested in applying for DBE status and contracting with MART.

MART sends an unsolicited bid package to all DBEs in an applicable NAICS code or area of discipline for each RFR or RFP that MART publishes. MART will maintain this practice for the FFY2024 to FFY2026 goal period.

MART is a member of the North Central Workforce Investment Board and will continue to leverage this connection to establish relationships with more minority and women contracting groups.

### Goal Construction:

#### Projects

The following projects will be completed during fiscal years 2024, 2025, and 2026 and will be accomplished with DOT financial assistance:

**FY24**

<b>Project Name</b>	<b>Project Description</b>
Replace/Upgrade IT-related Support Equipment	Network infrastructure updates and platform updates; technology equipment updates
Rehab Elevators – multiple locations	Renovate elevators in Fitchburg and Leominster at four locations
Gardner Fuel Station Modernization	Replace canopy, fueling station, and pumps; software upgrade
Fitchburg Parking Garage Structural Repairs	Weight-bearing piers to be repaired in accordance with study and design completed in FY23. Project is urgent for structural integrity of the facility.
FM-200 Fitchburg Intermodal and Gardner Maintenance Facility	Relocate two FM200 systems
Rehab Fitchburg Administrative Office and Conference Room	Update Lobby and Conference room at Water Street
Lighting and Electrical Upgrades ITC	Lighting and electric upgrades at ITC
Rehab Leominster Vehicle Storage Facility	Structural shoring in basement of Leominster storage facility; address lolly column and structural issues.
Keys and Access Control	Phase II – Standardization of door keys and badge access control system MART Facilities

**FY25**

Replace/Upgrade IT-related support equipment	Network infrastructure updates and platform updates; technology equipment updates
Fleet Maintenance – 5 Ford Transmissions	Purchase 5 transmissions and related items for Ford E-350 chassis
Fleet Maintenance – 2013 Bus	Mid-life vehicle overhaul
Rehab Historic Transit Bldg – Athol Depot	Exterior site work. Paving of shuttle pens, driveway, and commuter parking area, curbing to maintain safe pedestrian walkways, and fencing replacement to maintain security of transit fleet area.
Rehab Gardner Maintenance Facility	Various exterior work to maintain grounds and facility: Lighting, paving, striping, curbing, possible parking expansion to accommodate site staffing needs
Rehab Fitchburg Parking Garage	Commuter Parking Garage lighting and electrical lighting upgrade.

**FY26**

Replace/Upgrade IT-related support equipment	Network infrastructure updates and platform updates; technology equipment updates
Fleet Maintenance – 5 Ford Transmissions	Purchase 5 transmissions and related items for Ford E-350 chassis
Rehab Fitchburg Parking Garage & Lot	Asphalt & Concrete sealing. Re-striping lot. Minor ancillaries to maintain condition of commuter lot, walkways, and area.
Rehab Fitchburg Parking Lot	Asphalt & Concrete sealing. Re-striping lot. Minor ancillaries to maintain condition of commuter lot, walkways, and area.

## Information Sources

MART used two sources to determine the total number of firms available in our Local Market Area (LMA) and the number of DBE's certified in our region that are ready, willing, and able to bid on our projects.

First, MART generated reports using the United States Census County Business Patterns (CPB) Program. This program generates data based on various categories such as NAICS Codes and geographic regions. The overall statistics for each category for Massachusetts and two counties in southern New Hampshire are shown in *Attachment A*. MART chose these geographies as its local market area based on bids received by MART from firms in southern New Hampshire and from counties across the Commonwealth of Massachusetts.

Second, MART collected DBE data from the Massachusetts Department of Transportation's Unified Certification Program Directory. The Commonwealth's Supplier Diversity Office (SDO) also maintains a downloadable directory of certified DBEs. MART uses these directories to maintain a list of certified DBEs in the region by NAICS code. Based on available directories, there are 4,019 unique DBE firms in all categories that MART or its operating company may use over the next three years. The categories used for the above projects are: (23) Construction (31-33) Manufacturing, (42) Wholesale Trade, (51) Information, (54) Professional, Scientific, and Technical Services, (56) Administrative and Support and Waste Management and Remediation Services and (81) Other Services (except Public Administration).

### Step One: Base Figure

MART calculated a weighted DBE base figure for federally funded projects forecasted for the upcoming goal submission period. To determine this figure, MART calculated the percentage of funds allocated to each project and the relevant NAICS code, which adds up to the project total. MART then calculated the relative availability of DBEs using the applicable NAICS codes. To establish a weighted base figure, MART multiplied the weight of each project by the Relative Availability of DBEs to all firms in the local market. See *Attachment B*.

Table 1 (next page) provides a detailed summary of these projects using the following information:

Year of Award

Project Name

Federal Project Value

NAICS codes

Number of DBE firms on the Massachusetts SDO Certified Business Directory

Total firms (as established by 2021 Census Data for County Business Patterns)

Weight of federal dollars per project against total federal dollars, percentage of available DBEs to total firms

Base number for weight of the project multiplied by DBE availability

A descriptive list of all possible applicable NAICS codes follows in Table 2. This list includes codes that may be used by our Operating/Public Transit Management Company over the course of maintaining MART's vehicles and facilities, as well as codes for MART's direct expenses outside of the capital budget.

Table 1

Project Award	Projects	Amount of DOT \$ on project:	NAICS Code(s)	DBEs available	# all firms available	Weight	Rel. Availability	Weighted Base Figure
2024	Replace/Upgrade IT-related Support Equipment	\$120,000	518210, 541512	322	1701	0.0342	0.1893	0.0065
2024	Rehab Elevators – multiple locations	\$440,000	333921	3	5	0.1254	0.6000	0.0753
2024	Gardner Fuel Station Modernization	\$188,000	424710	2	38	0.0536	0.0526	0.0028
2024	Fitchburg Parking Garage Structural Repairs	\$852,000	238120, 238320, 238910, 332312, 541330	339	5083	0.2429	0.0667	0.0162
2024	FM-200 Fitchburg Intermodal and Gardner Maintenance Facility	\$32,000	238220, 811310	73	3622	0.0091	0.0202	0.0002
2024	Rehab Fitchburg Administrative Office and Conference Room	\$160,000	238150, 238310, 562910	168	1010	0.0456	0.1663	0.0076
2024	Lighting and Electrical Upgrades ITC	\$48,000	238210	114	2734	0.0137	0.0417	0.0006
2024	Rehab Leominster Vehicle Storage Facility (Structural)	\$16,000	238120, 238910, 332312, 238320	339	2454	0.0046	0.1381	0.0006
2024	Keys and Access Control	\$44,000	238210, 332510	133	2752	0.0125	0.0483	0.0006
2025	Replace/Upgrade IT-related support equipment	\$160,000	518210, 541512	322	1701	0.0456	0.1893	0.0086
2025	Fleet Maintenance – 5 Ford Transmissions	\$32,000	336350, 423120	7	224	0.0091	0.0313	0.0003
2025	Fleet Maintenance – 2013 Bus	\$140,000	423120, 811111, 811118	7	2131	0.0399	0.0033	0.0001
2025	Rehab Historic Transit Bldg – Athol Depot	\$224,000	238140, 236210, 236220, 541350	403	1612	0.0639	0.2500	0.0160
2025	Rehab Gardner Maintenance Facility	\$168,000	236220, 238310, 541350	378	1604	0.0479	0.2357	0.0113
2025	Rehab Fitchburg Parking Garage	\$172,000	236220, 238310, 541350	378	1604	0.0490	0.2357	0.0116
2026	Replace/Upgrade IT-related support equipment	\$120,000	518210, 541512	322	1701	0.0342	0.1893	0.0065
2026	Fleet Maintenance – 5 Ford Transmissions	\$32,000	336350, 423120	7	224	0.0091	0.0313	0.0003
2026	Rehab Fitchburg Parking Garage & Lot	\$200,000	238910	351	1257	0.0570	0.2792	0.0159
2026	Rehab Fitchburg Parking Lot	\$360,000	238910	351	1257	0.1026	0.2792	0.0287

**Total DOT/FTA Funds \$3,508,000**

**Rounded, Weighted Base Figure: 21%**

Table 2

Possible NAICS Categories to be used on MART Projects/Operating Activities	
NAICS Code	Code/Category Description
236210	Industrial building construction
236220	Commercial and institutional building construction
237110	Water and sewer line and related structures construction
237120	Oil and gas pipeline and related structures construction
237130	Power and communication line and related structures construction
237310	Highway, street, and bridge construction
237990	Other heavy and civil engineering construction
238110	Poured concrete foundation and structure contractors
238120	Structural steel and precast concrete contractors
238130	Framing contractors
238140	Masonry contractors
238150	Glass and glazing contractors
238160	Roofing contractors
238190	Other foundation, structure, and building exterior contractors
238210	Electrical contractors and other wiring installation contractors
238220	Plumbing, heating, and air-conditioning contractors
238290	Other building equipment contractors
238310	Drywall and insulation contractors
238320	Painting and wall covering contractors
238330	Flooring contractors
238340	Tile and terrazzo contractors
238350	Finish carpentry contractors
238390	Other building finishing contractors
238910	Site preparation contractors
238990	All other specialty trade contractors
315990	Apparel accessories and other apparel manufacturing
323111	Commercial printing (except screen and books)
323113	Commercial screen printing
327991	Cut stone and stone product manufacturing
332111	Iron and steel forging
332312	Fabricated structural metal manufacturing
332321	Metal window and door manufacturing
332322	Sheet metal work manufacturing
332323	Ornamental and architectural metal work manufacturing
332710	Machine shops
333415	Air-conditioning and warm air heating equipment and commercial and industrial refrigeration equipment manufacturing
333921	Elevator and moving stairway manufacturing
333922	Conveyor and conveying equipment manufacturing
334290	Other communications equipment manufacturing
334412	Bare printed circuit board manufacturing
334413	Semiconductor and related device manufacturing
334417	Electronic connector manufacturing

334418	Printed circuit assembly (electronic assembly) manufacturing
334419	Other electronic component manufacturing
334513	Instruments and related products manufacturing for measuring, displaying, and controlling industrial process variables
334515	Instrument manufacturing for measuring and testing electricity and electrical systems
335122	Commercial, industrial, and institutional electric lighting fixture manufacturing
335129	Other lighting equipment manufacturing
335999	All other miscellaneous electrical equipment and component manufacturing
336211	Motor vehicle body manufacturing
336310	Motor vehicle gasoline engine and engine parts manufacturing
336320	Motor vehicle electrical and electronic equipment manufacturing
336390	Other motor vehicle parts manufacturing
339950	Sign manufacturing
339999	All other miscellaneous manufacturing
423120	Motor vehicle supplies and new parts merchant wholesalers
423130	Tire and tube merchant wholesalers
423210	Furniture merchant wholesalers
423310	Lumber, plywood, millwork, and wood panel merchant wholesalers
423320	Brick, stone, and related construction material merchant wholesalers
423390	Other construction material merchant wholesalers
423420	Office equipment merchant wholesalers
423430	Computer and computer peripheral equipment and software merchant wholesalers
423440	Other commercial equipment merchant wholesalers
423490	Other professional equipment and supplies merchant wholesalers
423510	Metal service centers and other metal merchant wholesalers
423610	Electrical apparatus and equipment, wiring supplies, and related equipment merchant wholesalers
423690	Other electronic parts and equipment merchant wholesalers
423710	Hardware merchant wholesalers
423720	Plumbing and heating equipment and supplies (hydronics) merchant wholesalers
423840	Industrial supplies merchant wholesalers
423850	Service establishment equipment and supplies merchant wholesalers
423860	Transportation equipment and supplies (except motor vehicle) merchant wholesalers
423990	Other miscellaneous durable goods merchant wholesalers
424690	Other chemical and allied products merchant wholesalers
424720	Petroleum and petroleum products merchant wholesalers (except bulk stations and terminals)
424990	Other miscellaneous nondurable goods merchant wholesalers
425120	Wholesale trade agents and brokers
441120	Used car dealers
441310	Automotive parts and accessories stores
441320	Tire dealers
442110	Furniture stores
442210	Floor covering stores
442291	Window treatment stores
443141	Household appliance stores
444120	Paint and wallpaper stores
444130	Hardware stores
444190	Other building material dealers



444210	Outdoor power equipment stores
444220	Nursery, garden center, and farm supply stores
448190	Other clothing stores
454310	Fuel dealers
484110	General freight trucking, local
484220	Specialized freight (except used goods) trucking, local
485113	Bus and other motor vehicle transit systems
485210	Interurban and rural bus transportation
485999	All other transit and ground passenger transportation
488210	Support activities for rail transportation
488410	Motor vehicle towing
488490	Other support activities for road transportation
492110	Couriers and express delivery services
492210	Local messengers and local delivery
511110	Newspaper publishers
511120	Periodical publishers
512191	Teleproduction and other postproduction services
512199	Other motion picture and video industries
512240	Sound recording studios
512290	Other sound recording industries
515112	Radio stations
515120	Television broadcasting
515210	Cable and other subscription programming
517311	Wired telecommunications carriers
517312	Wireless telecommunications carriers (except satellite)
517410	Satellite telecommunications
517911	Telecommunications resellers
517919	All other telecommunications
518210	Data processing, hosting, and related services
519130	Internet publishing and broadcasting and web search portals
519190	All other information services
522110	Commercial banking
522120	Savings institutions
522130	Credit unions
524113	Direct life insurance carriers
524114	Direct health and medical insurance carriers
524126	Direct property and casualty insurance carriers
524210	Insurance agencies and brokerages
524292	Third party administration of insurance and pension funds
524298	All other insurance related activities
531210	Offices of real estate agents and brokers
531390	Other activities related to real estate
532310	General rental centers
532420	Office machinery and equipment rental and leasing
532490	Other commercial and industrial machinery and equipment rental and leasing
541110	Offices of lawyers
541211	Offices of certified public accountants
541213	Tax preparation services

541214	Payroll services
541219	Other accounting services
541310	Architectural services
541320	Landscape architectural services
541330	Engineering services
541340	Drafting services
541350	Building inspection services
541360	Geophysical surveying and mapping services
541370	Surveying and mapping (except geophysical) services
541380	Testing laboratories
541410	Interior design services
541420	Industrial design services
541430	Graphic design services
541511	Custom computer programming services
541512	Computer systems design services
541513	Computer facilities management services
541519	Other computer related services
541611	Administrative management and general management consulting services
541612	Human resources consulting services
541613	Marketing consulting services
541614	Process, physical distribution, and logistics consulting services
541618	Other management consulting services
541620	Environmental consulting services
541690	Other scientific and technical consulting services
541720	Research and development in the social sciences and humanities
541810	Advertising agencies
541820	Public relations agencies
541830	Media buying agencies
541840	Media representatives
541850	Outdoor advertising
541860	Direct mail advertising
541870	Advertising material distribution services
541890	Other services related to advertising
541910	Marketing research and public opinion polling
541921	Photography studios, portrait
541922	Commercial photography
541930	Translation and interpretation services
541990	All other professional, scientific, and technical services
561110	Office administrative services
561210	Facilities support services
561311	Employment placement agencies
561312	Executive search services
561320	Temporary help services
561410	Document preparation services
561421	Telephone answering services
561422	Telemarketing bureaus and other contact centers
561439	Other business service centers (including copy shops)
561499	All other business support services

561612	Security guards and patrol services
561621	Security systems services (except locksmiths)
561622	Locksmiths
561710	Exterminating and pest control services
561720	Janitorial services
561730	Landscaping services
561740	Carpet and upholstery cleaning services
561790	Other services to buildings and dwellings
562111	Solid waste collection
562119	Other waste collection
562211	Hazardous waste treatment and disposal
562212	Solid waste landfill
562219	Other nonhazardous waste treatment and disposal
562910	Remediation services
562998	All other miscellaneous waste management services
611420	Computer training
611430	Professional and management development training
611699	All other miscellaneous schools and instruction
621511	Medical laboratories
811111	General automotive repair
811121	Automotive body, paint, and interior repair and maintenance
811122	Automotive glass replacement shops
811198	All other automotive repair and maintenance
811212	Computer and office machine repair and maintenance
811213	Communication equipment repair and maintenance

### Step Two: Adjustment

MART will **increase** its DBE goal from 2 percent attainment through capital and operating projects to 3.5 percent for FFY2024 to FFY2025 through capital and operating contracts. This will be accomplished through DBE concentration above and by continuing to use our yearly renewable DBE contract for a legacy software maintenance agreement, as well as procurements for DBE print shops for branding and brochures using federal operating funds.

MART makes this adjustment due to the following evidentiary information:

### Past Participation

In FFY2021 and FFY2022 MART **met and exceeded its goal**, which was set at 2 percent. In the first half of FFY2023 MART did not achieve its goal; however, a personnel change and reduced funding availability as COVID and ARPA funds are expended may have resulted in reaching a smaller pool of DBE vendors. MART expects to meet or nearly meet its goal in the second half of FFY2023, though it is still resolving its end-of-year calculations. These figures are based on both capital and operating projects and their corresponding procurements. Given this data and estimating that contract awards overall will decrease in the coming year due to funding constraints, MART should **increase** its goal to 3.5 percent (1.5 percent above its previous goal) until it has established its capacity to attain a higher goal.

Disparity Studies – MART researched disparity studies done for the Commonwealth of Massachusetts and found that the most recent study was completed in 2017 by NERA Economic Consulting, commissioned by the Commonwealth’s Division of Capital Asset Management. According to the report, *Business Disparities in the DCAMM Construction and Design Market Area*: "If discrimination is present in the market area, business formation rates may be lower than they would be if discrimination were not present." (p. 100).

Considering evidence of racial disparity in the market area, it suggests "goal-setters might consider adjusting baseline estimates of M/WBE and PBE availability upward to partly account for the depressing effects of discrimination on current measured levels of availability." (p. 101)

Though not attained specifically for RTAs, the DCAMM study also provides useful data on construction and design, and documents disparities that often preclude DBE’s from obtaining financing, bonding, and insurance to participate in markets. The study encourages an upward adjustment to baseline estimates of DBE availability to account for the continuing effects of discrimination on minority and women-owned businesses. The disparity ratio cited in the study for Construction and Design-related businesses was 52.80. For non-minority women-owned Businesses in the Construction and Design Sector, the disparity ratio was 44.23 (p. 102).

### **Statistical Disparities**

The NERA study also showed evidence of statistical disparities in the Credit/Capital Markets, which includes areas of financing, bonding, and insurance. The following relevant bullet points are from the published Executive Summary:

Minority-owned firms were particularly likely to report that they did not apply for a loan over the preceding three years because they feared the loan would be denied.

When minority-owned firms did apply for a loan, their loan requests were substantially more likely to be denied than other groups, even after accounting for differences in factors like size and credit history.

When minority-owned firms did receive a loan, they were charged higher interest rates on the loan than was true of comparable White-owned firms.

Far more minority-owned firms report that credit market conditions are a serious concern than is the case for White-owned firms.

A greater share of minority-owned firms believes that the availability of credit is the most important issue likely to confront the firm in the next 12 months.

NERA concludes in its findings pertaining to Credit/Capital Markets “that there is evidence of discrimination against M/WBEs in the DCAMM market area in the small business credit market. This discrimination is particularly acute for African American-owned small businesses where, even after adjusting for differences in assets, liabilities, and creditworthiness, the loan denial rates remain substantially higher than for nonminority male-owned small businesses.” (p. 8)

## Race-Neutral & Race Conscious Participation

### Detailed Past Goal Attainment

MART met and exceeded its goal through race-neutral means on capital projects in FY2021 and FY2022. In the first half of FY2023, MART did not meet its goal. By estimating projects that will be undertaken in the second half of the year, it is expected that MART expects to meet its goal of 2% for FY2023. MART also has a five-year contract with a DBE for software maintenance on its trip booking and automatic scheduling and dispatching software for its paratransit system. The contract was renewed on July 1, 2022.

In 2021 MART achieved 2.72 percent DBE participation in contract completions and 4.09 percent in contract awards, including subcontracts. DBEs were awarded \$141,268 through Prime contracts and \$254,318 through subcontracts.

In 2022 MART achieved 1.16 percent DBE participation in contract completions, and 4.12 percent in contract awards, including subcontracts. DBEs were awarded \$349,966 through Prime contracts, and \$9,110 through subcontracts.

In the first half of FFY2023, MART achieved zero percent DBE participation in contract completions, and .81 percent in contract awards, including subcontracts. DBEs were awarded zero dollars in prime contracts, and \$16,715 in subcontracts. As mentioned above, MART procurement staff was transitioning, and improved outreach in the second half of FFY2023 was expected to result in additional DBE contract awards.

This data is available in *Attachment C*.

MART's past attainments were made using Race-Neutral measures (no contract goals were set). MART made continual efforts to reach DBE firms and encourage bid participation and has often received bids from DBEs for prime contracts. In some cases, MART awarded contracts to DBEs, and thus was able to meet its goal.

However, in other DBE bid submissions, MART observed that prices were not as competitive as non-DBE vendors, and MART was unable to award contracts to DBE bidders using the grading criteria on its solicitations. Since MART was able to achieve its goals for two of the past three years, MART expects to achieve its new goal using Race-Neutral measures.

2018 County Business Patterns (NAICS)

Geographic Area Name	2017 NAICS code	Meaning of NAICS Code	Year	Number of firms	Totals per NAICS
Massachusetts	236210	Industrial building construction	2021	46	46
Cheshire County, NH	236220	Commercial and institutional building construction	2021	10	
Hillsborough County, NH	236220	Commercial and institutional building construction	2021	49	
Massachusetts	236220	Commercial and institutional building construction	2021	728	787
Cheshire County, NH	237110	Water and sewer line and related structures construction	2021	4	
Hillsborough County, NH	237110	Water and sewer line and related structures construction	2021	10	
Massachusetts	237110	Water and sewer line and related structures construction	2021	223	237
Massachusetts	237120	Oil and gas pipeline and related structures construction	2021	23	23
Hillsborough County, NH	237130	Power and communication line and related structures construction	2021	14	
Massachusetts	237130	Power and communication line and related structures construction	2021	104	118
Cheshire County, NH	237310	Highway, street, and bridge construction	2021	5	
Hillsborough County, NH	237310	Highway, street, and bridge construction	2021	12	
Massachusetts	237310	Highway, street, and bridge construction	2021	217	234
Massachusetts	237990	Other heavy and civil engineering construction	2021	101	101
Cheshire County, NH	238110	Poured concrete foundation and structure contractors	2021	14	
Hillsborough County, NH	238110	Poured concrete foundation and structure contractors	2021	37	
Massachusetts	238110	Poured concrete foundation and structure contractors	2021	288	339
Hillsborough County, NH	238120	Structural steel and precast concrete contractors	2021	5	
Massachusetts	238120	Structural steel and precast concrete contractors	2021	67	72
Cheshire County, NH	238130	Framing contractors	2021	13	
Hillsborough County, NH	238130	Framing contractors	2021	27	
Massachusetts	238130	Framing contractors	2021	331	371
Cheshire County, NH	238140	Masonry contractors	2021	8	
Hillsborough County, NH	238140	Masonry contractors	2021	31	
Massachusetts	238140	Masonry contractors	2021	610	649
Cheshire County, NH	238150	Glass and glazing contractors	2021	3	
Hillsborough County, NH	238150	Glass and glazing contractors	2021	10	
Massachusetts	238150	Glass and glazing contractors	2021	135	148
Cheshire County, NH	238160	Roofing contractors	2021	7	
Hillsborough County, NH	238160	Roofing contractors	2021	27	
Massachusetts	238160	Roofing contractors	2021	427	461
Hillsborough County, NH	238190	Other foundation, structure, and building exterior contractors	2021	9	
Massachusetts	238190	Other foundation, structure, and building exterior contractors	2021	120	129
Cheshire County, NH	238210	Electrical contractors and other wiring installation contractors	2021	30	
Hillsborough County, NH	238210	Electrical contractors and other wiring installation contractors	2021	163	
Massachusetts	238210	Electrical contractors and other wiring installation contractors	2021	2541	2734
Cheshire County, NH	238220	Plumbing, heating, and air-conditioning contractors	2021	37	
Hillsborough County, NH	238220	Plumbing, heating, and air-conditioning contractors	2021	205	
Massachusetts	238220	Plumbing, heating, and air-conditioning contractors	2021	3034	3276
Hillsborough County, NH	238290	Other building equipment contractors	2021	9	
Massachusetts	238290	Other building equipment contractors	2021	161	170
Cheshire County, NH	238310	Drywall and insulation contractors	2021	11	
Hillsborough County, NH	238310	Drywall and insulation contractors	2021	107	
Massachusetts	238310	Drywall and insulation contractors	2021	569	687
Cheshire County, NH	238320	Painting and wall covering contractors	2021	16	
Hillsborough County, NH	238320	Painting and wall covering contractors	2021	58	
Massachusetts	238320	Painting and wall covering contractors	2021	1017	1091
Cheshire County, NH	238330	Flooring contractors	2021	6	
Hillsborough County, NH	238330	Flooring contractors	2021	30	
Massachusetts	238330	Flooring contractors	2021	451	487
Cheshire County, NH	238340	Tile and terrazzo contractors	2021	3	
Hillsborough County, NH	238340	Tile and terrazzo contractors	2021	5	
Massachusetts	238340	Tile and terrazzo contractors	2021	242	250
Cheshire County, NH	238350	Finish carpentry contractors	2021	10	
Hillsborough County, NH	238350	Finish carpentry contractors	2021	39	
Massachusetts	238350	Finish carpentry contractors	2021	979	1028
Hillsborough County, NH	238390	Other building finishing contractors	2021	17	
Massachusetts	238390	Other building finishing contractors	2021	181	198
Cheshire County, NH	238910	Site preparation contractors	2021	21	
Hillsborough County, NH	238910	Site preparation contractors	2021	82	
Massachusetts	238910	Site preparation contractors	2021	1154	1257
Cheshire County, NH	238990	All other specialty trade contractors	2021	11	
Hillsborough County, NH	238990	All other specialty trade contractors	2021	63	
Massachusetts	238990	All other specialty trade contractors	2021	841	915
Massachusetts	315990	Apparel accessories and other apparel manufacturing	2021	9	9
Hillsborough County, NH	323111	Commercial printing (except screen and books)	2021	21	
Massachusetts	323111	Commercial printing (except screen and books)	2021	326	347
Cheshire County, NH	323113	Commercial screen printing	2021	3	
Hillsborough County, NH	323113	Commercial screen printing	2021	10	
Massachusetts	323113	Commercial screen printing	2021	88	101
Hillsborough County, NH	327991	Cut stone and stone product manufacturing	2021	7	
Massachusetts	327991	Cut stone and stone product manufacturing	2021	51	58
Massachusetts	332111	Iron and steel forging	2021	7	7
Massachusetts	332312	Fabricated structural metal manufacturing	2021	34	34



Massachusetts	332321	Metal window and door manufacturing	2021	14	14
Hillsborough County, NH	332322	Sheet metal work manufacturing	2021	18	
Massachusetts	332322	Sheet metal work manufacturing	2021	95	113
Hillsborough County, NH	332323	Ornamental and architectural metal work manufacturing	2021	4	
Massachusetts	332323	Ornamental and architectural metal work manufacturing	2021	52	56
Cheshire County, NH	332710	Machine shops	2021	10	
Hillsborough County, NH	332710	Machine shops	2021	37	
Massachusetts	332710	Machine shops	2021	426	473
Massachusetts	333415	Air-conditioning and warm air heating equipment and commercial and industrial refrigeration equipment manufacturing	2021	8	8
Massachusetts	333921	Elevator and moving stairway manufacturing	2021	5	5
Massachusetts	333922	Conveyor and conveying equipment manufacturing	2021	10	10
Massachusetts	334290	Other communications equipment manufacturing	2021	11	11
Hillsborough County, NH	334412	Bare printed circuit board manufacturing	2021	6	
Massachusetts	334412	Bare printed circuit board manufacturing	2021	10	16
Hillsborough County, NH	334413	Semiconductor and related device manufacturing	2021	9	
Massachusetts	334413	Semiconductor and related device manufacturing	2021	43	52
Hillsborough County, NH	334417	Electronic connector manufacturing	2021	4	
Massachusetts	334417	Electronic connector manufacturing	2021	10	14
Hillsborough County, NH	334418	Printed circuit assembly (electronic assembly) manufacturing	2021	17	
Massachusetts	334418	Printed circuit assembly (electronic assembly) manufacturing	2021	18	35
Hillsborough County, NH	334419	Other electronic component manufacturing	2021	11	
Massachusetts	334419	Other electronic component manufacturing	2021	57	68
Massachusetts	334513	Instruments and related products manufacturing for measuring, displaying, and controlling industrial process variables	2021	32	32
Hillsborough County, NH	334515	Instrument manufacturing for measuring and testing electricity and electrical systems	2021	3	
Massachusetts	334515	Instrument manufacturing for measuring and testing electricity and electrical systems	2021	41	44
Massachusetts	335122	Commercial, industrial, and institutional electric lighting fixture manufacturing	2021	13	13
Massachusetts	335129	Other lighting equipment manufacturing	2021	6	6
Hillsborough County, NH	335999	All other miscellaneous electrical equipment and component manufacturing	2021	3	
Massachusetts	335999	All other miscellaneous electrical equipment and component manufacturing	2021	34	37
Massachusetts	336211	Motor vehicle body manufacturing	2021	7	7
Massachusetts	336310	Motor vehicle gasoline engine and engine parts manufacturing	2021	5	5
Massachusetts	336320	Motor vehicle electrical and electronic equipment manufacturing	2021	4	4
Massachusetts	336390	Other motor vehicle parts manufacturing	2021	9	9
Hillsborough County, NH	339950	Sign manufacturing	2021	15	
Massachusetts	339950	Sign manufacturing	2021	109	124
Massachusetts	339999	All other miscellaneous manufacturing	2021	67	67
Cheshire County, NH	423120	Motor vehicle supplies and new parts merchant wholesalers	2021	4	
Hillsborough County, NH	423120	Motor vehicle supplies and new parts merchant wholesalers	2021	20	
Massachusetts	423120	Motor vehicle supplies and new parts merchant wholesalers	2021	212	236
Hillsborough County, NH	423130	Tire and tube merchant wholesalers	2021	4	
Massachusetts	423130	Tire and tube merchant wholesalers	2021	39	13
Hillsborough County, NH	423210	Furniture merchant wholesalers	2021	8	
Massachusetts	423210	Furniture merchant wholesalers	2021	91	99
Cheshire County, NH	423310	Lumber, plywood, millwork, and wood panel merchant wholesalers	2021	5	
Hillsborough County, NH	423310	Lumber, plywood, millwork, and wood panel merchant wholesalers	2021	17	
Massachusetts	423310	Lumber, plywood, millwork, and wood panel merchant wholesalers	2021	120	142
Hillsborough County, NH	423320	Brick, stone, and related construction material merchant wholesalers	2021	6	
Massachusetts	423320	Brick, stone, and related construction material merchant wholesalers	2021	59	65
Hillsborough County, NH	423390	Other construction material merchant wholesalers	2021	4	
Massachusetts	423390	Other construction material merchant wholesalers	2021	59	63
Hillsborough County, NH	423420	Office equipment merchant wholesalers	2021	16	
Massachusetts	423420	Office equipment merchant wholesalers	2021	192	208
Hillsborough County, NH	423430	Computer and computer peripheral equipment and software merchant wholesalers	2021	18	
Massachusetts	423430	Computer and computer peripheral equipment and software merchant wholesalers	2021	211	229
Hillsborough County, NH	423440	Other commercial equipment merchant wholesalers	2021	4	
Massachusetts	423440	Other commercial equipment merchant wholesalers	2021	59	63
Hillsborough County, NH	423490	Other professional equipment and supplies merchant wholesalers	2021	8	
Massachusetts	423490	Other professional equipment and supplies merchant wholesalers	2021	106	114
Hillsborough County, NH	423510	Metal service centers and other metal merchant wholesalers	2021	12	
Massachusetts	423510	Metal service centers and other metal merchant wholesalers	2021	125	137
Cheshire County, NH	423610	Electrical apparatus and equipment, wiring supplies, and related equipment merchant wholesalers	2021	4	
Hillsborough County, NH	423610	Electrical apparatus and equipment, wiring supplies, and related equipment merchant wholesalers	2021	28	
Massachusetts	423610	Electrical apparatus and equipment, wiring supplies, and related equipment merchant wholesalers	2021	304	336
Hillsborough County, NH	423690	Other electronic parts and equipment merchant wholesalers	2021	35	
Massachusetts	423690	Other electronic parts and equipment merchant wholesalers	2021	280	315
Hillsborough County, NH	423710	Hardware merchant wholesalers	2021	15	
Massachusetts	423710	Hardware merchant wholesalers	2021	90	105
Hillsborough County, NH	423720	Plumbing and heating equipment and supplies (hydronics) merchant wholesalers	2021	14	
Massachusetts	423720	Plumbing and heating equipment and supplies (hydronics) merchant wholesalers	2021	167	181
Hillsborough County, NH	423840	Industrial supplies merchant wholesalers	2021	15	
Massachusetts	423840	Industrial supplies merchant wholesalers	2021	124	139
Hillsborough County, NH	423850	Service establishment equipment and supplies merchant wholesalers	2021	9	
Massachusetts	423850	Service establishment equipment and supplies merchant wholesalers	2021	82	91
Massachusetts	423860	Transportation equipment and supplies (except motor vehicle) merchant wholesalers	2021	16	16
Hillsborough County, NH	423990	Other miscellaneous durable goods merchant wholesalers	2021	12	
Massachusetts	423990	Other miscellaneous durable goods merchant wholesalers	2021	140	152
Hillsborough County, NH	424690	Other chemical and allied products merchant wholesalers	2021	14	
Massachusetts	424690	Other chemical and allied products merchant wholesalers	2021	133	147
Massachusetts	424720	Petroleum and petroleum products merchant wholesalers (except bulk stations and terminals)	2021	33	33
Hillsborough County, NH	424990	Other miscellaneous nondurable goods merchant wholesalers	2021	17	
Massachusetts	424990	Other miscellaneous nondurable goods merchant wholesalers	2021	154	171

Cheshire County, NH	425120	Wholesale trade agents and brokers	2021	4	
Hillsborough County, NH	425120	Wholesale trade agents and brokers	2021	48	
Massachusetts	425120	Wholesale trade agents and brokers	2021	766	<b>818</b>
Cheshire County, NH	441120	Used car dealers	2021	5	
Hillsborough County, NH	441120	Used car dealers	2021	49	
Massachusetts	441120	Used car dealers	2021	582	<b>636</b>
Cheshire County, NH	441310	Automotive parts and accessories stores	2021	14	
Hillsborough County, NH	441310	Automotive parts and accessories stores	2021	51	
Massachusetts	441310	Automotive parts and accessories stores	2021	645	<b>710</b>
Cheshire County, NH	441320	Tire dealers	2021	10	
Hillsborough County, NH	441320	Tire dealers	2021	31	
Massachusetts	441320	Tire dealers	2021	298	<b>339</b>
Cheshire County, NH	442110	Furniture stores	2021	7	
Hillsborough County, NH	442110	Furniture stores	2021	29	
Massachusetts	442110	Furniture stores	2021	353	<b>389</b>
Cheshire County, NH	442210	Floor covering stores	2021	4	
Hillsborough County, NH	442210	Floor covering stores	2021	20	
Massachusetts	442210	Floor covering stores	2021	211	<b>235</b>
Hillsborough County, NH	442291	Window treatment stores	2021	4	
Massachusetts	442291	Window treatment stores	2021	52	<b>56</b>
Hillsborough County, NH	443141	Household appliance stores	2021	5	
Massachusetts	443141	Household appliance stores	2021	122	<b>127</b>
Hillsborough County, NH	444120	Paint and wallpaper stores	2021	8	
Massachusetts	444120	Paint and wallpaper stores	2021	137	<b>145</b>
Cheshire County, NH	444130	Hardware stores	2021	7	
Hillsborough County, NH	444130	Hardware stores	2021	18	
Massachusetts	444130	Hardware stores	2021	289	<b>314</b>
Cheshire County, NH	444190	Other building material dealers	2021	18	
Hillsborough County, NH	444190	Other building material dealers	2021	65	
Massachusetts	444190	Other building material dealers	2021	674	<b>757</b>
Cheshire County, NH	444210	Outdoor power equipment stores	2021	3	
Hillsborough County, NH	444210	Outdoor power equipment stores	2021	4	
Massachusetts	444210	Outdoor power equipment stores	2021	62	<b>69</b>
Cheshire County, NH	444220	Nursery, garden center, and farm supply stores	2021	8	
Hillsborough County, NH	444220	Nursery, garden center, and farm supply stores	2021	18	
Massachusetts	444220	Nursery, garden center, and farm supply stores	2021	223	<b>249</b>
Hillsborough County, NH	448190	Other clothing stores	2021	22	
Massachusetts	448190	Other clothing stores	2021	236	<b>258</b>
Cheshire County, NH	454310	Fuel dealers	2021	13	
Hillsborough County, NH	454310	Fuel dealers	2021	23	
Massachusetts	454310	Fuel dealers	2021	397	<b>433</b>
Cheshire County, NH	484110	General freight trucking, local	2021	9	
Hillsborough County, NH	484110	General freight trucking, local	2021	36	
Massachusetts	484110	General freight trucking, local	2021	664	<b>709</b>
Cheshire County, NH	484220	Specialized freight (except used goods) trucking, local	2021	11	
Hillsborough County, NH	484220	Specialized freight (except used goods) trucking, local	2021	16	
Massachusetts	484220	Specialized freight (except used goods) trucking, local	2021	452	<b>479</b>
Massachusetts	485113	Bus and other motor vehicle transit systems	2021	15	<b>15</b>
Massachusetts	485210	Interurban and rural bus transportation	2021	18	<b>18</b>
Hillsborough County, NH	485999	All other transit and ground passenger transportation	2021	3	
Massachusetts	485999	All other transit and ground passenger transportation	2021	68	<b>71</b>
Massachusetts	488210	Support activities for rail transportation	2021	13	<b>13</b>
Hillsborough County, NH	488410	Motor vehicle towing	2021	18	
Massachusetts	488410	Motor vehicle towing	2021	239	<b>257</b>
Massachusetts	488490	Other support activities for road transportation	2021	51	<b>51</b>
Cheshire County, NH	492110	Couriers and express delivery services	2021	3	
Hillsborough County, NH	492110	Couriers and express delivery services	2021	28	
Massachusetts	492110	Couriers and express delivery services	2021	233	<b>264</b>
Hillsborough County, NH	492210	Local messengers and local delivery	2021	12	
Massachusetts	492210	Local messengers and local delivery	2021	70	<b>82</b>
Massachusetts	511110	Newspaper publishers	2021	134	<b>134</b>
Cheshire County, NH	511120	Periodical publishers	2021	3	
Hillsborough County, NH	511120	Periodical publishers	2021	6	
Massachusetts	511120	Periodical publishers	2021	109	<b>118</b>
Massachusetts	512191	Teleproduction and other postproduction services	2021	39	<b>39</b>
Massachusetts	512199	Other motion picture and video industries	2021	3	<b>3</b>
Hillsborough County, NH	512240	Sound recording studios	2021	3	
Massachusetts	512240	Sound recording studios	2021	40	<b>43</b>
Massachusetts	512290	Other sound recording industries	2021	8	<b>8</b>
Massachusetts	515112	Radio stations	2021	63	<b>63</b>
Massachusetts	515120	Television broadcasting	2021	47	<b>47</b>
Massachusetts	515210	Cable and other subscription programming	2021	74	<b>74</b>
Cheshire County, NH	517311	Wired telecommunications carriers	2021	7	
Hillsborough County, NH	517311	Wired telecommunications carriers	2021	53	
Massachusetts	517311	Wired telecommunications carriers	2021	667	<b>727</b>
Cheshire County, NH	517312	Wireless telecommunications carriers (except satellite)	2021	3	
Hillsborough County, NH	517312	Wireless telecommunications carriers (except satellite)	2021	38	
Massachusetts	517312	Wireless telecommunications carriers (except satellite)	2021	437	<b>478</b>
Massachusetts	517410	Satellite telecommunications	2021	9	<b>9</b>
Massachusetts	517911	Telecommunications resellers	2021	46	<b>46</b>
Massachusetts	517919	All other telecommunications	2021	43	<b>43</b>
Hillsborough County, NH	518210	Data processing, hosting, and related services	2021	31	
Massachusetts	518210	Data processing, hosting, and related services	2021	481	<b>512</b>
Hillsborough County, NH	519130	Internet publishing and broadcasting and web search portals	2021	14	
Massachusetts	519130	Internet publishing and broadcasting and web search portals	2021	239	<b>253</b>
Massachusetts	519190	All other information services	2021	18	<b>18</b>
Massachusetts	522110	Commercial banking	2021	1446	<b>1446</b>



Massachusetts	522120	Savings institutions	2021	975	975
Massachusetts	522130	Credit unions	2021	427	427
Hillsborough County, NH	524113	Direct life insurance carriers	2021	20	
Massachusetts	524113	Direct life insurance carriers	2021	167	187
Hillsborough County, NH	524114	Direct health and medical insurance carriers	2021	9	
Massachusetts	524114	Direct health and medical insurance carriers	2021	90	99
Cheshire County, NH	524126	Direct property and casualty insurance carriers	2021	8	
Hillsborough County, NH	524126	Direct property and casualty insurance carriers	2021	27	
Massachusetts	524126	Direct property and casualty insurance carriers	2021	247	282
Cheshire County, NH	524210	Insurance agencies and brokerages	2021	24	
Hillsborough County, NH	524210	Insurance agencies and brokerages	2021	143	
Massachusetts	524210	Insurance agencies and brokerages	2021	2194	2361
Cheshire County, NH	524292	Third party administration of insurance and pension funds	2021	3	
Hillsborough County, NH	524292	Third party administration of insurance and pension funds	2021	14	
Massachusetts	524292	Third party administration of insurance and pension funds	2021	129	146
Hillsborough County, NH	524298	All other insurance related activities	2021	5	
Massachusetts	524298	All other insurance related activities	2021	49	54
Massachusetts	531210	Offices of real estate agents and brokers	2021	2335	2335
Massachusetts	531390	Other activities related to real estate	2021	354	354
Massachusetts	532310	General rental centers	2021	51	51
Massachusetts	532420	Office machinery and equipment rental and leasing	2021	20	20
Hillsborough County, NH	532490	Other commercial and industrial machinery and equipment rental and leasing	2021	8	
Massachusetts	532490	Other commercial and industrial machinery and equipment rental and leasing	2021	157	165
Massachusetts	541110	Offices of lawyers	2021	4080	4080
Massachusetts	541211	Offices of certified public accountants	2021	1125	1125
Massachusetts	541213	Tax preparation services	2021	673	673
Massachusetts	541214	Payroll services	2021	120	120
Massachusetts	541219	Other accounting services	2021	731	731
Cheshire County, NH	541310	Architectural services	2021	5	
Hillsborough County, NH	541310	Architectural services	2021	18	
Massachusetts	541310	Architectural services	2021	721	744
Hillsborough County, NH	541320	Landscape architectural services	2021	6	
Massachusetts	541320	Landscape architectural services	2021	134	140
Cheshire County, NH	541330	Engineering services	2021	10	
Hillsborough County, NH	541330	Engineering services	2021	142	
Massachusetts	541330	Engineering services	2021	1482	1634
Hillsborough County, NH	541340	Drafting services	2021	12	
Massachusetts	541340	Drafting services	2021	29	41
Hillsborough County, NH	541350	Building inspection services	2021	7	
Massachusetts	541350	Building inspection services	2021	123	130
Massachusetts	541360	Geophysical surveying and mapping services	2021	5	5
Hillsborough County, NH	541370	Surveying and mapping (except geophysical) services	2021	9	
Massachusetts	541370	Surveying and mapping (except geophysical) services	2021	134	143
Hillsborough County, NH	541380	Testing laboratories	2021	17	
Massachusetts	541380	Testing laboratories	2021	150	167
Hillsborough County, NH	541410	Interior design services	2021	7	
Massachusetts	541410	Interior design services	2021	362	369
Massachusetts	541420	Industrial design services	2021	30	30
Hillsborough County, NH	541430	Graphic design services	2021	15	
Massachusetts	541430	Graphic design services	2021	301	316
Cheshire County, NH	541511	Custom computer programming services	2021	10	
Hillsborough County, NH	541511	Custom computer programming services	2021	148	
Massachusetts	541511	Custom computer programming services	2021	1826	1984
Cheshire County, NH	541512	Computer systems design services	2021	3	
Hillsborough County, NH	541512	Computer systems design services	2021	97	
Massachusetts	541512	Computer systems design services	2021	1089	1189
Hillsborough County, NH	541513	Computer facilities management services	2021	12	
Massachusetts	541513	Computer facilities management services	2021	146	158
Hillsborough County, NH	541519	Other computer related services	2021	10	
Massachusetts	541519	Other computer related services	2021	374	384
Cheshire County, NH	541611	Administrative management and general management consulting services	2021	13	
Hillsborough County, NH	541611	Administrative management and general management consulting services	2021	57	
Massachusetts	541611	Administrative management and general management consulting services	2021	1755	1825
Hillsborough County, NH	541612	Human resources consulting services	2021	7	
Massachusetts	541612	Human resources consulting services	2021	232	239
Cheshire County, NH	541613	Marketing consulting services	2021	4	
Hillsborough County, NH	541613	Marketing consulting services	2021	52	
Massachusetts	541613	Marketing consulting services	2021	934	990
Hillsborough County, NH	541614	Process, physical distribution, and logistics consulting services	2021	11	
Massachusetts	541614	Process, physical distribution, and logistics consulting services	2021	183	194
Hillsborough County, NH	541618	Other management consulting services	2021	9	
Massachusetts	541618	Other management consulting services	2021	132	141
Cheshire County, NH	541620	Environmental consulting services	2021	6	
Hillsborough County, NH	541620	Environmental consulting services	2021	6	
Massachusetts	541620	Environmental consulting services	2021	275	287
Cheshire County, NH	541690	Other scientific and technical consulting services	2021	3	
Hillsborough County, NH	541690	Other scientific and technical consulting services	2021	22	
Massachusetts	541690	Other scientific and technical consulting services	2021	506	531
Massachusetts	541720	Research and development in the social sciences and humanities	2021	104	104
Hillsborough County, NH	541810	Advertising agencies	2021	16	
Massachusetts	541810	Advertising agencies	2021	256	272
Hillsborough County, NH	541820	Public relations agencies	2021	6	
Massachusetts	541820	Public relations agencies	2021	199	205
Massachusetts	541830	Media buying agencies	2021	19	19
Massachusetts	541840	Media representatives	2021	17	17
Hillsborough County, NH	541850	Outdoor advertising	2021	5	
Massachusetts	541850	Outdoor advertising	2021	43	48

Hillsborough County, NH	541860	Direct mail advertising	2021	6	
Massachusetts	541860	Direct mail advertising	2021	43	49
Massachusetts	541870	Advertising material distribution services	2021	12	12
Hillsborough County, NH	541890	Other services related to advertising	2021	7	
Massachusetts	541890	Other services related to advertising	2021	160	167
Hillsborough County, NH	541910	Marketing research and public opinion polling	2021	5	
Massachusetts	541910	Marketing research and public opinion polling	2021	146	151
Cheshire County, NH	541921	Photography studios, portrait	2021	3	
Hillsborough County, NH	541921	Photography studios, portrait	2021	17	
Massachusetts	541921	Photography studios, portrait	2021	166	186
Massachusetts	541922	Commercial photography	2021	107	107
Hillsborough County, NH	541930	Translation and interpretation services	2021	3	
Massachusetts	541930	Translation and interpretation services	2021	53	56
Hillsborough County, NH	541990	All other professional, scientific, and technical services	2021	18	
Massachusetts	541990	All other professional, scientific, and technical services	2021	538	556
Cheshire County, NH	561110	Office administrative services	2021	5	
Hillsborough County, NH	561110	Office administrative services	2021	51	
Massachusetts	561110	Office administrative services	2021	688	744
Hillsborough County, NH	561210	Facilities support services	2021	16	
Massachusetts	561210	Facilities support services	2021	218	234
Hillsborough County, NH	561311	Employment placement agencies	2021	6	
Massachusetts	561311	Employment placement agencies	2021	163	169
Hillsborough County, NH	561312	Executive search services	2021	12	
Massachusetts	561312	Executive search services	2021	187	199
Cheshire County, NH	561320	Temporary help services	2021	5	
Hillsborough County, NH	561320	Temporary help services	2021	70	
Massachusetts	561320	Temporary help services	2021	973	1048
Hillsborough County, NH	561410	Document preparation services	2021	3	
Massachusetts	561410	Document preparation services	2021	145	148
Massachusetts	561421	Telephone answering services	2021	27	27
Hillsborough County, NH	561422	Telemarketing bureaus and other contact centers	2021	12	
Massachusetts	561422	Telemarketing bureaus and other contact centers	2021	37	49
Hillsborough County, NH	561439	Other business service centers (including copy shops)	2021	7	
Massachusetts	561439	Other business service centers (including copy shops)	2021	110	117
Hillsborough County, NH	561499	All other business support services	2021	3	
Massachusetts	561499	All other business support services	2021	56	59
Hillsborough County, NH	561612	Security guards and patrol services	2021	10	
Massachusetts	561612	Security guards and patrol services	2021	161	171
Hillsborough County, NH	561621	Security systems services (except locksmiths)	2021	16	
Massachusetts	561621	Security systems services (except locksmiths)	2021	135	151
Massachusetts	561622	Locksmiths	2021	90	90
Hillsborough County, NH	561710	Exterminating and pest control services	2021	10	
Massachusetts	561710	Exterminating and pest control services	2021	226	236
Cheshire County, NH	561720	Janitorial services	2021	13	
Hillsborough County, NH	561720	Janitorial services	2021	121	
Massachusetts	561720	Janitorial services	2021	1665	1799
Cheshire County, NH	561730	Landscaping services	2021	48	
Hillsborough County, NH	561730	Landscaping services	2021	242	
Massachusetts	561730	Landscaping services	2021	4384	4674
Hillsborough County, NH	561740	Carpet and upholstery cleaning services	2021	5	
Massachusetts	561740	Carpet and upholstery cleaning services	2021	93	98
Cheshire County, NH	561790	Other services to buildings and dwellings	2021	4	
Hillsborough County, NH	561790	Other services to buildings and dwellings	2021	26	
Massachusetts	561790	Other services to buildings and dwellings	2021	309	339
Cheshire County, NH	562111	Solid waste collection	2021	3	
Hillsborough County, NH	562111	Solid waste collection	2021	15	
Massachusetts	562111	Solid waste collection	2021	263	281
Massachusetts	562119	Other waste collection	2021	21	21
Massachusetts	562211	Hazardous waste treatment and disposal	2021	26	26
Massachusetts	562212	Solid waste landfill	2021	31	31
Massachusetts	562219	Other nonhazardous waste treatment and disposal	2021	19	19
Hillsborough County, NH	562910	Remediation services	2021	7	
Massachusetts	562910	Remediation services	2021	168	175
Hillsborough County, NH	562998	All other miscellaneous waste management services	2021	3	
Massachusetts	562998	All other miscellaneous waste management services	2021	18	21
Massachusetts	611420	Computer training	2021	50	50
Hillsborough County, NH	611430	Professional and management development training	2021	12	
Massachusetts	611430	Professional and management development training	2021	219	231
Hillsborough County, NH	611699	All other miscellaneous schools and instruction	2021	14	
Massachusetts	611699	All other miscellaneous schools and instruction	2021	209	223
Hillsborough County, NH	621511	Medical laboratories	2021	16	
Massachusetts	621511	Medical laboratories	2021	355	371
Cheshire County, NH	811111	General automotive repair	2021	39	
Hillsborough County, NH	811111	General automotive repair	2021	169	
Massachusetts	811111	General automotive repair	2021	1874	2082
Cheshire County, NH	811121	Automotive body, paint, and interior repair and maintenance	2021	11	
Hillsborough County, NH	811121	Automotive body, paint, and interior repair and maintenance	2021	55	
Massachusetts	811121	Automotive body, paint, and interior repair and maintenance	2021	1010	1076
Hillsborough County, NH	811122	Automotive glass replacement shops	2021	8	
Massachusetts	811122	Automotive glass replacement shops	2021	154	162
Hillsborough County, NH	811198	All other automotive repair and maintenance	2021	4	
Massachusetts	811198	All other automotive repair and maintenance	2021	60	64
Hillsborough County, NH	811212	Computer and office machine repair and maintenance	2021	15	
Massachusetts	811212	Computer and office machine repair and maintenance	2021	83	98
Hillsborough County, NH	811213	Communication equipment repair and maintenance	2021	3	
Massachusetts	811213	Communication equipment repair and maintenance	2021	23	26

	NAICS Code(s)	Project Name	Amount of DOT funds on project:	% of total DOT \$
1	518210, 541512	Replace/Upgrade IT-related Support Equipment	\$120,000	0.0342
2	333921	Rehab Elevators – multiple locations	\$440,000	0.1254
3	424710	Gardner Fuel Station Modernization	\$188,000	0.0536
4	238120, 238320, 238910, 332312, 541330	Fitchburg Parking Garage Structural Repairs	\$852,000	0.2429
5	238220, 811310	FM-200 Fitchburg Intermodal and Gardner Maintenance Facility	\$32,000	0.0091
6	238150, 238310, 562910	Rehab Fitchburg Administrative Office and Conference Room	\$160,000	0.0456
7	238210	Lighting and Electrical Upgrades ITC	\$48,000	0.0137
8	238120, 238910, 332312, 238320	Rehab Leominster Vehicle Storage Facility (Structural)	\$16,000	0.0046
	238210, 332510	Keys and Access Control	\$44,000	0.0125
10	518210, 541512	Replace/Upgrade IT-related support equipment	\$160,000	0.0456
11	336350, 423120	Fleet Maintenance – 5 Ford Transmissions	\$32,000	0.0091
12	423120, 811111, 811118	Fleet Maintenance – 2013 Bus	\$140,000	0.0399
13	238140, 236210, 236220, 541350	Rehab Historic Transit Bldg – Athol Depot	\$224,000	0.0639
14	236220, 238310, 541350	Rehab Gardner Maintenance Facility	\$168,000	0.0479
15	236220, 238310, 541350	Rehab Fitchburg Parking Garage	\$172,000	0.0490
16	518210, 541512	Replace/Upgrade IT-related support equipment	\$120,000	0.0342
17	336350, 423120	Fleet Maintenance – 5 Ford Transmissions	\$32,000	0.0091
18	238910	Rehab Fitchburg Parking Garage & Lot	\$200,000	0.0570
19	238910	Rehab Fitchburg Parking Lot	\$360,000	0.1026
	<b>Total FTA-Assisted Contract Funds</b>		<b>\$3,508,000</b>	<b>1</b>

	NAICS Code	Project Name	# DBEs available to perform work	# all firms available (including DBEs)	Relative Availability
1	518210, 541512	Replace/Upgrade IT-related Support Equipment	322	1701	0.1893
2	333921	Rehab Elevators – multiple locations	3	5	0.6000
3	424710	Gardner Fuel Station Modernization	2	38	0.0526
4	238120, 238320, 238910, 332312, 541330	Fitchburg Parking Garage Structural Repairs	339	5083	0.0667
5	238220, 811310	FM-200 Fitchburg Intermodal and Gardner Maintenance Facility	73	3622	0.0202
6	238150, 238310, 562910	Rehab Fitchburg Administrative Office and Conference Room	168	1010	0.1663
8	238210	Lighting and Electrical Upgrades ITC	114	2734	0.0417
7	238120, 238910, 332312, 238320	Rehab Leominster Vehicle Storage Facility	339	2454	0.1381
9	238210, 332510	Keys and Access Control	133	2752	0.0483
10	518210, 541512	Replace/Upgrade IT-related support equipment	322	1701	0.1893
11	336350, 423120	Fleet Maintenance – 5 Ford Transmissions	7	224	0.0313
12	423120, 811111, 811118	Fleet Maintenance – 2013 Bus	7	2131	0.0033
13	238140, 236210, 236220, 541350	Rehab Historic Transit Bldg – Athol Depot	403	1612	0.2500
14	236220, 238310, 541350	Rehab Gardner Maintenance Facility	378	1604	0.2357
15	236220, 238310, 541350	Rehab Fitchburg Parking Garage	378	1604	0.2357
16	518210, 541512	Replace/Upgrade IT-related support equipment	322	1701	0.1893
17	336350, 423120	Fleet Maintenance – 5 Ford Transmissions	7	224	0.0313
18	238910	Rehab Fitchburg Parking Garage & Lot	351	1257	0.2792
19	238910	Rehab Fitchburg Parking Lot	351	1257	0.2792
	<b>Combined Totals</b>		<b>4,019</b>	<b>32,714</b>	<b>3.0475</b>

	NAICS Code	Project	Weight	x	Availability	Weighted Base Figure
1	518210, 541512	Replace/Upgrade IT-related Support Equipment	0.0342	x	0.1893	0.0065
2	333921	Rehab Elevators – multiple locations	0.1254	x	0.6000	0.0753
3	424710	Gardner Fuel Station Modernization	0.0536	x	0.0526	0.0028
4	238120, 238320, 238910, 332312, 541330	Fitchburg Parking Garage Structural Repairs	0.2429	x	0.0667	0.0162
5	238220, 811310	FM-200 Fitchburg Intermodal and Gardner Maintenance Facility	0.0091	x	0.0202	0.0002
6	238150, 238310, 562910	Rehab Fitchburg Administrative Office and Conference Room	0.0456	x	0.1663	0.0076
7	238210	Lighting and Electrical Upgrades ITC	0.0137	x	0.0417	0.0006
8	238120, 238910, 332312, 238320	Rehab Leominster Vehicle Storage Facility	0.0046	x	0.1381	0.0006
9	238210, 332510	Keys and Access Control	0.0125	x	0.0483	0.0006
10	518210, 541512	Replace/Upgrade IT-related support equipment	0.0456	x	0.1893	0.0086
11	336350, 423120	Fleet Maintenance – 5 Ford Transmissions	0.0091	x	0.0313	0.0003
12	423120, 811111, 811118	Fleet Maintenance – 2013 Bus	0.0399	x	0.0033	0.0001
13	238140, 236210, 236220, 541350	Rehab Historic Transit Bldg – Athol Depot	0.0639	x	0.2500	0.0160
14	236220, 238310, 541350	Rehab Gardner Maintenance Facility	0.0479	x	0.2357	0.0113
15	236220, 238310, 541350	Rehab Fitchburg Parking Garage	0.0490	x	0.2357	0.0116
16	518210, 541512	Replace/Upgrade IT-related support equipment	0.0342	x	0.1893	0.0065
17	336350, 423120	Fleet Maintenance – 5 Ford Transmissions	0.0091	x	0.0313	0.0003
18	238910	Rehab Fitchburg Parking Garage & Lot	0.0570	x	0.2792	0.0159
19	238910	Rehab Fitchburg Parking Lot	0.1026	x	0.2792	0.0287
					<b>Total</b>	.2095
					<b>Expressed as a % (*100)</b>	20.95%

<b>Rounded, Weighted Base Figure</b>	<b>21%</b>
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<b>Fiscal Year:</b>	2021		2021		2021 Totals		
<b>Reporting Period:</b>	Report submitted June 1		Report submitted Dec 1		Full Year		
<b>Awards/Commitments Made During Period:</b>	<b>A. Total Dollars</b>	<b>C. Total to DBEs (\$)</b>	<b>A. Total Dollars</b>	<b>C. Total to DBEs (\$)</b>	<b>A. Total Dollars</b>	<b>C. Total to DBEs (\$)</b>	<b>I. % of Total \$ to DBEs</b>
8. Prime Contracts Awarded This Period:	\$984,012	\$14,598	\$8,292,517	\$126,670	\$9,276,529	\$141,268	1.52%
9. Subcontracts Awarded/Committed This Period:	\$132,040	\$0	\$254,318	\$47,000	\$386,358	\$254,318	65.82%
<b>Total:</b>	<b>\$1,116,052</b>	<b>\$14,598</b>	<b>\$8,546,835</b>	<b>\$173,670</b>	<b>\$9,662,887</b>	<b>\$395,586</b>	<b>4.09%</b>
<b>Actual Payments On Contracts Completed This Reporting Period:</b>	<b>B. Total Dollar Value of Prime Contracts Completed</b>	<b>D. Total DBE Participation (dollars)</b>	<b>B. Total Dollar Value of Prime Contracts Completed</b>	<b>D. Total DBE Participation (dollars)</b>	<b>B. Total Dollar Value of Prime Contracts Completed</b>	<b>D. Total DBE Participation (dollars)</b>	<b>E. % of Total DBE Participation</b>
12. Race Conscious:	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
13. Race Neutral:	\$229,731	\$5,566	\$4,926,304	\$135,077	\$5,156,035	\$140,643	2.72%
<b>Totals:</b>	<b>\$229,731</b>	<b>\$5,566</b>	<b>\$4,926,304</b>	<b>\$135,077</b>	<b>\$5,156,035</b>	<b>\$140,643</b>	<b>2.72%</b>

<b>Fiscal Year:</b>	2022		2022		2022 Totals		
<b>Reporting Period:</b>	Report submitted June 1		Report submitted Dec 1		Full Year		
<b>Awards/Commitments Made During Period:</b>	<b>A. Total Dollars</b>	<b>C. Total to DBEs (\$)</b>	<b>A. Total Dollars</b>	<b>C. Total to DBEs (\$)</b>	<b>A. Total Dollars</b>	<b>C. Total to DBEs (\$)</b>	<b>I. % of Total \$ to DBEs</b>
8. Prime Contracts Awarded This Period:	\$1,332,973	\$2,488	\$6,757,258	\$347,478	\$8,090,231	\$349,966	4.32%
9. Subcontracts Awarded/Committed This Period:	\$185,858	\$0	\$423,256	\$9,110	\$609,114	\$9,110	1.5%
<b>Total:</b>	<b>\$1,518,831</b>	<b>\$2,488</b>	<b>\$7,180,514</b>	<b>\$356,588</b>	<b>\$8,699,345</b>	<b>\$359,076</b>	<b>4.12%</b>
<b>Actual Payments On Contracts Completed This Reporting Period:</b>	<b>B. Total Dollar Value of Prime Contracts Completed</b>	<b>D. Total DBE Participation (dollars)</b>	<b>B. Total Dollar Value of Prime Contracts Completed</b>	<b>D. Total DBE Participation (dollars)</b>	<b>B. Total Dollar Value of Prime Contracts Completed</b>	<b>D. Total DBE Participation (dollars)</b>	<b>E. % of Total DBE Participation</b>
12. Race Conscious:	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
13. Race Neutral:	\$614,325	\$0	\$5,913,163	\$75,895	\$6,527,488	\$75,895	1.16%
<b>Totals:</b>	<b>\$614,325</b>	<b>\$0</b>	<b>\$5,913,163</b>	<b>\$75,895</b>	<b>\$6,527,488</b>	<b>\$75,895</b>	<b>1.16%</b>

<b>Fiscal Year:</b>	2023		2023		2023 Totals		
<b>Reporting Period:</b>	Report submitted June 1		Report due December 1		Full Year		
<b>Awards/Commitments Made During Period:</b>	<b>A. Total Dollars</b>	<b>C. Total to DBEs (\$)</b>	<b>A. Total Dollars</b>	<b>C. Total to DBEs (\$)</b>	<b>A. Total Dollars</b>	<b>C. Total to DBEs (\$)</b>	<b>I. % of Total \$ to DBEs</b>
8. Prime Contracts Awarded This Period:	\$1,377,588	\$0					0
9. Subcontracts Awarded/Committed This Period:	\$685,421	\$16,715					2.44%
<b>Total:</b>	<b>\$2,063,009</b>	<b>\$16,715</b>					<b>.81%</b>
<b>Actual Payments On Contracts Completed This Reporting Period:</b>	<b>B. Total Dollar Value of Prime Contracts Completed</b>	<b>D. Total DBE Participation (dollars)</b>	<b>B. Total Dollar Value of Prime Contracts Completed</b>	<b>D. Total DBE Participation (dollars)</b>	<b>B. Total Dollar Value of Prime Contracts Completed</b>	<b>D. Total DBE Participation (dollars)</b>	<b>E. % of Total DBE Participation</b>
12. Race Conscious:	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
13. Race Neutral:	\$1,337,214	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Totals:</b>	<b>\$1,337,214</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

Second half of FFY2023 is TBD