

THE COMMONWEALTH OF MASSACHUSETTS  
Executive Office for Administration and Finance  
*Operational Services Division*  
**Supplier Diversity Office**

One Ashburton Place, Room 1313, Boston, MA 02108-1552

Deval L. Patrick  
Governor

Timothy P. Murray  
Lieutenant Governor

Jay Gonzalez  
Secretary

Gary Lambert  
Assistant Secretary for Operational Services

Reginald A. Nunnally  
Executive Director

November 18, 2011

Ms. Angela Wilcox  
AMW Marketing  
22 Fleetwood Drive  
Norfolk, MA 02056

Dear Ms. Wilcox:

Congratulations! The Supplier Diversity Office (SDO), on behalf of the Massachusetts Unified Certification Program (MassUCP), is pleased to notify you that your company has been certified as a disadvantaged business enterprise (DBE). We will list your firm in Massachusetts Central Register and our DBE Directory as certified in the following NAICS: 541613 with the certified business description **MARKETING AND COMMUNICATIONS COMPANY SPECIALIZING IN: DEVELOPMENT OF STRATEGIC PLANS, CORPORATE IDENTITY SYSTEMS, BRANDING STRATEGIES, COLLATERAL DEVELOPMENT, BROCHURES, ADVERTISEMENTS, DIRECT MAIL, WEB SITES, PACKAGING AND MARKETING STRATEGIES FOR NON-PROFIT AND FOR-PROFIT BUSINESSES**. We commend you on your new certification and wish you success over the coming year. **This letter serves as sole and exclusive proof of your firm's DBE certification.**

Your firm's designation as a DBE will appear in the Massachusetts Central Register and the DBE Certified Business Listing of eligible firms for federal-aid transportation projects.

As a DBE, you must inform SDO in writing of changes affecting your size, disadvantaged status, ownership, control requirements or in any of the information provided in your application form. Changes in management responsibility among members of a limited liability company are covered by this requirement. You must attach supporting documentation describing in detail the nature of such changes. The notice must take the form of an affidavit sworn to by the owners of the firm before a person who is authorized by state law to administer oaths or of an un-sworn declaration executed under penalty of perjury of the laws of the United States. You must provide the written notification within thirty (30) days of the occurrence of the change. If you fail to make timely notification of such a change, you will be deemed to have failed to cooperate under 49 CFR 26.109(c).

You must renew your firm's DBE certification, if it continues to meet the applicable criteria, on or before your firm's certification anniversary date of November 17, 2012, each year. To do so, you will need to submit:

- (1) Notarized originals of No Change Affidavit. **(please complete the attached forms)**
- (2) Affidavit of Good Standing. **(please complete the attached forms)**

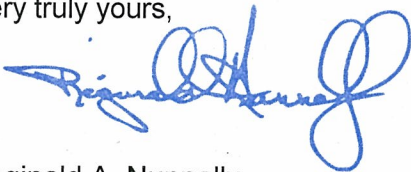
- (3) A **signed** copy of your company's, and all of its affiliates', U.S. Tax Returns including all schedules and attachments for the year(s) indicated.
- (4) A signed copy of your Personal Tax Returns.
- (5) If a sole proprietor, a **signed** copy of your complete tax return including the Schedule C. for year(s) indicated.
- (6) All financial statements of your company for the year(s) indicated.
- (7) A notarized statement of the number of full- and part-time employees (including owner) for each year indicated.
- (8) Completed Personal Financial Statement and Statement of Disadvantage Forms. (see attached forms with instructions).
- (9) For out of state companies, please provide a copy of your most recent certification letter from your home state.

SDO reserves the right to monitor, perform random spot checks, re-evaluate the firm or revoke the firm's certification if it no longer meets the certification criteria.

If you have changed your company name or address, please notify Ms. Nedra D. White, in writing on the company's letterhead in order to update your state vendor file.

During the period of your certification, if you have further questions regarding annual reviews, please contact Ms. Nedra D. White, SDO/DBE Renewal Specialist, at (617) 502-8852.

Very truly yours,



Reginald A. Nunnally  
Executive Director