



**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

August 7, 2017

Ms. Karen Grando  
International Asbestos Removal, Inc.  
6808 Woodside Avenue  
Woodside, NY 11377

Dear Ms. Grando:

Congratulations! Your firm has been certified as a woman business enterprise (WBE) with the Supplier Diversity Office ("SDO") under the business description of **INSULATION SPECIALISTS**. 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 WBE is valid for three (3) years unless revoked pursuant to 425 CMR 2.00.

Your firm's next renewal date is August 3, 2020. 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](mailto:wso@state.ma.us).

Sincerely,

A handwritten signature in blue ink that reads "William M. McAvoy". The signature is written in a cursive, flowing style.

William M. McAvoy  
Deputy Assistant Secretary and  
Chief Legal Counsel