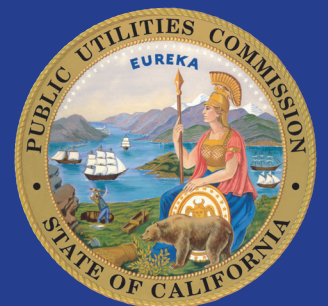




Year 2010 Utility Procurement of Goods, Services and Fuel from Women-, Minority-, and Disabled Veteran-owned Business Enterprises



September 2011



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EXECUTIVE SUMMARY

This is the California Public Utilities Commission's (CPUC) 25th annual Report to the Legislature, pursuant to Public Utilities (PU) Code Section 8283, on progress reported by utilities in procuring goods, services, and fuel from women-, minority-, and disabled veteran-owned business enterprises (WMDVBEs)¹.

Utility spending on WMDVBE procurement increased from \$4.27 billion in 2009 to \$5.17 billion in 2010, an increase of 21.07%. There also was an increase as a percentage of total utility procurement: amounts from WMDVBE firms increased from 16.72% in 2009 to 22.95% in 2010.

- The large energy utilities (Sempra, PG&E, and Edison) along with the wire-line side of AT&T and Verizon continue to exceed the goal of 21.5%; however, the wireless side of AT&T and Verizon continue to considerably underperform.
- AT&T wireless procured just over 10% of their goods & services from diverse suppliers while Verizon wireless was even lower at less than 9%.
- We also received very limited information from the two cable companies – Comcast and Cox communications; and nothing from TimeWarner.
 - These companies use a much broader definition for diverse suppliers and furthermore the diverse suppliers are self-defined rather than certified by an independent agency. Therefore, we don't include the cable companies in this report, because they don't comply with the stated rules of GO156.
- Water Utilities - The six largest CPUC-regulated water utilities are required by PU Code section 8283 to participate in the GO 156 program. All six utilities filed reports with the

¹ PU Code Section 8283 requires CPUC-regulated gas, electric, telephone, and water utilities, and their regulated subsidiaries and affiliates, with gross annual revenues exceeding \$25 million, to submit annual verifiable plans for increasing procurement from WMDVBEs. The CPUC is responsible for verifying the status of WMDVBE applicants, reporting results of the program, and making recommendations to achieve maximum results in implementing legislative policy.

PU Code Section 8283 mandates that the CPUC submit its report on September 1 of each year. General Order (GO) 156 requires each utility to establish goals for utility purchases of services, goods, and fuel as a percentage of total procurement from WMDVBEs. The goals are 15 percent, 5 percent, and 1.5 percent for minority-owned, women-owned, and disabled veteran-owned businesses, respectively.

CPUC. Although not required to do, Park Water Company voluntarily submitted a report as well. California-American Water showed the highest level of overall achievement at 26.18 percent, while Suburban Water Systems reached 20.03 percent, and San Jose Water Company attained 15.13 percent. Most of the water utilities increased their total percentage over that of 2009. The CPUC applauds the gains shown by the water utilities, but calls upon them to make continuing efforts to achieve greater levels of diversity. The CPUC stands ready to assist the water utilities in this endeavor.

Major program accomplishments and significant developments for the CPUC's Utility Supplier Diversity Program include:

- In May the Commission adopted D.11-05-019. In this decision, the Commission strongly reaffirmed its support of the policy goals of GO 156, particularly the economic benefits to ratepayers and communities. In an effort to enhance the transparency and accountability of existing utility supplier diversity programs, the decision made several amendments to GO 156. These amendments require: (1) electronic filing of the GO 156 annual reports, (2) posting of the reports on the Commission's website, (3) separate reporting of electric procurement spending, (4) reporting of the total number of women-, minority-, and disabled veteran-owned businesses enterprises (WMDVBEs) that received direct spend in a reporting period, (5) reporting of amounts spent by utilities on technical assistance, and (6) periodic random audits of the GO 156 reports.
- The CPUC's diverse supplier database continues to grow. Since the streamlining of the certification took effect two years ago the database has increased over 41% to almost 7,000 diverse suppliers.
- The CPUC held its eighth Full Panel Hearing in October 2010, and will hold its ninth hearing on October 11, 2011, regarding the supplier diversity program and diversity issues. High-level executives and representatives from industry, government, and other interested parties (CEOs, Commissioners, etc.) are expected to attend.
- The Commission continues to expand its efforts in the areas of legal services and financial services, areas of spending that are traditionally underrepresented in WMDVBE procurement. The utilities decreased their spending on WMDVBE legal services in 2010, but increased their WMDVBE spend on financial services. Specifically, legal spending on

WMDVBE firms by the traditional six utilities decreased from \$23 million in 2009 to \$22 million in 2010, and financial services spending increased from \$3.6 million in 2009 to \$6.0 million in 2010. Due to the Commission's continued leadership and encouragement, both the utilities and WMDVBE vendors are regularly hosting outreach events to attract and match potential new vendors to increase utilization of diverse legal and financial service firms.

- The Commission continues its initiative to better understand the unique characteristics of the traditionally underrepresented Disabled Veteran Business Enterprise (DVBE) community. Through a series of outreach meetings with veteran organizations, the utilities and the Commission have held quarterly meetings with the goal of enhancing procurement opportunities for DVBEs. To underscore this effort, the Joint Utilities Workshop on DVBE Utilization continues outreach to over one thousand DVBEs for the purpose of updating their profiles for accuracy and completeness in order to procure contracting opportunities with the investor-owned utilities.
- The Commission hosted three Small Business Expos throughout the state in 2010 and participated in many others. The Expos matched small businesses and diverse vendors to utility procurement personnel. A representative of the Commission's WMDVBE certification clearinghouse operator attended many of these expositions.
- The Commission continues to work with the California Utilities Diversity Council, the National Utilities Diversity Council, community-based organizations, and business organizations such as chambers of commerce, to promote the goal of WMDVBE development in California.

OVERVIEW OF 2010 SUPPLIER DIVERSITY PROCUREMENT

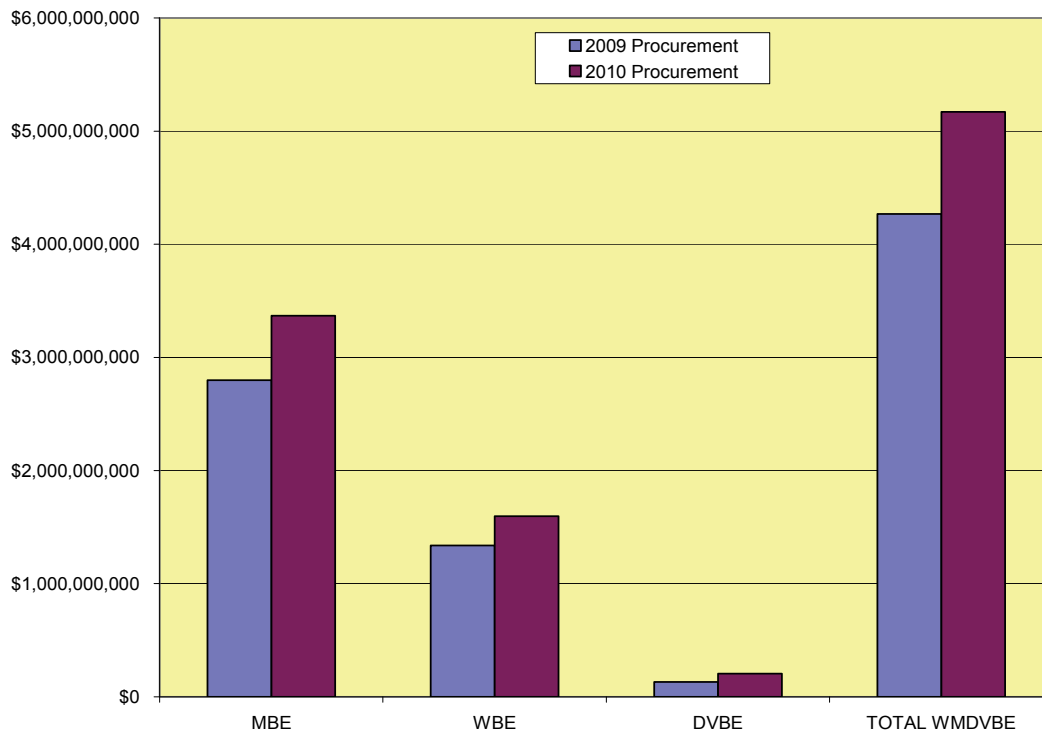
Total utility WMDVBE procurement for 2010 was \$5.17 billion – a 21.07 percent increase from the \$4.27 billion reported in 2009. Of the \$5.17 billion for 2010, the results show:

Category	Procurement Amount	Percentage Achieved	Goal
MBE	\$3.37 billion	14.95%	15.0%
WBE	\$1.60 billion	7.09%	5.0%
DVBE	\$0.205 billion	0.91%	1.5%

The large utilities experienced increasing percentages in each of the three WMDVBE categories, while the small utilities increased their percentages in the MBE and WBE categories. The results show the utilities are meeting the 5 percent goal for women-owned businesses, but are not yet achieving the 15 percent goal for minority-owned business enterprises, nor the 1.5 percent goal for disabled veteran-owned business enterprises.

In 2009, the CPUC reported the results of 30 utilities; for 2010, the CPUC has gathered information on the results of 31 utilities.

Comparison of 2009 and 2010 WMDVBE Procurement



2010 UTILITY WMDVBE PROCUREMENT PROGRAM RESULTS

This report summarizes utility procurement information into two categories: 1) large utilities (those with total procurement of approximately \$150 million or more); and 2) small utilities (those with procurement under \$150 million). Attachment A to this report details the utilities' 2010 and 2009 WMDVBE procurement program results. The large utilities represent a disproportionately large share of total utility procurement (96 percent). Of all utilities required to report, the following exceptions are noted: Comcast of California, Cox Communications of California, and Metro PCS state their reports were based on information from vendors who self-identify as women and/or minorities. Cricket Communications states its' procurement decisions are not made on a state-by-state basis and has difficulty in separating its reporting by a state-specific segment. U.S. Cellular states it provides service in California and 25 other states and provided their report on a company-wide basis, with California information only if available. T-Mobile states a large percentage of its procurement is from manufacturers located out of state and was not included in their procurement base. For these reasons, their information has not been included in this report. The Commission reminds the utilities of their obligation to report their results using only CPUC Clearinghouse certified/approved vendors and to report the results of their procurement activities that are in support of their California operations.

Program Results of Large Utilities

Eleven large utilities reported activity in their WMDVBE programs:

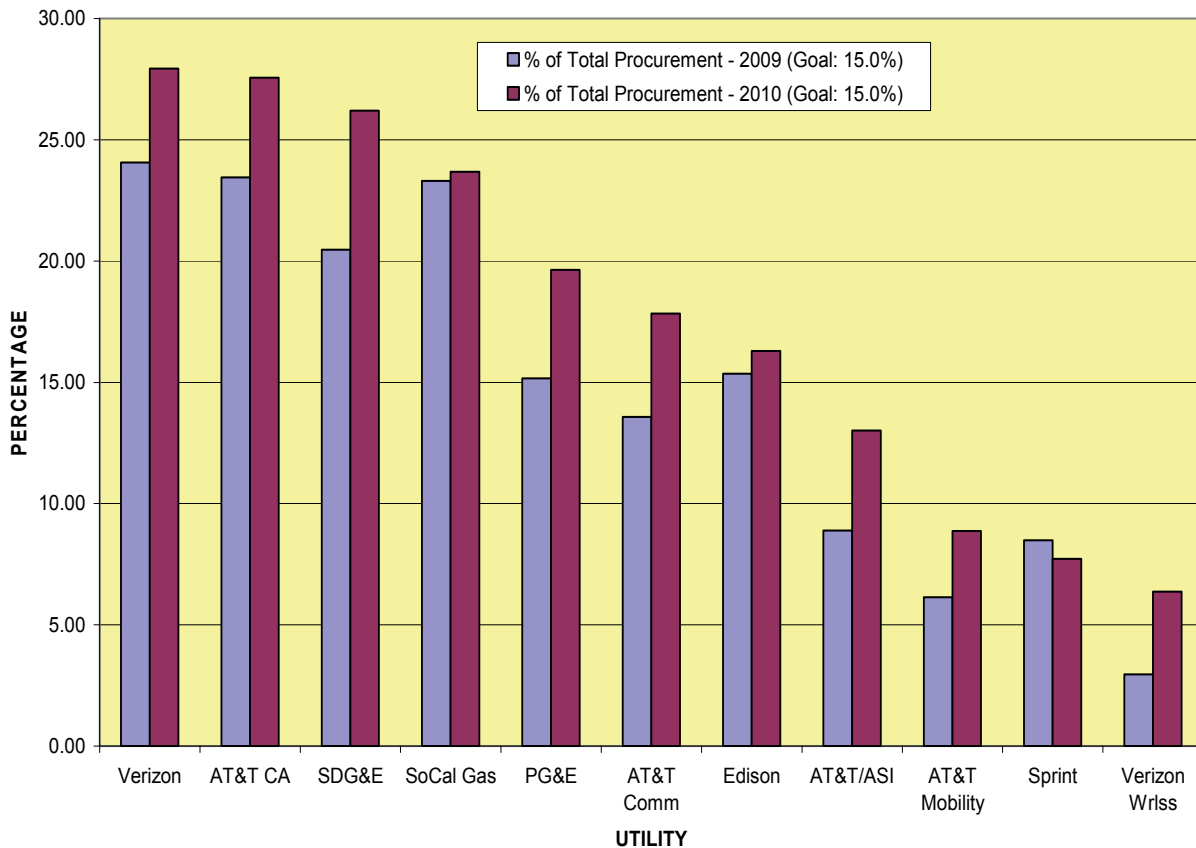
- AT&T Mobility
- Southern California Edison
- Pacific Gas and Electric Company (PG&E)
- AT&T California
- AT&T Communications of California
- AT&T/ASI
- San Diego Gas & Electric Company (SDG&E)
- Southern California Gas Company (SoCalGas)
- Sprint
- Verizon of California
- Verizon Wireless

The 2010 results for the large utilities show an overall WMDVBE procurement increase of \$896.80 million and an increase of 6.51 percent of their total procurement; from \$4.17 billion (16.95 percent) in 2009 to \$5.07 billion (23.46 percent) in 2010 [See Tables 1A and 1B in Attachment A].

Large Utilities’ Procurement: Minority-owned Business Enterprises (MBEs)

Of the large utilities, seven met the MBE procurement goal of 15 percent, and four did not. Large utilities’ procurement dollars on MBEs increased from \$2.73 billion in 2009 to \$3.29 billion in 2010 and increased as a percentage of total utility procurement from 11.11 percent in 2009 to 15.26 percent in 2010. AT&T California, AT&T Communications, AT&T/ASI, AT&T Mobility, Edison, PG&E, SDG&E, SoCalGas, and Verizon Wireless all reported increases in both dollars and percentages of total corporate procurement from minority-owned businesses [See Tables 1A and 1B in Attachment A].

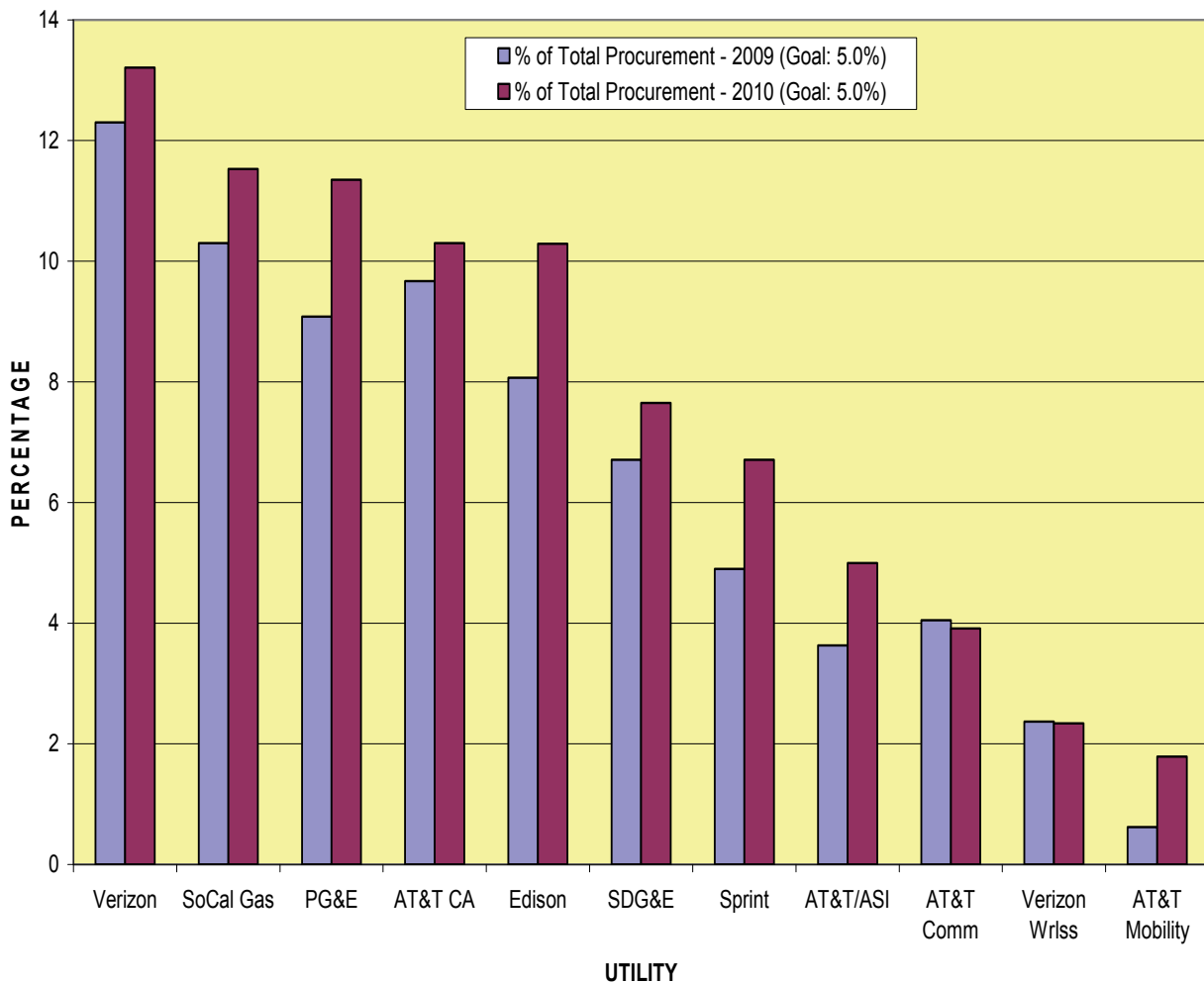
Minority Business Enterprises - Comparison of 2009 and 2010 Procurement



Large Utilities' Procurement: Women-owned Businesses Enterprises (WBEs)

Of the 11 large utilities, eight met the procurement goal of 5 percent with WBEs and three did not. Overall, the utilities spent more procurement dollars on WBEs - from \$1.31 billion (5.31 percent) in 2009 to \$1.57 billion (7.25 percent) in 2010. AT&T California, AT&T Mobility, AT&T/ASI, Edison, PG&E, SDG&E, and SoCalGas all reported increases in both dollars and percentages of total corporate procurement from women-owned businesses [See Tables 1A, 1B, 6A, and 6B in Attachment A].

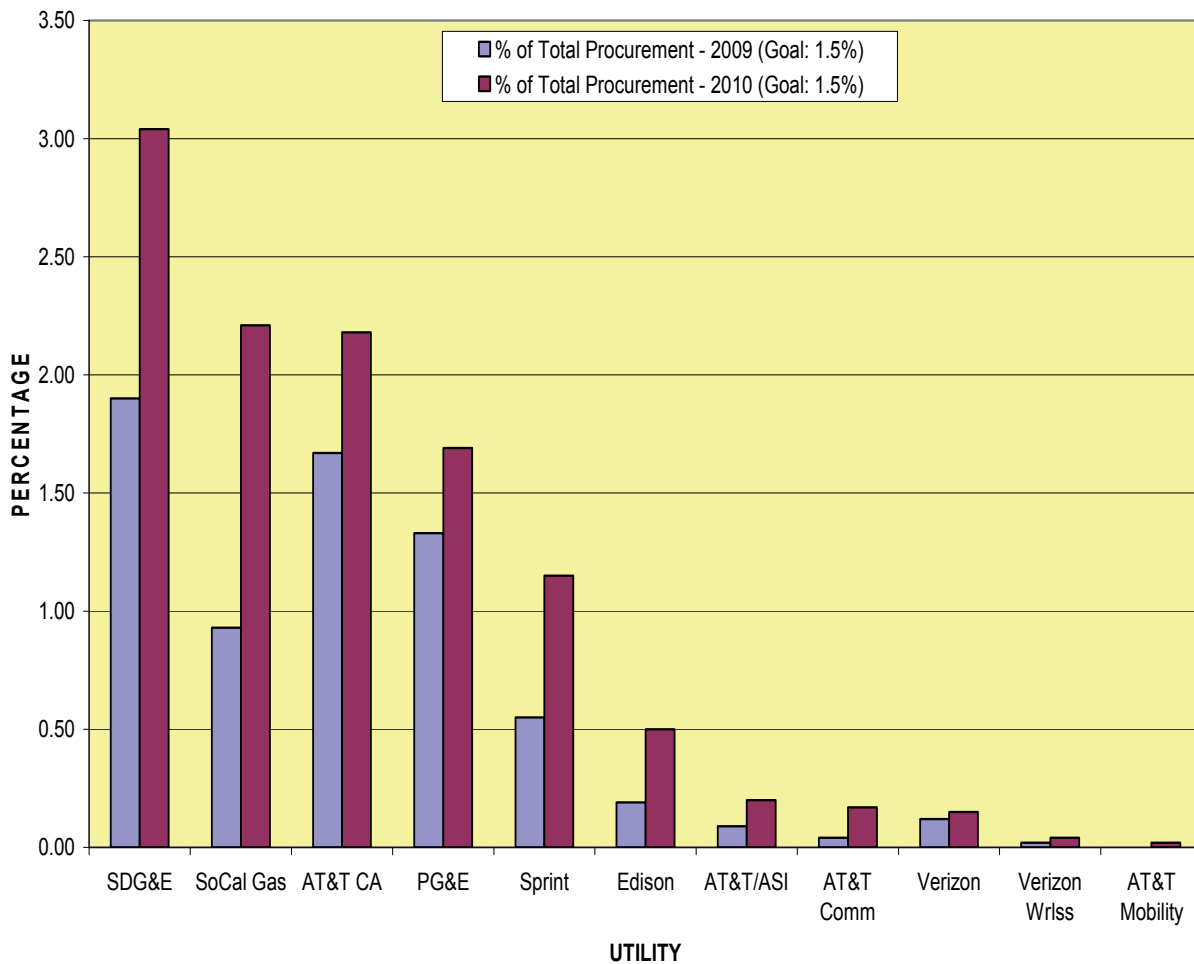
Women Business Enterprises - Comparison of 2009 and 2010 Procurement



Large Utilities' Procurement: Disabled Veteran-owned Businesses (DVBES)

The large utilities' procurement from DVBES increased from \$131.2 million (0.53 percent) in 2009 to \$205.3 million (0.95 percent) in 2010. Of the large utilities, four reported achieving the 1.5 percent procurement goal in General Order 156, specifically AT&T California, PG&E, SoCalGas and SDG&E. AT&T California, AT&T Communications, AT&T Mobility, AT&T/ASI, Edison, PG&E, SDG&E, SoCalGas, Sprint, and Verizon Wireless all reported increases in both dollars and as a percentage of total procurement from disabled veteran-owned businesses [See Tables 1A, 1B, 7A and 7B in Attachment A].

Disabled Veteran Business Enterprises - Comparison of 2009 and 2010 Procurement



Program Results of Small Utilities

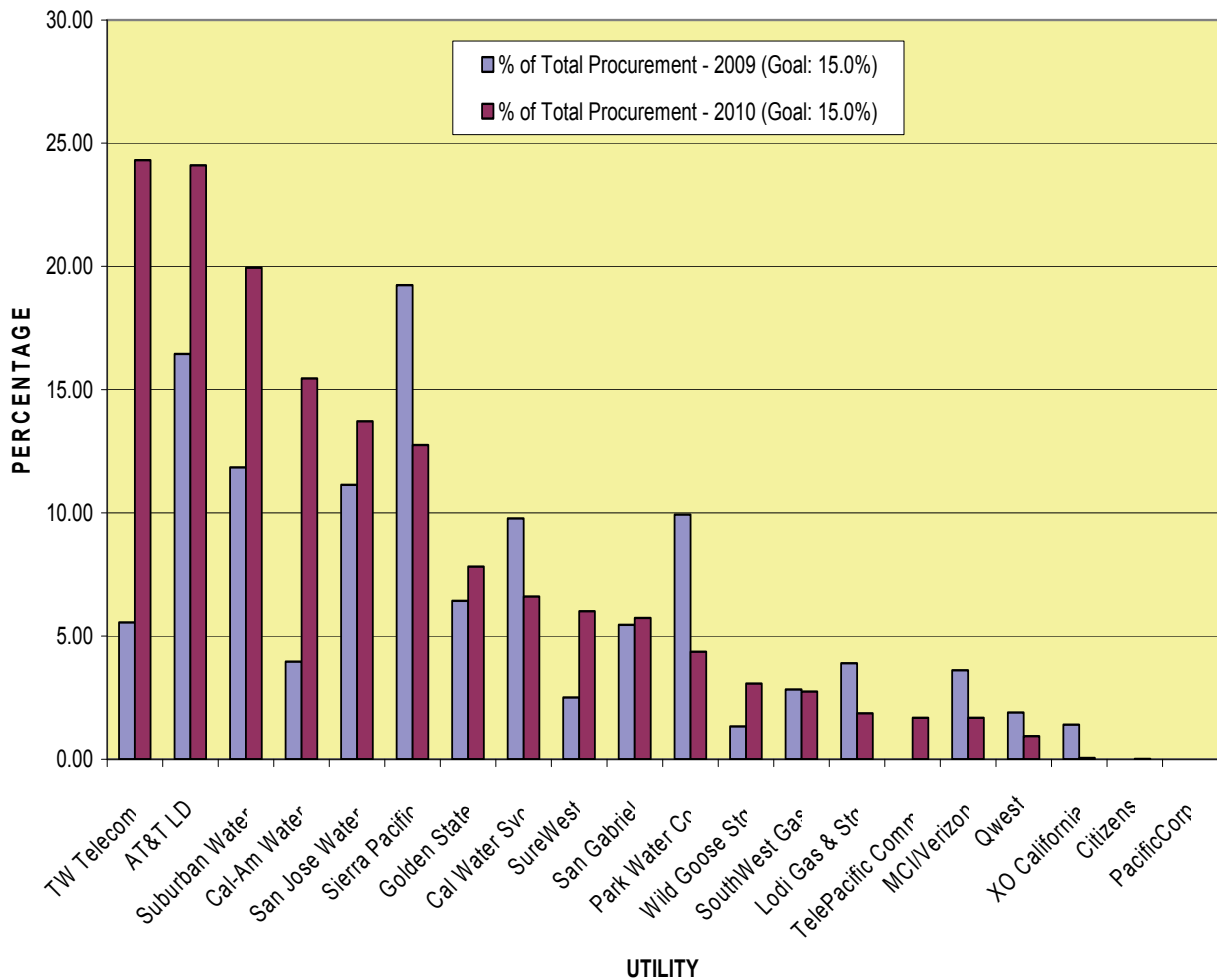
For the small utilities, overall combined WMDVBE procurement increased in dollars, and as a percentage of total procurement, from \$99.1 million (10.65 percent) in 2009 to \$104.6 million (11.27 percent) in 2010 [See Tables 2A and 2B in Attachment A]. Small utilities account for approximately 4 percent of total utility procurement. The 20 small utilities reporting in the WMDVBE program are:

- AT&T Long Distance
- Citizens Telecommunications (Citizens)
- Lodi Gas & Storage
- MCI/Verizon
- PacificCorp
- Qwest
- Sierra Pacific
- SouthWest Gas
- SureWest
- TelePacific Communications
- TW Telecom
- Wild Goose Storage
- XO California
- California-American Water Company
- California Water Service Company
- Golden State Water Company
- Park Water Company
- San Gabriel Valley Water Company
- San Jose Water Company
- Suburban Water Systems

Small Utilities' Procurement: Minority-owned Businesses (MBEs)

Overall small utility procurement from MBEs increased in dollar volume and as a percentage of total procurement, from \$67.6 million (7.27 percent) in 2009 to \$73.1 million (7.87 percent) in 2010. Sierra Pacific, AT&T Long Distance, California American Water, and TW Telecom achieved the 15 percent MBE goal. California American Water, Suburban Water, San Jose Water, TW Telecom, Golden State Water, SureWest, Citizens, and Wild Goose Storage all reported increases in MBE procurement, both in dollar volume and as a percentage of total corporate procurement [See Tables 2A and 2B in Attachment A].

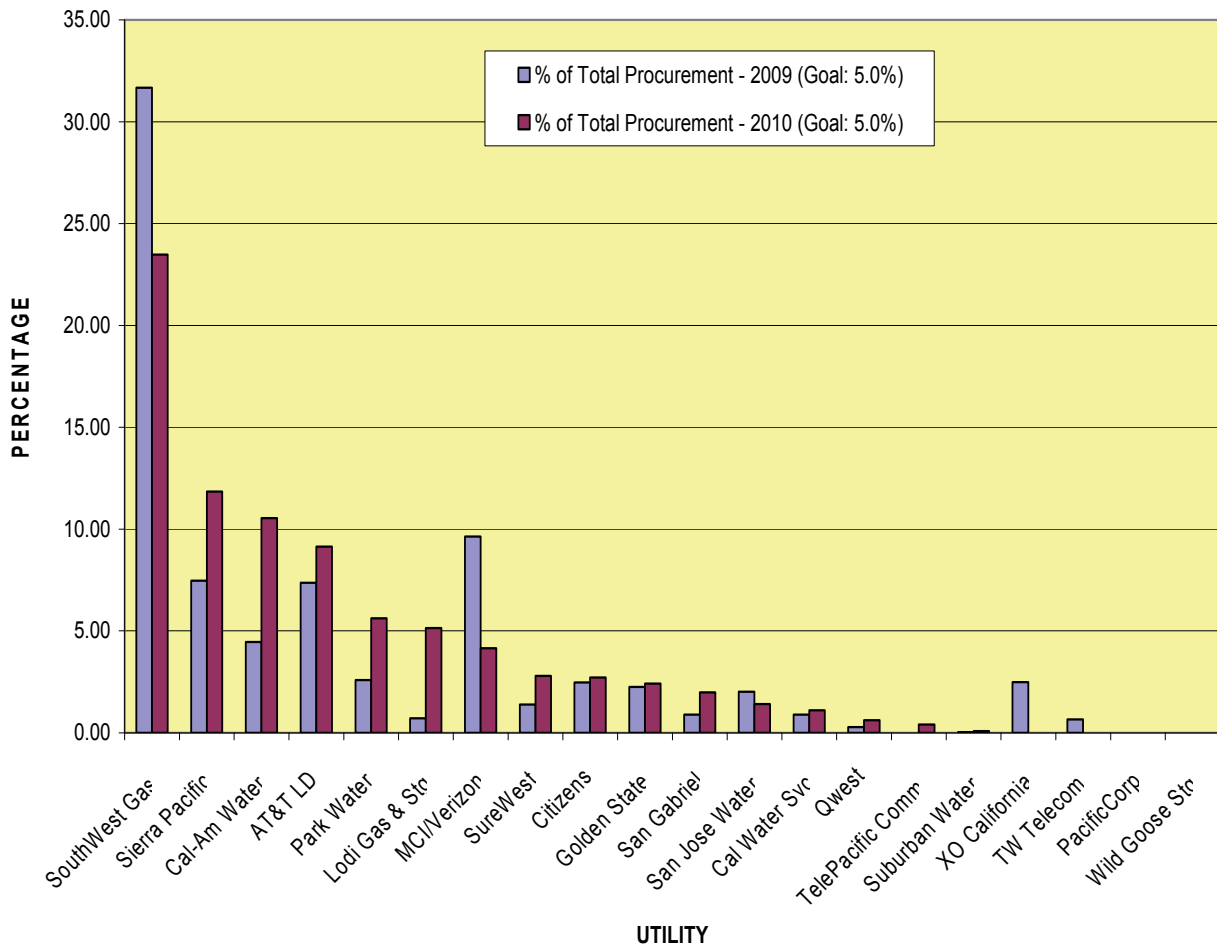
Minority Business Enterprises - Comparison of 2009 and 2010 Procurement



Small Utilities' Procurement: Woman-owned Businesses (WBEs)

Small utility procurement from WBEs increased in dollar volume and as a percentage of total procurement, moving from \$30.6 million (3.28 percent) in 2009 to \$30.8 million (3.32 percent) in 2010. SouthWest Gas, Sierra Pacific, AT&T Long Distance, California American Water, Park Water and Lodi Gas & Storage all met the 5 percent WBE goal. SouthWest Gas's high achievement level was primarily due to the utilization of a WBE owned pipeline contractor. Sierra Pacific, Citizens, SureWest, California American Water, Lodi Gas & Storage, Park Water, Golden State Water, California Water Service, Qwest, Suburban Water, and San Gabriel Water all reported increases in their percentages and dollar volumes of WBE procurement [See Tables 2A and 2B in Attachment A].

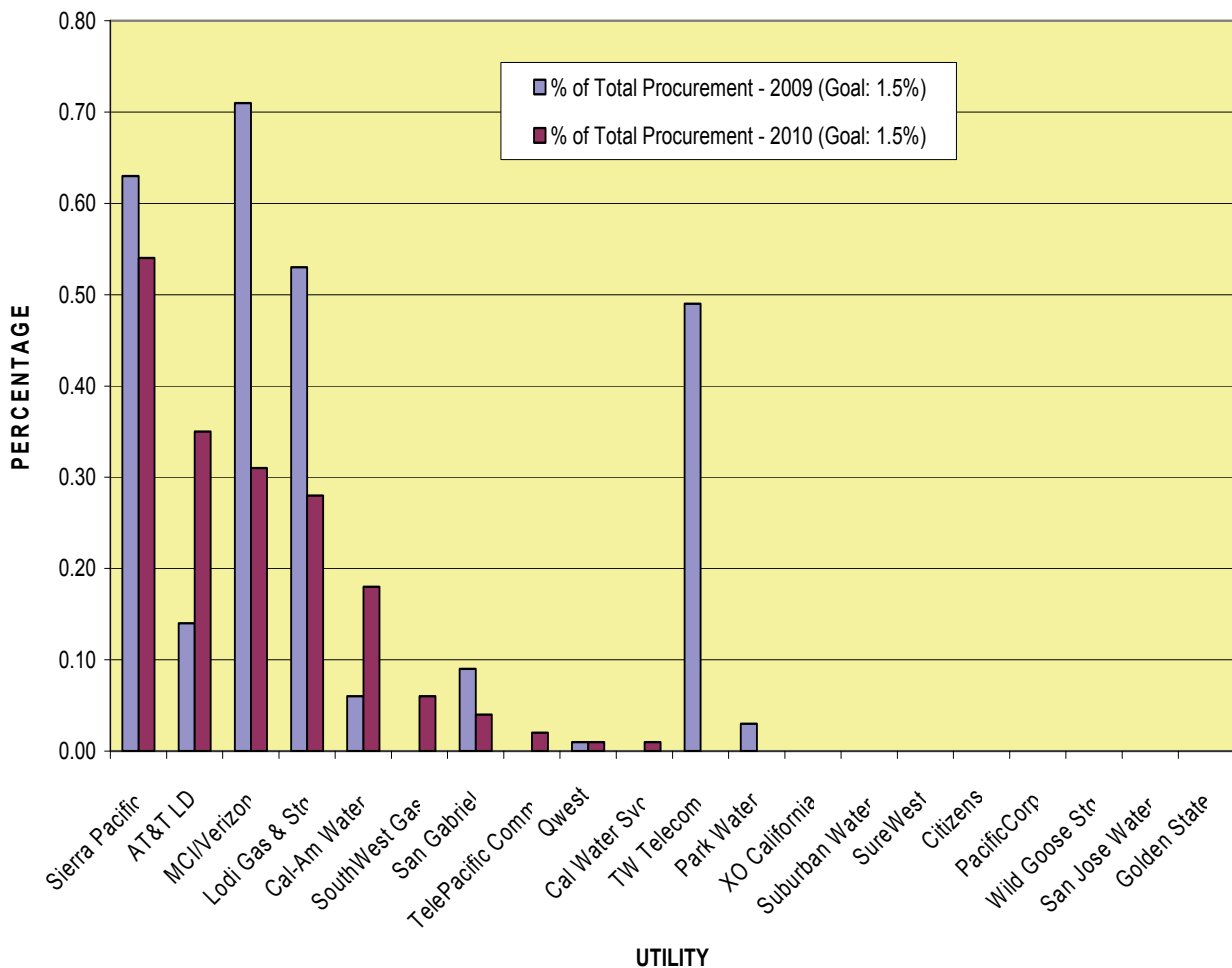
Women Business Enterprises - Comparison of 2009 and 2010 Procurement



Small Utilities' Procurement: Disabled Veteran-owned Businesses (DVBEs)

Small utility DVBE procurement decreased in dollars and as a percentage of total procurement from \$918,850 (0.10 percent) in 2009 to \$659,920 (0.07 percent) in 2010. No utility achieved the 1.5 percent DVBE goal. AT&T Long Distance, Southwest Gas, California-American Water, and California Water Service all reported increases in both dollar volume and as a percentage of total procurement from DVBEs [See Tables 2A and 2B in Attachment A].

Disabled Veteran Business Enterprises - Comparison of 2009 and 2010 Procurement



Fuel Procurement

General Order 156, Section 9.1.10 allows the utilities to report fuel procurement separately, and does not require fuel purchases to be included in the procurement base on which achievement of the 5-percent, 15-percent, and 1.5-percent goals is based. Five energy utility companies (PG&E, Edison, SoCalGas, SDG&E, and Southwest Gas) reported fuel purchases separately.

Overall, fuel procurement from WMDVBES increased in dollars, from \$377 million in 2009 to \$522 million in 2010, and increased as a percentage of total corporate fuel procurement from 10.69 percent in 2009 to 11.02 percent in 2010 [See Tables 8A and 8B in Attachment A].

PROGRAM EXPANSION AND IMPROVEMENTS

Targeted Procurement Categories

Section 8.11 of GO 156 states, "Each utility shall make special efforts to increase utilization and encourage entry into the marketplace of WMDVBES in product or service categories where there has been low utilization of WMDVBES, such as legal and financial services, fuel procurement, and areas that are considered technical in nature." The CPUC is currently reviewing the utilities' efforts in the areas of legal services and financial services.

Legal Services

A review of the utilities' 2010 reports shows that progress continues to be made by some of the major utilities, while others need to make more concerted efforts. SoCal Gas showed the highest level of overall achievement at 54.58 percent. *This is the 4th consecutive year SoCal Gas has attained the highest percentage of diverse legal spend.* They are followed by Verizon at 19.73 percent and PG&E at 18.45 percent. PG&E also attained the highest dollar amount of diverse legal procurement at \$7.3 million. The percentages from SoCal Gas and Verizon represent increases over last year's results, while the results for PG&E are slightly less than those of the previous year.

Financial Services

The results show the percentage of total procurement directed to diverse financial service firms lags behind traditional procurement areas. However, a review of the utilities' 2010 data shows they made steady and continuing improvements. The procurement of financial services from

diverse vendors increased in terms of dollars from 2009 to 2010, and the percentage amount increased as well. SoCalGas attained the highest level of overall achievement at 18.74 percent, followed by SDG&E at 15.66 percent, and AT&T at 7.30 percent. The utility with the largest amount of diverse financial spend was SDG&E at \$2.3 million. Also, SoCalGas's spend on diverse financial firms in 2010 was more than three times that of its spend in 2009.

Efforts to Expand Legal and Financial Services

The CPUC and utilities continue their efforts in the areas of legal services and financial services procurement from WMDVBE firms. Utilities are regularly hosting outreach events to expand the pool of legal and financial WMDVBES, and to increase the utilization of these firms.

New Connections

In 2007, under the leadership of Commissioner Timothy Alan Simon, New Connections was established as a collaborative between the CPUC, women, minorities, and service disabled veterans' business enterprises and investor-owned utilities with a focus to increase procurement with the utilities with a focus on legal and financial services, including areas covering clean technology. New Connections has held symposiums covering topics including diverse and emerging financial services, certified public accountant services, clean technology, and legal services.

In 2009, New Connections was elevated to national prominence in partnership with the National Association of Regulatory Utility Commissioners' ("NARUC") Ad Hoc Committee on Utility Market Access Partnership ("UMAP"). Through the leadership of President Michael R. Peevey, Commissioner Simon, and Commissioner Harold D. Williams of Maryland, UMAP was granted subcommittee standing within NARUC. To which, UMAP's name was changed to Utility Marketplace Access ("UMA")

In 2010, New Connections/UMA activities were as follows:

- *Atlanta New Connections/UMA* – Panel discussion focused on the evolution of New Connections through GO 156 as a best practice for national implementation.
- *Washington, DC New Connections/UMA* – Panel discussions focused on advancement of diverse emerging firms in the energy and technology sector of

the utilities. The panel also discussed Community Banking, credit facilities, and the Community Reinvestment Act.

- *Washington, DC New Connections/UMA* - Panel discussion on diverse and emerging firms in the clean energy and technology sector – utilities’ perspective - focused on contracting opportunities and outreach efforts in the solicitation of diverse suppliers in energy procurement.
- *Sacramento New Connections/UMA* - Panel discussions on diverse investment management and directed brokerage in IOU pension fund and Nuclear Decommission Trust.
- *Maryland PSC MOU Hearing* – An annual public hearing to examine the diversity programs of the state’s regulated utilities.
- *UMA - Regional GO 156 Development Discussions* - Provided guidance for utility regulatory commissioners interested in establishing economic development programs that stress the use of Women, Minority, and Disabled Veteran business enterprises.

New Connections also held receptions in Atlanta and Sacramento, honoring David Coen former President of NARUC and Commissioner Migon Clyburn of the Federal Communications Commission.

Diverse and Emerging Financial Services Firms: In 2010, California’s investor-owned utilities broke the glass ceiling when they announced over 2.5 billion dollars in financial transactions with diverse and emerging financial services firms serving as “co-lead manager and book runners/joint book running managers.”

Regulatory Rulemaking: Commissioner Simon has two Commission proceedings which have been designed to promote economic development of diverse and emerging firms: The Nuclear Decommissioning Cost Triennial Proceeding, to determine whether there are opportunities for alternative asset fund managers including WMDVBE firms; and The Competitive Bid Rule Proceeding, to determine the effectiveness and adequacy of the Competitive Bidding Rule for

issuance of debt and equity securities, and to consider the associated impacts of General Order 156.

Legal Diversity: In 2010, Commissioner Simon in conjunction with a collection of diverse firms established the Diverse and Emerging Law Firm Opportunities Committee – an expression of New Connections. The committee is comprised of diverse and emerging law firms. This committee’s purpose is to help identify/spur economic development opportunities for diverse/emerging law firms within the investor-owned utilities.

Joint Hearings with Senate & Assembly on CalPERS, CaSTRS & IOUs: to examine barriers to procurement opportunities for diverse and emerging investment managers within California’s public utility companies and public pension funds

Disabled Veterans

In 2010, the utilities hosted and/or supported major outreach events dedicated to procurement opportunities with disabled veterans. The events were held in Northern and Southern California. These events assisted a number of disabled veterans with contract opportunities. In addition to those events, the CPUC staff and/or Commissioners participated in other veteran-related events such as “Keeping the Promise”, The Elite SDVOB National Convention in Connecticut and its State Convention in San Diego, and the Veterans Advocate Small Businesses Conference and Awards Recognition in Las Vegas, Nevada.

The utilities have also developed individualized mentor-protégé programs designed for disabled veterans to educate the DVBEs’ management teams on entrepreneurial management skills. In addition, AT&T launched its National Program called “Operation Hand Salute.” This program is designed to take DVBE small business owners through several courses that would help them improve skills needed to contract with large corporations. There are several DVBEs who are now participating and two successful graduates from the program have gained large contracts. Additional workshops, forums, and meetings to address issues, and further the initial efforts already underway, are expected.

Uniform Reporting Categories

The CPUC continues to require the utilities to report their procurement using the Standard Industry Classification (SIC) codes. Use of a common reporting format facilitates a more realistic and meaningful comparison amongst the utilities. This helps to ascertain which procurement categories are in need of greater effort and attention.

Full Panel Hearing

On October 11, 2011, the CPUC holds its ninth public En Banc hearing regarding utility diversity programs. High level representatives of industry, government, and other interested parties, including utility CEOs, ethnic chambers of commerce, community-based organizations, and CPUC Commissioners, are expected to attend.

Small Business Expos

The CPUC continued to hold small business expos throughout the state for small businesses to learn how to avail themselves of contracting opportunities with utility companies. As part of the invitation process, the CPUC's WMDVBE database has been used to send out e-mail notifications to thousands of diverse suppliers advising them of the events. Additionally, a representative from the CPUC's WMDVBE certification clearinghouse operator was present at the events to explain the certification process.

In 2010, the CPUC hosted or co-hosted several expos at various locations throughout the state. These expos are now administered by the Small Business Program of the CPUC's Business & Community Outreach Section. This program fosters a natural synergy with the WMDVBE program, as many small businesses in California are diverse. These programs are continuing in the process of developing metrics to understand and promote contracting between small and diverse businesses and utilities.

WMDVBE Verification

PU Code Section 8284(a) states that the CPUC shall adopt criteria for verifying and determining the eligibility of WMDVBEs utilized in utility procurement contracting. In order to comply with this regulation, the CPUC established a WMDVBE clearinghouse. The clearinghouse verifies that firms seeking to compete for procurement opportunities with the utilities meet the eligibility criteria for women-owned and minority-owned businesses. The Department of General Services verifies the status of disabled veteran-owned businesses. The clearinghouse operator also performs re-verifications on all minority business and women business vendors whose three-year status has expired.

The clearinghouse maintains a database of all verified vendors, including DVBEs. Currently, there are 6,752 verified vendors in the database, of which 2,097 are minority-owned businesses, 2,345 are women-owned businesses, 1,054 are minority women-owned or woman and minority male-owned businesses, and 1,256 are disabled veteran enterprise businesses. Operating costs of the Clearinghouse are paid directly by the participating utilities.

The Clearinghouse has participated in several training sessions at the request of community based organizations to learn about the Clearinghouse certification process. Topics included the benefits of becoming certified and the certification process, frequently asked questions, the online application, and ensuring the application is complete when submitted. The Clearinghouse website was also updated to include a calendar of events showing various activities conducted by the utilities to increase participation of WMDVBEs in their procurement.

Utility Supplier Diversity Webpage

The CPUC's primary source of information to the diversity community is the webpage located at www.cpuc.ca.gov/PUC/supplierdiversity/. This includes application forms as downloads, roles and responsibilities for the program, links to certification and utility information, and the CPUC's database of certified vendors.

CONCLUSIONS

Utility spending on WMDVBE procurement increased from \$4.27 billion in 2009 to \$5.17 billion in 2010, *an increase of 21.07%*. There also was an increase as a percentage of total utility procurement: amounts from WMDVBE firms increased from 16.72% in 2009 to 22.95% in 2010.

The 31 participating companies achieved a significant increase in dollar volume, as well as an increase in their WMDVBE percentages, despite the fact that total utility procurement declined somewhat in 2010. WMDVBE procurement experiences increases and decreases, in percentages and dollars, in year to year activity. Some years will show increases in dollars, but not in percentages. Some years may see an opposite result. However, in 2010 the utilities overall attained increases in both WMDVBE dollars and percentages. This clearly demonstrates that the core objectives of supplier diversity programs can be sustained, even when the circumstances, in this case a decline in total procurement, might indicate otherwise.

There are areas where improvements can be made, specifically underutilized industries that are technical in nature, or groups with historically low penetration levels, i.e., DVBEs. The spirit of GO156 is to create opportunities for diverse businesses to enter markets that have been historically closed to them. Participating companies should hopefully be aware of this and although the numbers in terms of over \$5 billion spent equaling to almost 23% procurement are significant, the details behind them are just as significant. We need to keep the spirit of GO156 in mind and work to ensure that opportunities for diverse suppliers are not limited to the low hanging fruit of blue collar work; that the consulting, financial services, legal services, and engineering work are also part of the participating companies efforts to reach diverse suppliers. Lastly, we hope that next year the cable companies seize the opportunity and join the 31 other companies in filing and participating in the GO156 program. We challenge Comcast, Cox, and Time-Warner to join AT&T, Verizon, Sprint, Edison, PG&E, Sempra Energy, and many more who have benefited from procuring from diverse suppliers.

Attachment A – Data Tables

TABLE 1A	2010 WMDVBE Procurement Results for Large Utilities
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