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March 1, 2012

VIA ELECTRONIC FILING

Paul Clanon, Executive Director
California Public Utilities Commission
505 Van Ness Avenue
San Francisco, California 94102-3298

Re: Verizon Wireless 2011 General Order 156 Compliance Filing - Annual Report and Annual Plan

Dear Docket Clerk:

Pursuant to Decision 11-05-019, Section 5.2, Verizon Wireless hereby electronically files its 2011 Annual Report and Annual Plan. This report is available to others upon request.

This 2011 General Order 156 Report and Annual Plan is submitted on behalf of the following entities d/b/a Verizon Wireless in California:

Cellco Partnership (U-3001-C);
California RSA No. 4 Limited Partnership (U-3038-C);
Fresno MSA Limited Partnership (U-3005-C);
GTE Mobilnet of California Limited Partnership (U-3002-C);
GTE Mobilnet of Santa Barbara Limited Partnership (U-3011-C);
Los Angeles SMSA Limited Partnership (U-3003-C);
Modoc RSA Limited Partnership (U-3032-C);
Sacramento Valley Limited Partnership (U-3004-C);
Verizon Wireless (VAW) LLC (U-3029-C); and,
WWC License L.L.C. (U-3025-C).

Very truly yours,

A handwritten signature in black ink, appearing to be "KR" followed by a flourish and a horizontal line.

Kurt R. Rasmussen
Vice President-Regulatory

Attachment

cc: Marzia Zafar
Marshall Kennedy



**WOMEN, MINORITY, AND DISABLED VETERAN
BUSINESS ENTERPRISE
ANNUAL REPORT AND ANNUAL PLAN**

CPUC

ANNUAL REPORT

**GO 156, §9.0.0: W/M/DV BE ANNUAL REPORT/ANNUAL PLAN
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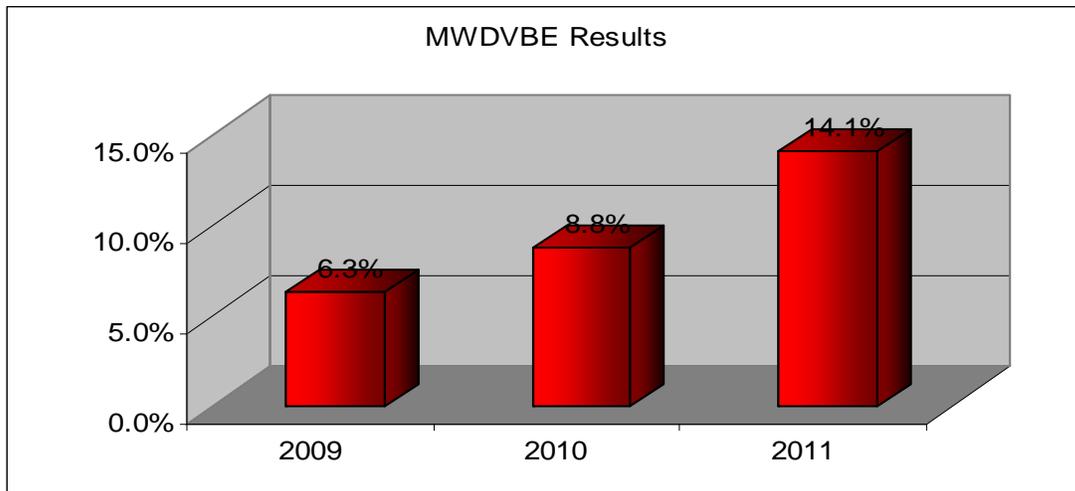
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INTRODUCTION

In accordance with the requirements of the California Public Utilities Commission, (CPUC) General Order 156, Verizon Wireless hereby electronically submits the attached Annual Report and Annual Plan that cover women-, minority-, and qualified veteran-owned business enterprise (W/M/DV BE) activities from January 1, 2011 – December 31, 2011.

Verizon Wireless is one of the nation’s largest providers of wireless services. In 2006, Verizon (parent company) consolidated the supplier diversity initiatives of Verizon Telecom, Verizon Business and Verizon Wireless into one unified Supplier Diversity group; therefore, Verizon’s advocacy activities include all three business groups and will be referred to as Verizon and/or Verizon Wireless throughout the GO 156 submission.

For purposes of the GO156 submission, Verizon Wireless’ spending with diverse suppliers will be filed separately from Verizon Telecom and Verizon Business. See chart below for a three year history by Category and percentage.



The chart above reflects 14.1% W/M/DV BE inclusion in 2011 which shows substantial improvement from the previous years.

Verizon Wireless reports on a calendar year basis, from January 1 through December 31.

GO 156, §9.1.1: A description of W/M/DV BE program activities engaged in during the previous calendar year. Internal program activities.

Overview

INTERNAL PROGRAM ACTIVITIES

Key Procurement Opportunities

In 2011, Verizon Wireless continued to focus on high spend area projects such as: advertising and marketing, network cellular construction and business services. Verizon Wireless continued to intensify its efforts to provide key opportunities to women-, minority-, and disabled veteran-owned business enterprises (W/M/DV BEs) in these and other areas of focus in Verizon Wireless' supply chain.

Verizon Wireless' commitment to being a sustainable business model leader and transforming our industry by harnessing the power of "green" allowed Verizon to stay focused on promoting sustainability and green business efforts both within our company and to our suppliers by putting policies and procedures in their contracts. In our sustainability efforts, we constantly look for partnership opportunities with diverse suppliers for our green fleet program and network energy efficiency initiatives while doing our part to enhance the environment and help our customers to be more sustainable.

Supply Chain Services and Supplier

The majority of Verizon Wireless' purchases of products and services are acquired through a competitive bid process managed by Sourcing Process Leaders ("SPLs") within Verizon's Strategic Sourcing organization. Each SPL establishes an annual plan that includes W/M/DV BE objectives. Verizon's Supplier Diversity team is an integral part of Strategic Sourcing, and participates on the cross-functional teams formed by SPLs to select suppliers. For example, the Supplier Diversity team works to develop bid lists that include qualified W/M/DV BEs. All prospective Prime (or first tier) Suppliers are required to submit a "utilization plan," a plan that includes objectives for subcontracting W/M/DV BE firms. In awarding contracts, Verizon considers a prospective first tier supplier's written commitment to use W/M/DV BE firms an important consideration. This written commitment becomes part of the contract. Verizon contractually requires prime suppliers to submit reports tracking adherence to this commitment.

As Verizon continues to introduce new technologies throughout California, the results have meant new and exciting opportunities for customers and also for the supplier/vendor base providing the support for those technologies. In 2011, Verizon continued to enhance the power and reliability of the company's networks concentrating on broadband initiatives and supplying opportunities to a wide

spectrum of vendors providing everything from data network architectures to underground cable installation as well as the LTE (long term evolution) facilities for the next generation of wireless services.

In 2011, the Verizon Supplier Diversity organization was led by a director who reports directly to the Vice President of Sourcing and Procurement. While two of the team members are fully dedicated to California, all team members support California efforts in their contracting activities. Throughout the year the team attends formal and informal training seminars and symposiums on supplier diversity and small business development. They also benchmark with the other utilities in order to share best practices. The team's overall objectives are to support and promote the company's Supplier Diversity Initiatives by tracking and reporting diversity spend results, business development, identifying prospective suppliers and including competitive diverse suppliers to enrich Verizon's supply chain, managing programs to optimize exposure and opportunities for diverse suppliers and assisting diverse suppliers with navigating through the corporate purchasing systems for bid opportunities.

Employee Education

- Training – Supplier Diversity continued to improve our informal training which is ongoing, occurring at meetings and conferences, to help employees better understand and support Verizon's Supplier Diversity Programs. Supplier Diversity Managers act as subject matter experts and provide information on certifications, reinforce the business case for supplier diversity, and continually educate the procurement teams on the various diversity resources for the identification of diverse suppliers. Additionally, in 2011, Verizon enhanced its Supplier Diversity Awareness Training. This training is designed to provide an overview of our supplier diversity strategy to all employees, and thereby increasing employee involvement in meeting our diversity goals.
- Total Quality Management – TL9000 is a standard quality system requirement for the telecommunications industry. As a quality measure, all employees involved with supplier diversity are responsible for reviewing the supplier diversity section in TL9000 annually. We encourage our suppliers to become TL9000 certified.
- Business Group Meetings and Conferences – Throughout the year, the Supplier Diversity team meets with the line of business Vice Presidents to share supplier diversity goals, results and initiatives. The Director of Supplier Diversity shared strategic initiatives, goals and challenges including those for California at a Procurement Leadership Conference held in 2011. As the year progressed, critical meetings were held with key line of business leaders to discuss progress and commitment to insure Verizon met its supplier diversity objectives. Supplier Diversity Managers also worked with numerous prospective cross-functional teams to insure supplier diversity language was included in new contracts. These managers worked closely with employees in the various lines of business to introduce, mentor and develop qualified diverse suppliers. The Supplier Diversity Team continually provides awareness and reinforcement of Verizon's supplier diversity program in their contracts.

- Employee Communications – Supplier Diversity strategic initiatives and results are posted to the Verizon Services Organization website available to all Verizon employees. Throughout the year Supplier Diversity managers meet with the leadership team to communicate progress towards goal efforts and to enlist their support for challenges and key initiatives. Results and opportunities for improvement are discussed regularly with the California leadership team and key strategic partners.

Employee Recognition

Employee recognition is part of the Verizon Supplier Diversity Program. Each year Verizon honors an outstanding employee who supports and advocates Supplier Diversity initiatives and goals. This individual is recognized for his or her outstanding support and development of diverse suppliers and for his or her outstanding contribution toward meeting Verizon's diversity goals in California.

Supplier Diversity Champions

Verizon has Supplier Diversity Champions within Sourcing and Procurement and other internal organizations. These champions identify minority business opportunities and advocate at all employee levels by educating employees on the benefits of Supplier Diversity within the company and the corporate community. Verizon has a network of Supplier Diversity champions in Procurement, Marketing and the various lines of business that help broadcast and support Verizon's Supplier Diversity initiatives within their departments and the business community. The champions also educate diverse suppliers on certification and verification, on-line registration, small business development and how to do business with Verizon. These advocates also attend and participate at many outreach events such as trade fairs, conferences, community fairs, and business development workshops.

Second Tier Program

Verizon works with prime suppliers to achieve supplier diversity at multi-tiered levels within our value chain. In 2011, Verizon focused on its second tier program by conducting an internal audit of various contracts and amendments requiring second-tier spend from prime suppliers. The program requires prime suppliers to report their utilization of W/M/DV BE subcontractors 30 days after each ending quarter. The purpose of the second tier program is to ensure inclusion and utilization of diverse suppliers throughout the Verizon supply chain while optimizing resources. This allows Verizon to track prime suppliers subcontracting dollars spent with diverse, women-owned, and disabled veteran suppliers. Support from all of our prime suppliers is necessary for us to achieve our goals and objectives. Prime suppliers can log into the "Supplier Portal" and report their spend data with minority, women-owned and disabled veteran-owned firms. Sourcing professionals throughout the enterprise can log on and get reports on the prime supplier's activity at any time. All prime suppliers are required to

regularly report their second tier results. The Supplier Diversity team frequently conducts training sessions to insure that the prime suppliers successfully enter their spend data into the portal.

Verizon continues to require its prime suppliers to develop and/or expand their own Supplier Diversity Programs. All prime supplier contracts must have a W/M/DV BE utilization plan. Verizon will support the prime suppliers in their subcontracting efforts by providing the prime suppliers with information on diverse suppliers for assessment and use.

M/WBE and DVBE Supplier Certification

Verizon includes in its results only those WBE and MBE suppliers certified by the California Public Utilities Commission and DVBE suppliers certified by the State of California's Office of Small Business and Department of General Services (DGS). Verizon regularly encourages its suppliers to keep their certifications current. Verizon also continues to expand our 2nd Tier program by educating prime suppliers to get their subcontractors and value-added resellers certified. Verizon was successful in increasing spend with minority-woman owned business (MWBE) companies. MWBE accounted for 7% of total purchases.

Cross-Functional Teams

The effort and expertise of our Cross-Functional Teams created streamlined and consolidated purchases in order to generate savings and boost efficiencies as well as maintain and/or increase the utilization of diverse suppliers. Within the Verizon procurement process, Cross-Functional Teams consist of sourcing process leaders, lines of business managers and supplier diversity managers. The Cross-Functional Team collaborates to achieve either a product or service purchasing goal related assignment. Supplier Diversity Managers provide input to business solutions that include diverse suppliers in order to achieve Verizon's Supplier Diversity goals.

Supplier Recognition

Facilitated by Verizon's Supply Chain Services' Quality Management organization, Verizon's Supplier Recognition Program recognizes those suppliers of products and services who achieved overall performance excellence during 2011. Supplier awards are presented each year in eleven (11) categories, which includes Supplier Diversity – W/M/DV BE and Supplier Diversity – Tier 1. Verizon's recognition program is an important element of supplier diversity as it has a multiplier effect: recognized suppliers use the award to attract business from other companies.

Internal Communication

In 2011, the Verizon Supplier Diversity team continued with an extensive internal communications effort:

1. Verizon issued comprehensive reports that tracked Supplier Diversity progress at both the corporate and affiliate level. Verizon also issued reports that tracked progress towards California W/M/DV BE goals. Verizon's Supplier Diversity Leadership team provided detailed presentations about progress to Verizon business unit leaders, other key internal stakeholders, external advocacy groups, and W/M/DV BE suppliers.
2. Verizon continues to meet and communicate with key prime suppliers to review requirements for W/M/DV BE subcontracting.
3. Verizon responded to daily requests for information from prospective W/M/DV BE suppliers. Staff maintained daily outreach efforts to incumbent W/M/DV BE suppliers, directly meeting with many and answering requests for information.
4. Verizon serves on corporate advisory boards, such as the California American Indian Chamber of Commerce, Asian Business Association and the California Disabled Veteran Business Enterprise Alliance.
5. Verizon's website provides current information on certification and registration, supplier selection criteria, contact information, and other pertinent information for prospective suppliers.

California Focus

In 2011, Verizon focused on building strategic relationships with key diverse suppliers, expanding the company's supplier diversity initiative and developing innovative procurement approaches that support Verizon's corporate strategy. Verizon continued to focus on business and procurement opportunities associated with network services, workforce enhancement and service agreements in continued support of building the infrastructure for our network. Verizon's Supplier Diversity team led a strategic cross-functional effort to identify key focus areas, closely monitored improvement, examined service areas and found ways to infuse those areas with minority, women-owned and disabled veteran business enterprises to ensure progress was made to meet its WMDVBE goals. Additionally, Verizon focused on internal training and education and working closing with Sourcing and Procurement on business development.

The team targeted large and small Request for Proposals (RFPs) across the various products/services that had California spend impact. The team worked directly with Sourcing Process Leaders and cross-functional teams to ensure that W/M/DV BE suppliers were considered for every opportunity.

- The Supplier Diversity team expanded their efforts and worked with Business Unit end users groups in areas where purchases are not governed by Strategic

Sourcing initiatives. Partnerships with Sourcing, Network Services and Marketing Operations continued throughout 2011 to drive accountability and focus on results. In addition, the Supplier Diversity team hosted trade fairs for WMDVBES (Minority, Women, and Disabled Veteran Business Enterprises), procurement seminars, and conducted site visits for WMDVBES. Detailed interviews were conducted covering operations, management, and seminars for WMDVBES designed to teach them “how to do business” with Verizon. The Supplier Diversity team also provided managerial and technical assistance to WMDVBES.

- The Supplier Diversity team reviewed and evaluated national RFPs for possible California impact. Supplier Diversity managers joined RFP teams to ensure that California WMDVBE objectives were integral to the supplier selection process. Where purchases were to be made directly from Original Equipment Manufacturers (OEMs), the team identified opportunities in the supply chain for value-added WMDVBE service providers.
- As a follow-up to each prime supplier’s utilization plan, where goals were not being met, Verizon encouraged prime suppliers to make additional concerted efforts to use more W/M/DV BE subcontractors, invited them to participate in advocacy conferences and symposiums and to report quarterly as part of our W/M/DV BE second tier program. Second Tier provides Verizon with a direct means to increase contracting opportunities for minority and women business enterprises (MWBES) through Prime Supplier (Tier 1) engagement, ensuring continued participation by diverse suppliers in the supply chain.

In addition to these strategic initiatives, Verizon continues to build and improve on processes and procedures to better measure, monitor, and improve its performance towards California WMDVBE goals. Key areas include: progress reports, communication and education.

- Progress Reports – Performance measure reports that track prime supplier overall use of diverse suppliers, which includes supplier spend.
- Communication – Continuous communication and collaboration with prime suppliers, supply chain and key stakeholders to identify possible 2nd tier opportunities.
- Education – Work with internal staff and prime suppliers to understand the commitment to second tier reporting and second tier goals.

GO 156 §9.1.1: Description of W/M/DV BE program activities during the previous calendar year. External program activities.

EXTERNAL PROGRAM ACTIVITIES

Verizon has formed strategic alliances with chambers of commerce, business associations, and other organizations that are dedicated to helping diverse businesses be more efficient and effective in operating by partnering with them to provide technical assistance, capacity building, and training programs. In 2011, Verizon partnered with the following chambers and business associations:

American Indian Chamber of Commerce of California

Verizon partnered with the American Indian Chamber on its **Entrepreneurial Development Program** to provide business owners with practical information and training on starting new businesses, capacity building for existing businesses, and providing procurement opportunities.

Asian Business Association of Los Angeles

Verizon partnered with the ABA-LA on the **Asian Business Academy**, a technical assistance program directed at Asian micro businesses. The Academy provides Asian business owners with fundamental executive skills training in specific core competencies needed to manage and operate a successful business.

Asian Business Association of Orange County

Verizon partnered with the ABA-OC to provide **Business Education Workshops**. The workshops focus on real business opportunities for small to medium size businesses, rules and regulations of private and government contracting opportunities, getting businesses certified, targeted market research, financial outlook; capabilities structure, preparing bids and market leads.

Asian Pacific Islander Small Business Program

Verizon partnered with the Asian Pacific Islander Small Business Program to provide **Social Media and Technology Workshops**. The workshops focus on maximizing website use for small businesses and communication technologies that facilitate small business management.

Black Business Association of Los Angeles

Verizon partnered with the BBA on the **Procurement & Technology Education Series** to train small and minority owned entrepreneurs on how to use technologies, such as e-marketing, e-procurement, customer relations

management tools and incorporate them into the daily operations of their businesses to increase operational efficiency. The series also educates entrepreneurs in using smart wireless technologies to run their businesses on the go.

Black Economic Council

Verizon partnered with the Black Economic Council on its **Internship Program** to increase the productivity of small businesses and addresses the lack of bandwidth issues while offering real life work experience to students. The BEC Internship Program will assist small minority and woman-owned businesses in the administrative process which includes: public and private sector bidding processes, navigating FedBizOpps, BidSync and other appropriate links for government contract opportunities, registering businesses at corporate websites, website maintenance, internet research, email marketing tools, understanding of NAICS codes and how they relate to bid opportunities, and reviewing bids.

California Black Chamber of Commerce

The **Green Business Development & Youth Entrepreneurship Program** is focused on multi-ethnic students from disadvantaged families. The program provides students with access to industry leaders, technology, and industry information - all with a focus on the ever developing green economies in the US and abroad. Students have the opportunity to acquire skills and build vital business and personal networks that will enhance their effectiveness as future business owners.

California Asian Pacific Chamber of Commerce

Verizon continued to partner with the CAPCC on its **Case Management Program**. The Case Management Program is a statewide online program helps low to moderate income (LMI) small businesses gain the training necessary to compete in contracting/bidding opportunities. The program provides procurement advocacy, counseling, training, matchmaking and business opportunities.

California Hispanic Chambers of Commerce

Verizon partnered with the CHCC on its **Broadband Technology Training Program**. The CHCC used technology to host over 20 webinars and/or classroom style trainings to the chamber's members and the general public. The training webinars include the following topics: collaborative management, e-commerce, e-marketing, e-procurement, and online communications.

California Small Business Education Foundation

Verizon partnered with California Small Business Education Foundation on two technical assistance and capacity building programs: **Small Business Resource Center** and **Technical Assistance for Small Business Program**. The Small Business Resource Center provides technical assistance and educational

opportunities for small businesses and the public at-large in California by providing data and research products that help inform and educate the small business firm as well as serve as a reference for the private, public and consumer on the economic importance of the small business entity. The Technical Assistance for Small Business program provides program development including materials to furnish to other small business organizations so they can educate their members on available assistance for small business owners.

Latin Business Association Institute (LBA-I)

Verizon continued to partner with the LBA-I on its **Supplier Diversity Procurement Boot Camp**. The 6-week program offers hands-on training on the key elements of what it takes to develop a high-performance business. It provides the tools necessary to build a company's infrastructure so it can position itself to obtain contract and procurement opportunities within the public and private sectors and enables small businesses to develop key skills to build their requisite capacity.

Latino Business Chamber of Greater Los Angeles (LBC-GLA)

Verizon continued its partnership with the LBC-GLA on its **Technology and Resource and Training Center Program**. The program provides minority business owners with the tools necessary to establish their place in a digital world. The center provides "hands-on" tools and resources via LBC staff and/or guest presenters who assist participants. The center is available to individuals who may not have access to the computer equipment or software they need to prepare business plans, submit bids or proposals, or to prepare documentation required for local, state or federal DBE or small business certifications.

Mission Economic Development Agency

Verizon partnered with the Mission Economic Development Agency on its **Latino Tech Net Program** in San Francisco. The program provides technology skills training to low income Latino entrepreneurs. Entrepreneurs receive customized bilingual workshop education on business enterprise startup and development, one on one coaching to achieve financial goals related to business success, business planning, and training in relevant internet and software applications.

National Asian American Coalition

Verizon continued to partner with the National Asian American Coalition on its **Micro-Business Technical Assistance (MTA) Program**. The MTA is a 32-hour educational experience directed at micro-business owners to provide fundamental management skills training in specific core competencies needed to manage and operate a successful micro or small business. Verizon also partnered with the National Asian American Coalition on its **Capacity Building Program**. The Capacity Building Program is the next step for small business owners after completion of MTA program. The program provides further assistance for small businesses by enhancing business performance and ultimately providing contact

and contract opportunities with reputable corporations. This program consists of five components: technical assistance, enhance performance, corporate commitment, mentoring and tracking.

National Latina Women's Business Association – Los Angeles (NLBWA-LA)

Verizon continued its partnership with the NLWBA-LA in support of the **Business Management Academy**. This program is an educational experience directed at minority women business owners. It is designed to provide minority women business owners with fundamental management skills training in specific core competencies needed to manage and operate a successful business.

National Latina Women's Business Association – San Diego (NLBWA-SD)

Verizon partnered with the NLWBA-LA in support of the **San Diego Emerging Latinas Entrepreneur Fellowship Technical Assistance Program**. The program curriculum provides education and training, mentoring, a support system for follow up in a series of targeted seminars for program participants. The business owners are taught the skills to effectively operate a successful business; understand the fundamental challenges of business management and the basic skills needed to excel as an owner. Business owners are provided a management template and educated on the importance of systematically planning, managing and developing their businesses.

Advertising

In an effort to reach many of the diverse markets, Verizon advertises in several diverse publications:

- American Indian Business News
- American Business News
- Black EOE Journal
- Black Enterprise Magazine
- Challenge News
- Hispanic Business Magazine
- Hispanic Network Magazine
- Minority Business Entrepreneur
- Minority Business News
- Veterans Business Journal

- Women's Enterprise Magazine

Verizon's Supplier Diversity advertisement directs the suppliers to our website, where suppliers can register their company's profile in our supplier database, learn about Verizon's products and services and find out how to do business with Verizon. Verizon's ad was also placed in programs and other publications at outreach events.

- Asian Business Association of Orange County Global Sourcing Procurement Conference
- Asian Business Association of Orange County Annual Recognition Awards
- California Hispanic Chambers of Commerce
- California Native American Indian Chamber of Commerce Expo
- DVBE Alliance Keeping The Promise Expo
- Elite Service Veteran Organization Businesses
- National Association of Women Business Organizations
- U.S. Hispanic Chamber of Commerce - Sacramento
- US Pan Asian American Chamber of Commerce –California Conference

Verizon's website is a source for diverse suppliers wanting to do business with Verizon. The competitive bid process managed by our Supply Chain Services Operations organization enables qualified suppliers to compete for Verizon's business. The website provides the guidelines for the competitive bid process. It also provides certification information, event schedules and the Supplier Diversity Team contact information. Suppliers can input their profiles on-line, which is then accessible to all procurement managers for sourcing.

Awards and Recognition

- **Asian Business Association of Los Angeles** honored Verizon with their 2011 Corporate Advisory Board Appreciation Award in recognition of the company's commitment to supplier diversity and its support of the Asian business community.
- **Black Economic Council** honored Verizon with the 2011 Leading the Way Award in recognition of Verizon's leading achievements in the area of supplier diversity.
- **Black Enterprise Magazine** named Verizon to Black Enterprise magazine's 40 Best Companies for Diversity for the 2011. The companies identified in Black Enterprise Magazine special report demonstrated strength and outperformed their peers in one or more key categories including Board of

Directors, Employee Base, Senior Management and Supplier Diversity. In selecting the companies, Black Enterprise evaluated diversity programs and consulted with diversity experts and corporate diversity officers. The publication also conducted an extensive survey with the CEOs and diversity executives of the top 1,000 of the country's largest publicly traded companies more than 100 leading global companies with strong U.S. operations. The list represented the corporations that fully embrace the diversity philosophy and have maintained their commitment to such practices across the board.

- **DiversityBusiness.com's** ranked Verizon as one of the **Top 50 Companies** for Multicultural Business Opportunities. Verizon was selected by the minority and women-owned businesses themselves in an annual online poll that is available to more than 600,000 voters. The business owners based their selections on the volume, consistency and quality of business opportunities granted to women- and minority-owned companies
- **DiversityInc** has named Verizon to its list of Top 50 Companies for Diversity for the tenth consecutive year. The company, which is ranked No. 11 this year, has twice earned the No. 1 spot. The list ranks the Top 50 companies for consistent strength in four areas: CEO commitment, human capital, corporate and organizational communications, and supplier diversity.
- **Diversity MBA Magazine** ranked Verizon in the top-10 placement for Best Places for Diverse Managers to Work list.
- **Hispanic Business Magazine** has ranked Verizon No. 3 on the publication's Diversity Elite 60. This is the sixth year of recognition. The magazine has also ranked Verizon No. 3 on the Supplier Diversity Top 25 for providing equal opportunities to all of the company's diverse suppliers to compete for contracts.
- **Latin Business Association** honored Verizon with the Chairman's Historical Corporation of the Year for its efforts to increase access to business opportunities for Latino-owned businesses and for providing invaluable guidance and support to the membership of the LBA and community.
- **Women's Business Enterprise National Council (WBENC)** has named Verizon as a top American corporation for Women's Business Enterprises for the seventh consecutive year. The company was honored for its world-class supplier diversity program, which creates a level playing field for women's business enterprises to compete for corporate contracts.

Board Participation

Verizon managers and executives serve on several organizational boards as officers and advisors. They offer advice and counsel to small businesses on how to grow their business in addition to assisting suppliers on how to meet Verizon's business needs.

Business Organization Involvement - Meetings, Conferences, Trade Fairs and Recognition Events

Verizon participates in external supplier conferences and network events focused on minority-, women-, and service disabled-owned businesses, and actively seek diverse suppliers through our ongoing commitment, collaborations, and advocacy with national, regional, and local minority-and women-owned business development organizations, advocacy groups, expos and trade shows. Over the past year Verizon supported the following external events, among others, aimed at promoting diversity in business:

- Asian Business Association (ABA) Los Angeles Small Business Exchange
- Asian Business Association of Orange County Business Symposium
- Asian Business Association of Orange County Global Sourcing Procurement Conference
- Black Business Association of Los Angeles – Procurement Exchange Conference
- Black Economic Council
- Black Economic Supplier Diversity Council Conference
- California American Indian Chamber of Commerce – Statewide Conference
- California Black Chamber of Commerce Ron Brown Economic Summit
- California Hispanic Chambers of Commerce – Statewide Convention and Trade Fair
- California Public Utilities Diversity and Small Business Panels
- California Utilities Diversity Council
- California Public Utilities Small Business Summits: Burbank, Stockton, San Bernardino
- DVBE Alliance – Keeping the Promise Awards Banquet and Trade Fair
- DVBE Alliance - Workshops for new small businesses
- Elite Services Disabled Veteran Own Business Network Annual National and State Conferences
- Inland Empire Service Disabled Veteran Organization Small Business Summit

- Los Angeles National Association of Women Business Owner's (NAWBO) Business Awards Luncheon
- Latin Business Association Awards Dinner
- Latino Business Chamber of Greater LA Business Workshop
- Minority Business Development Council of San Diego
- National Asian American Coalition
- National Association of Women's Business Organizations Annual Awards
- National Minority Supplier Development Council's National Conference and Trade Show
- Northern California Supplier Development Council – Opportunity Fair
- Northern California Supplier Development Council – Annual Awards Banquet
- National Hispanic Chamber of Commerce Expo
- National Latina Women's Business Association – Los Angeles
- National Latina Women's Business Association – San Diego
- U. S. Pan Asian American Chamber of Commerce Business Connection – National Conference and Expo
- Women Business Enterprise National Council Conference

California Joint Utilities Committee

Verizon is a very active participant on the California Joint Utilities Committee, working together with the joint utilities on common regulatory issues relative to GO 156, the Clearinghouse and other regulatory issues. The joint utilities meet at least quarterly to discuss regulatory changes that might affect the program or the way the utilities report results to the CPUC annually. In 2011 Verizon actively collaborated with the major utilities in California to successfully resolve diversity issues.

California Utilities Diversity Council (CUDC)

Verizon is a member of the CUDC and through its participation, shares diversity best practices in the areas of governance, supplier diversity, employment, philanthropy, and customer service. In 2011, Verizon's West Region President agreed to serve on the directorate of the CUDC.

CPUC Small Business Expos, Procurement Sessions and Workshops

In 2011, Verizon participated in Small Business Expos throughout the state of California to promote small business development. Verizon procurement and supplier diversity managers participated in the panel presentations on “How to Do Business with the Utilities,” one-on-one Business Matchmaking and networking with diversity businesses. Verizon was able to identify diverse suppliers to include in RFPs and engaged several new suppliers.

Verizon participated in CPUC hosted Procurement Sessions, Legal and Advertising Symposiums. Verizon also participated at the CPUC Joint Information Senate Hearing and Financial Symposium.

External Communication

The Verizon Supplier Diversity team continued with extensive communications effort.

1. Verizon participated in forums, workshops and outreach programs sponsored by key WMDVBE advocacy groups such as: (i) the National Minority Supplier Development Council (NMSDC), (ii) United States Pan Asian American Chamber of Commerce (USPAAC), (iii) the California Black Chamber of Commerce (CBCC), (iv) DVBE Alliance, (v) Black Business Association; (vi) National and California Hispanic Chambers of Commerce; (vii) Elite Service Disabled Veteran Owned Business (SDVOB) Network, (viii) Asian Business Associations-Los Angeles and Orange County Chapters, (ix) Latino Business Chamber of Greater LA and (x) Black Economic Council.
2. Verizon advertised its program in publications such as the (i) *Minority Business News*, (ii) *Hispanic Business*, (iii) *Diversity Inc.*, and (iv) *Black Enterprise Magazine*.

Education and Training

Verizon sponsored and funded several business development workshops for diverse small businesses in 2011. These workshops provided training such as: business development, loans, payroll, management, operations, and marketing. Verizon was also a sponsor of the technical assistance programs workshops taught by the California Hispanic Chamber of Commerce. Organizations that supported and benefited from Verizon’s effort were: the California Disabled Veteran’s Alliance, Asian Business Association of Los Angeles and Orange Council, Black Business Association, the California Hispanic Chambers of Commerce, Hispanic Chamber of Riverside, Elite Service Disabled Veteran Owned Business (SDVOB) Network and the American Indian Chamber of Commerce of California. Verizon managers provide formal and informal training to diverse and small business suppliers they encounter at the various events they attend such as: matchmaking, networking, opportunity fairs, business forums, symposiums, etc...

Second Tier Program

As discussed more fully above, Supplier Diversity managers work with prime supplier partners to ensure utilization of diverse suppliers. Verizon Sourcing Process Leaders work closely with prime suppliers to ensure they meet their utilization requirements, opportunity areas, and areas for expansion to achieve supplier diversity at multi-tiered levels within our value chain. Our Supplier Diversity team maintains an automated, on-line reporting system for our suppliers to report their 2nd tier diverse spend data.

Premier Supplier Academy

In 2011, Verizon launched the Premier Supplier Academy (PSA). In conjunction with Verizon's continued efforts to expand and grow our direct supplier procurement, the PSA was designed to assist Verizon's prime suppliers in the development and/or enhancement of their supplier diversity programs. The PSA enables prime suppliers and Verizon to develop new business relationships and stronger business practices while providing opportunities for minority, women, and disabled veteran owned businesses to participate in the Verizon procurement process through prime suppliers doing business with Verizon. The PSA consists of two modules – 1) How To Do Business Workshops; and 2) Supplier Diversity Fair.

How To Do Business Workshop

In September 2011, Verizon rolled out the first PSA – How To Do Business Workshop in Los Angeles. Verizon brought together 12 minority, women, and disabled veteran owned businesses with Bartech, Verizon's prime for staffing and contingent workforce services. Bartech and Verizon explained their business models and supplier diversity best practices.

Supplier Diversity Fair

Verizon conducted its first PSA - Supplier Diversity Fair in Irvine. The Diversity Fair provides diverse suppliers an opportunity to gain a better understanding of Verizon's business needs and compatibilities. Verizon brought together 10 minority, women, and disabled veteran-owned businesses for a line of business update presentation and to participate in one-on-one business matchmaking meetings with representatives from Verizon's Marketing and Network Services organizations.

GO 156 §9.1.2: A summary of W/M/DV BE purchases and/or contracts, with breakdowns by ethnicity, product and service categories, compared with total utility contract dollars, awarded to outside vendors in those categories is attached as : **9.1.2 Exhibit A.**

MWDVBE Annual Results by Ethnicity - VZW						
2011 GO156						
LINE NO.			DIRECT	SUB	TOTAL (\$)	TOTAL (%)
1	MINORITY MEN	ASIAN PACIFIC M	\$ 91,754,024	\$ 24,727,993	\$ 116,482,017	4.02%
2		BLACK M	\$ 2,268,513	\$ 19,072,747	\$ 21,341,260	0.74%
3		HISPANIC M	\$ 3,555,390	\$ 185,152	\$ 3,740,542	0.13%
4		NATIVE AMERICAN M	\$ -	\$ 980,347	\$ 980,347	0.03%
5		MULTI-ETHNIC M	\$ -	\$ -	\$ -	0.00%
6		TOTAL MINORITY MEN	\$ 97,577,928	\$ 44,966,239	\$ 142,544,167	4.92%
7	MINORITY WOMEN	ASIAN PACIFIC W	\$ 155,676,396	\$ 17,529,875	\$ 173,206,271	5.98%
8		BLACK W	\$ 9,741,157	\$ 1,896,608	\$ 11,637,765	0.40%
9		HISPANIC W	\$ 1,121,769	\$ 3,481,927	\$ 4,603,696	0.16%
10		NATIVE AMERICAN W	\$ -	\$ -	\$ -	0.00%
11		MULTI-ETHNIC W	\$ -	\$ -	\$ -	0.00%
12		TOTAL MINORITY WOMEN	\$ 166,539,322	\$ 22,908,410	\$ 189,447,732	6.54%
13		TOTAL MINORITY BUSINESS ENTERPRISE	\$ 264,117,250	\$ 67,874,649	\$ 331,991,899	11.46%
14		WOMEN BUSINESS ENTERPRISE (WBE)	\$ 66,321,827	\$ 10,489,260	\$ 76,811,087	2.65%
15		SUBTOTAL WOMEN, MINORITY BUSINESS	\$ 330,439,076	\$ 78,363,909	\$ 408,802,985	14.12%
16		SERVICE DISABLED VETERAN BUSINESS	\$ 52,661	\$ 20,888	\$ 73,549	0.00%
17		TOTAL MWDVBE	\$ 330,491,737	\$ 78,384,797	\$ 408,876,534	14.12%
18		TOTAL PRODUCT/SERVICE			\$2,895,732,190	

GO 156 §9.1.3: W/M/DV BE program expenses incurred in 2011 include operation costs for the Supplier Diversity department

Line No.	Expense Category	Description	2011 Actual
1	Wages	Two (2) supplier diversity managers	\$ 207,044
2	Other Employee Expense	Travel, Mileage	\$ 15,500
3	CPUC Clearinghouse	Verizon's share of overall costs	\$ 64,566
4	Program Expense	Outreach, sponsorships, promotional material	\$ 45,000
5	Technical Assistance (TA)	Funding expended on TA programs to WMDVBE and small businesses	\$ 280,000
	Total		\$ 612,110

The Verizon Supplier Diversity team also receives external affairs, marketing, regulatory, legal and other support that is not quantified in the table above.

GO 156, § 9.1.4: A description of progress in meeting or exceeding set goals and an explanation of any circumstances that may have caused the utility to fall short of its goals

WBE

Verizon Wireless WBE purchases accounted for over \$76.8 million of total purchases

MBE

Verizon Wireless has consistently increased its purchases with MBEs year over year. In 2011, Verizon Wireless procured over \$331 million with MBEs which is an increase of \$92 million prior year 2010 (\$239 million). The team focused on large and small RFPs across the various products/services that had Verizon California spend impact. The team worked directly with Sourcing Process Leaders and cross-functional teams to ensure that MBE suppliers were considered for every opportunity. Verizon continues to focus on increasing spend with MBE suppliers in historically underutilized product service areas. Verizon increased its support of small and minority businesses by sponsoring technical assistance workshops, small business educational scholarships, business development workshops and other projects to increase the skill and knowledge of the growing small business segment in California. Verizon did this through organizations such as: the Black Business Association, the California Black Chamber, Asian Business Associations and the California Hispanic Chambers of Commerce. Through these organizations Verizon was able to identify potential suppliers in areas with low utilization. Efforts in 2010 and throughout 2011 positioned Verizon Wireless to show improvement in these areas.

DVBE

Verizon continued its collaboration with five major utilities who worked in conjunction with the Elite Service Disabled Veteran Owned Business (SDVOB) Network and DVBE Alliance to identify more qualified suppliers in this category. Verizon continued to identify and introduce (via the RFP/bidding process) those suppliers in order to increase spend in their respective categories Verizon continues its support of DVBEs (whether in-state or otherwise).

Through the California DVBE Alliance and Elite SDVOB Network, Verizon sponsored business development workshops for disabled veterans who want to start businesses. These workshops taught the veterans how to begin, where to acquire financing, and how to create a business plan. At the DVBE Alliance "Keeping the Promise" event, Verizon managers participated in the one-on-one Business Matchmaking sessions identifying three suppliers that are likely to partner with Verizon on state and federal contracts.

The Supplier Diversity team worked closely within the Sourcing, Marketing and Sales teams to identify opportunities for DVBEs to be included in Verizon's Supplier Diversity program and Premier Supplier Academy.

GO 156, § 9.1.5: Summary of Prime Contractor utilization of W/M/DV BE subcontractors

In 2011, Verizon focused on Second Tier Spend which provided a direct means to increase contracting opportunities for minority and women business enterprises (MWBES) through Prime Supplier (Tier 1) engagement, ensuring continued participation by diverse suppliers in the supply chain. In addition we worked with various state and nationally recognized organizations whose mission is to link minority, women owned and disabled veteran owned firms to corporate business opportunities. We identified and worked with several Verizon prime suppliers who we view as essential to our company's operations to utilize W/M/DV BE firms.

Prime suppliers submitted second tier spend with W/M/DV BE suppliers in the following categories:

Classification	\$Amount
Black	\$20,969,355
Asian Pacific	\$42,257,868
Hispanic	\$3,667,079
Native American	\$980,347
<u>MBE Total =</u>	<u>\$67,874,649</u>
WBE	\$10,489,260
DVBE	\$20,888
Total Diversity (Tier 2) Total =	\$78,384,797

GO 156, § 9.1.6: A list of W/M/DV BE complaints received during the past year, accompanied by a brief description of the nature of each complaint and its resolution or current status.

Verizon is proactive in resolving issues that arise as a result of direct or subcontracting relationships. There were no formal complaints in 2011.

GO 156, § 9.1.7: A summary of purchases and/or contracts for products and services in excluded categories.

Verizon Wireless did not exclude any product/service category from its purchase base. Only exclusions specifically stated in General Order 156, Section 8 such as payments to other utilities, government fees and taxes and Verizon affiliates are excluded.

GO 156, § 9.1.8: A description of any efforts made to recruit W/M/DV BE suppliers of products or services in procurement categories where W/M/DV BE utilization has been low, such as legal and financial services, fuel procurement, and areas that are considered highly technical in nature.

Verizon Wireless continued to focus on areas of low utilization. One of the key successes in our supplier diversity program is involvement in numerous diverse organizations. Verizon utilized several minority, women and disabled veteran databases to identify potential diverse suppliers; for example, the National Minority Supplier Development Council's MBSYS database, the CPUC Clearinghouse database, the Women's Business Enterprise National Council's database, the Small Business Administration database, the Department of General Services and other federal, local and state databases. Verizon continued to target advertising and outreach events in order to maximize recruiting opportunities and partnerships. At the diversity events, Verizon Supplier Diversity Managers, procurement members and line of business champions, met one-on-one with suppliers

GO 156, §9.1.9: Document and data retention policies

Verizon Wireless will comply with the requirements specified in GO-156.

GO 156, §9.1.10a: Each utility which elects to report fuel procurement separately must file with the Executive Director by March 1 of each year, beginning in 1991, a separate detailed and verifiable report on W/M/DV BE participation in fuel markets.

This section does not apply to Verizon.

GO 156, §9.1.10b: WMDVBE purchases in product or services categories that include renewable and non-renewable energy, wireless communications, broadband, smart grid and rail projects.

Verizon has partnered with the Department of Energy's National Renewable Energy Laboratory (NREL) to develop energy reduction methods in the information and communications technology (ICT) industry.

To date Verizon has completed the first two solar energy projects in our headquarters location, New York. Both projects were completed in early November 2011. No MWDVBE dollars were spent in California year-to-date.

Section 10 of GO 156 requires utilities to discuss their plans to increase spend in supplier diversity for the next reporting year. Verizon's plan is as follows:

GO 156, §10.1.1: Short, mid and long terms goals by product and service category. **EXHIBIT B.**

Exhibit B shows Verizon on track to meet the short, mid and long-term GO 156 goals as required by Section 8. Verizon's Section 10.1.1 Chart is attached as Exhibit B.

GO 156, §10.1.2: A description of W/M/DV BE program planned for the next calendar year (internal program activities).

PLANNED WMDVBE PROGRAM ACTIVITIES FOR 2012

Verizon Wireless will continue to make concerted efforts to strengthen its Supplier Diversity results:

Internal Program Activities

Verizon Wireless will continue to implement its California Supplier Diversity program with an emphasis on objectives for all key products/services and continuous improvement across all business units. Verizon will also take additional steps to reach its goals, including:

- Analyze, develop and implement strategic plan to increase commitments to existing diverse suppliers and to provide opportunities for suppliers in low utilization areas.
- Actively include qualified diverse suppliers as subcontractors/2nd tier vendors in Verizon procurement opportunities
- Proceed with next phase of Supplier Diversity Awareness Campaign and Premier Supplier Academy to include training, “how to do business” workshops and processes and strategies.
- Emphasize utilization on non-traditional such as legal, asset recovery and investment management areas.
- Strategically partner and collaborate with internal business units and Suppliers to develop and implement strategies to increase diverse spend.
- Increase supplier diversity representation on RFP Cross Functional Teams.
- Assess direct and indirect procurement opportunities and identify crucial RFPs with an impact on Verizon California and proactively work with the Cross-Functional Teams to emphasize key strategies.
- Partner with Sourcing and strategic prime suppliers to ensure multi-tier diversity inclusion.
- Continue to work with internal customer groups outside of the sourcing process whose functions impact use of key California suppliers. Ensure WMDVBEs are included in the competitive process for every contract opportunity.
- Communicate Verizon’s short and long term supplier diversity related strategic directions to key internal stakeholders.

- Continue to educate, increase awareness and work closely with prime suppliers to ensure they meet their utilization requirements.
- Consistently monitor, review and analyze reports to track progress to ensure diversity initiatives are being executed.
- Conduct periodic quantitative analysis of overall supplier diversity performance by internal business units.
- Continue to communicate and educate the supplier diversity message of diversity and inclusion through the monthly Sourcing and Procurement Operations Newsletter.
- Continue to collaborate with minority and non-minority advocacy organizations and prime contractors to support doing business with and encourage economic development of minority, women-owned and disabled veteran suppliers and contractors.
- Support and mentor suppliers by nurturing their successes, providing favorable feedback, and suggest partnerships with organizations that are work to improve their opportunities.
- Encourage primary suppliers to diversify their own base of minority-owned suppliers and subcontractors, and develop relationships that would be mutually beneficial.

GO 156, §10.1.2: A description of W/M/DV BE program planned for the next calendar year (external program activities).

External Program Activities

Verizon Wireless will continue to develop its Supplier Diversity program, with an emphasis on outreach to supplier community, web-based tools to allow effective supplier access, and the development of best practices within our industry. Verizon will also closely monitor opportunities to increase spending results, to promote Supplier Diversity and to meet its objectives, including:

- Work with various Chambers of Commerce and business associations to conduct one-on-one meetings between WMDVBEs and Verizon Sourcing Process Leaders to discuss both current opportunities in California and general Verizon requirements for the applicable product or service.
- Partner with prime suppliers to host Premier Supplier Academy informational and opportunity seminars.
- Host Diversity Fairs with focus on the segments with greatest underutilization.
- Develop existing MWDVBEs for 2nd tier strategic opportunities.
- Provide greater communication and guidance to potential 2nd tier partners into the next generation of master contracts.
- Encourage diverse suppliers to achieve and maintain certifications and to enter and update their profiles on our website registration database.
- Participate in local, regional and national Supplier Diversity events which include: conferences, forums, symposiums, trade fairs and workshops.
- Continue to actively partner with the CPUC, Elite Service Disabled Veteran Owned Businesses (SDVOB) and DVBE Alliance organizations to build awareness of Verizon's procurement requirements by participating in business matchmaking and one-on-one supplier meetings between Supplier Diversity and a qualified pool of DVBE firms.
- Monitor results and work closely with prime suppliers to ensure that they meet their 2nd tier utilization requirements and review and expand areas of opportunity for diverse spend.
- Continue to invest in and partner with California minority business associations to provide their members with technical assistance programs designed to increase the number of minority businesses serving as qualified suppliers of goods and services with major utilities and telecommunications companies.

- Maintain active membership in several supplier diversity organizations and various associations including the National Minority Supplier Development Council, the Women's Business Enterprise Council, and Asian Business Association.

GO 156, §10.1.3: Plans for recruiting W/M/DV BE suppliers of products or services where W/M/DV BE utilization has been low, such as legal and financial services, fuel procurement, and areas that are considered highly technical in nature.

- Verizon will continue to participate in the CPUC legal, professional services and financial forums throughout the state in order to identify diverse suppliers in these areas.
- Verizon will communicate professional legal and financial organizations to identify diverse suppliers.
- Verizon will continue to benchmark with other utilities to identify diverse suppliers in low utilization areas.
- Verizon will continue to work with prime suppliers in such areas as logistics, fiber optic cable cutting, and real estate services to encourage use of W/M/DV BEs in areas related to such prime suppliers' core competencies. Verizon's policy is to accept as part of its second tier program only expenditures related to direct costs incurred in the production of products or the provisioning of services for Verizon, including subcontracting costs where applicable.
- Verizon will work within the industry to continue to develop best practices for developing sustainable supplier diversity growth.
- Verizon will utilize the numerous diverse databases for sourcing.
- Verizon will continue to focus on recruiting, identifying and positioning DVBE suppliers for key RFPs.

GO 156, §10.1.4: Plans for seeking and/or recruiting W/M/DV BE suppliers of products or services in any “excluded category” of products or services which has been removed from the procurement dollar base used to set goals because of the established unavailability of W/M/DV BE suppliers.

Verizon Wireless has not used exclusions in providing this report. Only exclusions specifically stated in General Order 156, Section 8 were excluded from its procurement dollar base spend.

GO 156, §10.1.5: Plans for encouraging both prime contractors and grantees to engage W/M/DV BE in subcontracts in all categories that provide subcontracting opportunities.

Guidelines for utilization of W/M/DV BE subcontractors by non-W/M/DV BE First Tier suppliers are included in each RFP. As part of their response to Verizon RFPs, prime suppliers are required to include their W/M/DV BE utilization plan. In addition, Verizon contracts include a diverse spend target. The plan requires a list of specific W/M/DV BE to be utilized as well as projected dollars or percentage of work they will receive. Audits are periodically conducted to assure contract compliance. A verbal and written communication is sent to any supplier that is under-performing reminding it of contractual commitments. Prime suppliers are also required to report their W/M/DV BE subcontracting activity to Verizon on a regular basis. The Supplier Diversity organization is responsible for tracking this information.

California Public Utilities Commission -- GO#156



Exhibit A

Product/Service Detail

Period Reporting: January 2011 thru December 2011

SIC Category	Major Group	Tier 1 (Direct) Product/ Service Description	African American		Asian-Pacific		Native American		Hispanic		Men Total Minority Male	Women Total Minority Female	MBE Total Minority Business (MBE)	WBE Total Minority Business (WBE)	DVBE Disabled Veteran	MWDVBE Minority, Women, & DVE	Procurement ent	Non- MW/DV BE	2011 Total Company Procurement
			Male	Female	Male	Female	Male	Female	Male	Female									
27, 73	1	Advertising, Mkt Printing	\$ 1,351	8,464,913	942,470	13,696	0.00%	0.00%	39,342	2,370,290	983,163	10,848,888	11,832,051	38,546,328	0.00%	50,378,380	75,193,189	125,571,569	
			% 0.00%	6.74%	0.75%	0.01%		0.03%	0.78%	8.64%	9.42%	30.70%	40.12%	59.88%	100.00%				
73	2	Business Services	\$ 2,893,466	2,578,888	93,167,795	1,225,271	980,347	58,347	97,099,955	3,804,159	100,904,114	1,169,729	102,073,843	311,814,711	413,888,554	100.00%			
			% 0.70%	0.62%	22.51%	0.30%	0.24%	0.01%	23.46%	0.92%	24.38%	0.28%	24.66%	75.34%	100.00%				
55	3	Fleet Equipment & Services	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	93,350	93,350
			% 0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
63	4	HR Benefits	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			% 0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
35	5	IT - Hardware & Software & SVC	\$ 114,735	0	6,334,107	6,467,209	0	0	6,448,842	6,467,209	12,916,051	11,750,898	24,666,950	94,462,321	119,129,270	100.00%			
			% 0.10%	0.00%	5.32%	5.43%	0.00%	0.00%	5.41%	5.43%	10.84%	9.86%	20.71%	79.29%	100.00%				
16, 48	6	Enterprise Equip & Services	\$ 57,041	700	156,416,934	0	56,875	44,402	113,916	156,462,037	156,575,953	1,868,790	158,444,742	1,212,310,980	1,370,755,722	100.00%			
			% 0.00%	0.00%	0.00%	11.41%	0.00%	0.00%	0.01%	11.41%	11.42%	0.14%	11.56%	88.44%	100.00%				
59	7	Office Supplies	\$ 0	0	0	0	0	0	0	0	0	206,739	206,739	3,932,818	4,139,557	100.00%			
			% 0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.99%	4.99%	95.01%	100.00%				
16	8	Other Communication Equip&SVC	\$ 0	0	0	0	0	0	0	0	0	0	0	11,317,271	11,317,271	100.00%			
			% 0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%				
17	9	Outside Plant equipment	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
			% 0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
16	10	Outside Plant Services	\$ 0	0	0	0	0	0	0	0	0	30,810	30,810	378,631	409,441	100.00%			
			% 0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7.52%	7.52%	92.48%	100.00%				
65	11	Real Estate	\$ 149,544	0	1,358,890	0	3,192,649	526,751	4,701,082	526,751	5,227,834	2,587,223	7,815,057	295,259,234	303,074,290	100.00%			
			% 0.05%	0.00%	0.45%	0.00%	0.00%	0.15%	1.55%	0.17%	1.72%	0.85%	2.58%	97.42%	100.00%				
15, 36, 73	12	Network Construction	\$ 2,229,095	359,946	461,470	0	393,326	550,750	3,083,891	910,696	3,994,587	15,277,620	55,457	19,327,664	317,751,370	337,079,034	100.00%		
			% 0.66%	0.11%	0.14%	0.00%	0.12%	0.16%	0.91%	0.27%	1.19%	4.53%	5.73%	94.27%	100.00%				
73	13	Training/ Staffing	\$ 15,896,029	233,318	14,217,285	9,083,171	0	3	1,111,503	30,113,317	10,427,992	40,541,309	5,372,949	18,092	45,932,350	158,594,548	204,526,898	100.00%	
			% 7.77%	0.11%	6.95%	4.44%	0.00%	0.00%	0.54%	14.72%	5.10%	19.82%	2.63%	22.46%	77.54%	100.00%			
36	14	Transport	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
			% 0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
47	15	Transportation	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
			% 0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
70	16	Travel	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
			% 0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
81	17	Legal	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,747,235	
			% 0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.747,235	
		Total	\$ 21,341,260	11,637,765	116,482,017	173,206,271	980,347	0	3,740,542	4,603,696	142,544,167	189,447,732	331,991,899	76,811,087	73,549	408,876,534	2,481,108,421	2,895,732,190	
			% 0.74%	0.40%	4.02%	5.98%	0.03%	0.00%	0.13%	0.16%	4.92%	6.54%	11.46%	2.65%	0.00%	14.12%	85.68%	100.00%	



Exhibit B

2011

G.O. #156 Sec. 10.1.1

WMBE ANNUAL SHORT, MID & LONG TERM GOALS BY PRODUCT AND SERVICE CATEGORY

PRODUCTS		Short-Term (2012)				Mid-Term (2014)				Long-Term (2016)			
		Minority		Women Business	Women, Minority Business	Minority		Women Business	Women, Minority Business	Minority		Women Business	Women, Minority Business
		Men	Women	Enterprise (WBE)	Enterprise (WMBE)	Men	Women	Enterprise (WBE)	Enterprise (WMBE)	Men	Women	Enterprise (WBE)	Enterprise (WMBE)
Advertising, Mkt, Printing	%	0.8%	8.8%	31.3%	40.9%	0.8%	9.0%	31.9%	41.7%	0.8%	9.2%	32.6%	42.6%
Business Services	%	23.9%	0.9%	0.3%	25.2%	24.4%	1.0%	0.3%	25.7%	24.9%	1.0%	0.3%	26.2%
Fleet Equipment & Services	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
HR Benefits	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
IT - Hardware, Software & SVC	%	5.5%	5.5%	10.06%	21.1%	5.6%	5.6%	10.3%	21.5%	5.7%	5.8%	10.5%	22.0%
Enterprise Equipment & Services	%	0.0%	11.6%	0.1%	11.8%	0.0%	11.9%	0.1%	12.0%	0.0%	12.1%	0.1%	12.3%
Office Supplies, Office Equip.	%	0.0%	0.0%	5.1%	5.1%	0.0%	0.0%	5.2%	5.2%	0.0%	0.0%	5.3%	5.3%
Other Communication Equipment & SVC	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Outside Plant Equipment	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Outside Plant Services	%	0.0%	0.0%	7.7%	7.7%	0.0%	0.0%	7.8%	7.8%	0.0%	0.0%	8.0%	8.0%
Real Estate - Other	%	1.6%	0.2%	0.9%	2.6%	1.6%	0.2%	0.9%	2.7%	1.6%	0.2%	0.9%	2.7%
Network Construction Maintenance	%	0.9%	0.3%	4.6%	5.8%	0.9%	0.3%	4.7%	5.9%	1.0%	0.3%	4.8%	6.1%
Training/Staffing	%	15.0%	5.2%	2.7%	22.9%	15.3%	5.3%	2.7%	23.4%	15.6%	5.4%	2.8%	23.8%
Transport Broadband	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transportation	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Travel	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Legal	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL		5.0%	6.7%	2.7%	14.4%	5.1%	6.8%	2.8%	14.7%	5.2%	6.9%	2.8%	15.0%