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March 3, 2014

VIA ELECTRONIC FILING

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

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

Dear Mr. Clanon:

Pursuant to General Order 156, Verizon California Inc. (U 1002 C) hereby electronically files its 2013 Annual Report and Annual Plan. This report is available to others upon request.

Very truly yours,

A handwritten signature in black ink, consisting of the letters "KR" followed by a horizontal line.

Kurt R. Rasmussen
Vice President-Regulatory

Attachment

cc: Stephanie Green
Marshall Kennedy



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

CPUC

ANNUAL REPORT

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

Verizon California Inc. (U 1002 C) (“Verizon”) submits this 2013 Annual Report and Annual Plan in compliance with GO 156, Sections 9 and 10. Section 9 of the California Public Utilities Commission’s (CPUC) General Order 156 requires utilities to electronically file an annual report discussing ten topics. Section 10 of GO 156 requires utilities to discuss its plans to increase the following reporting year expenditures. Verizon California Inc. reports on a calendar year basis (January 1 – December 31).

Verizon’s investment in California’s network infrastructure is an investment in the economic future of the state. At Verizon, we are differentiating ourselves in the marketplace by building superior networks and delivering innovative technologies - particularly in consumer broadband, business and government, and wireless. Our infrastructure investment breaks down traditional technological boundaries, providing powerful solutions that enable people and businesses to connect however, whenever and wherever they want. This creates opportunities that are borderless and that bring great benefits to our customers, employees, suppliers and communities in the Golden State.

Diversity is a corporate imperative at Verizon. Aligning with our customer base, engaging our communities, and attracting and retaining talented individuals are critical to our success. To integrate supplier diversity into all aspects of our business, we focus on three areas: education and awareness, partnership development, measurement and accountability.

At Verizon, diversity is about cultivating an inclusive organization that reflects the marketplace and the communities we serve. Our Supplier Diversity Program supports providing procurement opportunities to small businesses, minority, women, and service disabled veteran owned business enterprises. Supplier Diversity is an element of Verizon’s strategy to grow and compete in the marketplace, and provides customers with the highest quality and service. By including supplier diversity in our supply chain, we can strategically accomplish two goals: 1) we position our business for success through better quality and innovation, and 2) we contribute to the economic prosperity of the communities we serve.

OVERVIEW

In 2013, Verizon spent 48.8% of its procurement dollars with women, minority and disabled veteran owned business enterprises (WMDVBEs) exceeding all GO 156 diversity spend goals. These results support our longstanding commitment to the inclusion and utilization of diverse suppliers throughout our supply chain.

Verizon is committed to promoting and integrating diverse suppliers into our supply chain. We believe that including diverse suppliers in our sourcing process can provide us the greatest opportunity to develop the most innovative, highest quality, and most cost-effective business solutions. Through direct experience, we know that inclusion of diverse suppliers in our business can enable us to deliver business benefits and outstanding results that could otherwise not be possible. We strive to ensure that our business leaders have a broad understanding of the business case for working with diverse suppliers and the competitive advantage that a robust supplier diversity process can provide the company.

In the following sections of this report, Verizon discusses each topic in Sections 9.1.1 through 10.1.6.

GO 156, §9.1.1: A description of WMDVBE program activities engaged in during the previous calendar year. Internal program activities.

INTERNAL PROGRAM ACTIVITIES

Key Procurement Opportunities

As Verizon continues to introduce new technologies throughout California, the impact has led to new and exciting opportunities for customers and also for the supplier base providing the support for those technologies. In 2013, 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.

Verizon continued to focus on strengthening our FiOS fiber-optic network, enhancing secure IT network services, advanced communications platforms and industry-focused solutions agreements in support of our FiOS Internet and Video projects. We continued our efforts to provide key opportunities to minority, women and disabled veteran owned business enterprises in these and other areas of focus in Verizon's supply chain.

Verizon Supplier Diversity Team

The Verizon Supplier Diversity team works to create mutually beneficial business relationships with diverse suppliers that strengthen the communities we serve and create a value-growth strategy for our shareholders. We strive to provide maximum opportunity for diverse suppliers to compete on an equal basis with all other suppliers who meet our product, service, procurement and contractual requirements.

The Supplier Diversity 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 diverse suppliers to enrich Verizon's supply chain. The team also manages programs to optimize exposure and opportunities for diverse suppliers and assists diverse suppliers with navigating through the corporate purchasing systems for bid opportunities.

WMDVBE Contract Commitments

We continue to build into our contracts WMDVBE commitments with suppliers in support of our principles and to encourage diversity in supplier development, growth and utilization. We believe that driving diverse supplier utilization through our supply chain will fuel the economy in the diverse business community and provide a multiplier effect for diverse business utilization.

Annual Plans

Verizon's purchases of goods and services are obtained via a competitive bid process for contracts over \$1M and managed by Sourcing Process Leaders ("SPLs") within Verizon's Strategic Sourcing organization. Each SPL establishes an annual plan that includes WMDVBE goals.

Employee Education

- **Supplier Diversity Awareness Training** – Verizon continued to focus on its employee supplier diversity education training. 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.
- **Business Group Meetings and Conferences** –The Supplier Diversity team participates in business group meetings and conferences, as an important agenda topic. During these meetings with line of business senior leaders the team is able to share supplier diversity goals, results and initiatives. Follow-up meetings are scheduled to discuss progress and commitment to insure Verizon makes progress toward meeting its supplier diversity goals.

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.

Capacity Building Program - Premier Supplier Academy

In 2013, Verizon continued its efforts with the Premier Supplier Academy (PSA) to expand and grow our direct supplier procurement. The PSA provides an invaluable opportunity for invited WMDVBE's to meet with Verizon's prime suppliers; enables Verizon's primes to develop new business relationships; encourages our prime suppliers

to provide additional opportunities for minority, women and disabled veteran owned businesses to participate in their procurement process. The PSA consists of two segments: 1) How to Do Business Workshops and 2) Supplier Diversity Fairs.

How To Do Business Workshops

- In second quarter 2013, Verizon Wireless Network Services and Supplier Diversity teams met with eight (8) minority and disabled veteran owned business enterprises to discuss procurement opportunities in data antenna services, network engineering, cell site construction and maintenance.
- Also in the second quarter, a PSA Program follow-up meeting was conducted. Twenty-eight (28) PSA alumni were asked to provide feedback on the effectiveness of the PSA. Participants completed a Verizon prepared survey.
- In the third quarter Bartech, Verizon's prime supplier for staffing and contingent workforce services, met with five (5) WMDVBEs to discuss second-tier opportunities.
- Also in the third quarter, Verizon Real Estate Services met with six (6) WMDVBEs to discuss second-tier opportunities in facilities, site acquisitions, and furnishings.

Supplier Diversity Fair

- Verizon in-house legal team met with five (5) WMDVBEs law firms to discuss opportunities in the Litigation, Labor, Environmental, and Regulatory practice areas. The PSA Supplier Diversity Legal Fair provided diverse suppliers an opportunity to gain a better understanding of Verizon's legal business needs and compatibilities.

Internal Communication

In 2013, the Verizon Supplier Diversity team continued with an extensive internal communications effort:

1. Verizon issued monthly comprehensive reports that tracked supplier diversity progress. Verizon also issued reports that tracked progress towards California WMDVBE 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 WMDVBE suppliers.
2. Verizon's supplier diversity website provides current information on certification and registration, supplier selection criteria, contact information, and other pertinent information for prospective suppliers.

Key California Initiatives

Each year, Verizon strives to exceed its supplier diversity goals. To do so, the Supplier Diversity team focuses on initiatives designed to integrate diversity into our procurement process and garner company-wide participation. There were several key initiatives for 2013 include the following:

Focus on Business and Procurement Opportunities: 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 FiOS and 4G LTE networks. 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 women, minority, and disabled veteran owned business enterprises to ensure progress was made to meet its WMDVBE goals.

Cross Functional Teams: The Supplier Diversity team worked directly on cross-functional teams to ensure that WMDVBE suppliers were considered for opportunities. Within the Verizon procurement process, Cross-Functional Teams consist of sourcing process leaders, lines of business managers and supplier diversity managers. The effort and expertise of our Cross-Functional Teams created streamlined and consolidated purchases in order to boost efficiencies as well as maintain and/or increase the utilization of diverse suppliers.

Expanded Internal Partnerships: The Supplier Diversity team expanded their efforts and worked with Business Unit end-user groups in areas where purchases are not governed by Strategic Sourcing initiatives. Partnerships with Sourcing, Network Services, Marketing and Legal continued throughout 2013 to drive accountability and focus on results. The Supplier Diversity team targeted large and small Request for Proposals (RFPs) across the various products/services that had California spend impact.

Evaluated National RFPs: The Supplier Diversity team reviewed and evaluated national RFPs for possible California impact. Supplier Diversity managers joined RFP teams to ensure that California WMDVBE goals 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.

Prime Supplier Focus: Verizon continued to require its prime suppliers to develop and/or expand their own Supplier Diversity programs. Prime supplier contracts must have a WMDVBE utilization plan. 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 WMDVBE subcontractors, invited them to participate in advocacy conferences and symposiums and to report quarterly as part of our WMDVBE second tier program.

Improve Processes and Procedures: Verizon continued 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 second 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 WMDVBE program activities during the previous calendar year. External program activities.**EXTERNAL PROGRAM ACTIVITIES****Second Tier Program**

Verizon works with prime suppliers to achieve supplier diversity at multi-tiered levels within its value chain. The program requires prime suppliers to report their utilization of WMDVBE subcontractors 30 days after each ending quarter. The purpose of the second tier program is to track prime suppliers subcontracting dollars spent with women, minority, and disabled veteran suppliers and insure inclusion and utilization of diverse suppliers throughout the Verizon supply chain while optimizing resources. 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 partner with key prime suppliers to review requirements and develop a strategy for WMDVBE subcontracting. In 2013, Verizon focused on its second tier program by conducting an internal audit of various contracts and amendments requiring second-tier spend from prime suppliers.

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 2013. Supplier awards are presented each year in ten (10) categories, which includes Supplier Diversity – WMDVBE and Supplier Diversity Excellence – Tier 1. Verizon's recognition program is an important element of supplier diversity because recognized suppliers use the award to attract business from other companies creating a multiplier effect.

Prime Supplier Utilization Plans

Prospective prime suppliers are required to submit a "utilization plan," a plan that includes objectives for subcontracting WMDVBE firms. In awarding contracts, Verizon views a prospective first tier supplier's written commitment to use WMDVBE firms as an important consideration. This written commitment becomes part of the contract. Verizon contractually requires prime suppliers to submit reports tracking adherence to this commitment.

Capacity Building and Technical Assistance Programs

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 2013, 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 (ABA-LA)

Verizon partnered with the ABA-LA on its **ABA Business Makeover: Business Education Program**. Along with gaining financial acumen, participants were educated on the latest technology to help streamline operations and learn how to make a lasting impression with potential customers.

Asian Business Association of Orange County (ABA-OC)

Verizon partnered with the ABA-OC to provide its **Business Economic Development and Matchmaking Program**. The workshops focused 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 Business Association of San Diego (ABA-SD)

Verizon partnered with the ABA-SD to provide its **Business Development and Education Program**. Business owners were educated on the latest technology to help streamline operations and had an opportunity to engage and learn from successful business leaders and subject matter experts, many from the local San Diego community.

Asian Pacific Islander Small Business Program

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

Black Business Association of Los Angeles (BBA)

Verizon partnered with the BBA on the **eBusiness Technology Academy**. The Academy trained 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.

Black Economic Council (BEC)

Verizon partnered with the BEC on its **Supplier Diversity Next Steps Program**. The program is designed to address the needs of underserved Black businesses by providing procurement readiness training to participants and ensuring the development of required skills for effective and sustainable operational processes.

California Asian Pacific Chamber of Commerce (CAPCC)

Verizon partnered with the CAPCC on its **2nd Annual California Asian Business Summit**. The California Asian Business Summit, organized by the ABA-SD and CAPCC, brought together corporate, business, and government leaders to explore cutting edge issues affecting the global economy. The Summit shined a light on the significant impact that Asian Pacific businesses, both domestic and abroad, have on the California economy.

California Black Chamber of Commerce (CBCC)

The **Youth Entrepreneurship & Green Business Development 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 Disabled Veteran Business Enterprise Alliance (CADVBE)

Verizon supported the CADVBE Alliance **Specialized Disabled Veteran Educational Training Program**. SDVET recruited, evaluated, and trained severely disabled vets to run their own businesses.

California Hispanic Chambers of Commerce (CHCC)

Verizon partnered with the CHCC on its **34th Annual Convention**, which brought together entrepreneurs, small business advocates and corporate representatives in Oakland, CA. The convention offered participants the opportunity to learn the latest trends in business development, network with outstanding business professionals, and gain insights into growing and maintaining a successful business.

California Small Business Education Foundation

Verizon partnered with California Small Business Education Foundation on its **Small Business Resource Center**. The Small Business Resource Center provides 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.

Chinese Institute for Empowerment

Verizon partnered with the Chinese Institute for Empowerment on its **Technology Training for Small Business Program**. This program focused on teaching small business owners to use low-cost and effective technology solutions to solve basic and critical issues faced by small business owners and prospective entrepreneurs.

Institute of the National Black Business Council

Verizon partnered with the Institute of the National Black Business Council on its **Small Business Development and Growth Training** programs. The Council provided technical assistance workshops and updated its website to include web-based training on business setup, certifications, acquisition/mergers and partnerships.

Latin Business Association Institute (LBA-I)

Verizon continued to partner with the LBA-I on its **Minority Women's Business Conference (MWBC)**. The MWBC provided women in business the opportunity to connect with the top women executives from various utility and telecommunications companies and focused on how women and minorities in business not only can meet the buyers but also successfully obtain a contract.

Latinas In Business Foundation

Verizon partnered with the Latinas In Business Foundation on its **Women's Leadership Forums**. The Forums allow graduates of the Emerging Latina Entrepreneur Fellowship program to participate in graduate "Impact Sessions" as part of its Women's Leadership activities and sessions.

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

Verizon continued its partnership with the LBC-GLA on its **Business Technology Center Training Programs**. The Tech Center focused on providing programs that include training in using social media and the technology needed to understand and utilize social media. These programs help business owners understand how technology can assist them in becoming more efficient and provide the basis for growth.

National Association of Asian American Professionals (NAAAP)

Verizon partnered with NAAAP on its **Interactive Workshop Series** to train and equip Asian American business professionals for promotional readiness and entrepreneurial success through unique leadership development concepts, specific Asian-specific employment/promotion data and innovative technology applications.

Southern California Minority Supplier Development Council, Inc. (SCMSDC)

Verizon partnered with the SCMSDC on its **Effective Communication in Procurement by Ethnic Minority Women Business Owners Program**. The program trains women on effective communication skills to enable them to compete more successfully for contracts.

Young Visionaries Youth Leadership Academy (YVYLA)

Verizon partnered with YVYLA on its **Capacity Building for Young Entrepreneurs Program**. The program provides discussion topics such as: Access to Capital, Creating a Business Plan, Understanding Your Market, Positioning for Success, Building Your Customer Base, Financial Capacity, and Establishing an Effective Infrastructure.

Advertising

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

American Indian Business News	Hispanic Network Magazine
American Business News	Minority Business Entrepreneur
Black EOE Journal	Minority Business News
Black Enterprise Magazine	US Veterans Magazine
Hispanic Business Magazine	Women's Enterprise Magazine

Verizon advertising was placed in programs and other publications at outreach events.

Asian Business Association of Los Angeles Procurement Conference	Latin Business Association Minority Womens Business Conference
Asian Business Association of Orange County Global Sourcing Procurement Conference	Los Angeles Business Chamber of Greater Los Angeles Business Conference
Asian Business Association of Orange County Annual Recognition Awards	National Association of Women Business Organizations
California Hispanic Chambers of Commerce	National Latina Women's Conference
California Native American Indian Chamber of Commerce Expo	U.S. Hispanic Chamber of Commerce Business Expo
DVBE Alliance "Keeping The Promise" Expo	US Pan Asian American Chamber of Commerce Business Conference
Elite Service Veteran Organization Businesses	

2013 Awards and Recognition

Verizon was recognized with the following awards and recognitions in 2013:

Awards & Recognition - Diversity

2013 Corporate Eagle Award

Asian Business Association of Orange County honored Verizon with their 2013 Corporate Eagle Award in recognition of the company's commitment to supplier diversity and its support of the Asian business community.

Among the Best for Latinas 2013, *LATINA Style Magazine*

For the 11th consecutive year, Verizon has been named to this annual list of the best US companies for Latina employees.

#1 Company for Diverse Managers, *Diversity MBA Magazine*

Verizon Communications was awarded the top spot in their "Best Places for Diverse Managers and Women to Work."

Best for Multicultural Women 2013: *Working Mother*

For the eighth straight year, Verizon has been ranked by Working Mother as among the best companies for multicultural women.

Top Company for Diversity, *Diversity, Inc.*

As a longtime diversity leader, Verizon Communications was recognized for its efforts to recruit, retain and promote women, as well as exemplifying inclusive talent development best practices for minority employees.

Top 50 Employer 2013: *Careers & the disABLED Magazine*

Verizon Communications was named to the annual list of the Top 50 Employer Readers' Choice.

Top Organization for Multicultural Business Opportunity 2013,

DiversityBusiness.com named Verizon to its Top 50 Organizations for Multicultural Opportunities list. The annual industry ranking is a performance indicator of companies that provide the best and the most business to multicultural businesses.

Commitment to Service Disabled Veterans

Elite Service-Disabled Veteran-Owned Business Network recognized Verizon for its leadership, support and commitment to service disabled veterans.

Top Corporations for Women's Business Enterprises

Women's Business Enterprise National Council (WBENC) recognized Verizon for its world-class supplier diversity program that created level playing fields for women's business enterprises to compete for corporate contracts in addition to offering equal access to business opportunities.

Commitment to the Success of Women's Business Enterprises

Women Presidents' Educational Organization (WPEO) recognized Verizon for its commitment to the success of women's business enterprises with their Celebrating our Partners award.

Awards & Recognition - Innovation**Top 100 Technology Innovators: InformationWeek 500**

For the 17th year, Verizon has been named to the InformationWeek 500, a list that honors the top technology innovators in the U.S. Recognized in the list's top 100 for innovative information-technology work.

No. 1 In Our Industry 2013: Fortune Magazine

Verizon earned a No. 1 ranking in the telecommunications sector for the 2013 list of the World's Most Admired Companies

Best Quality 2013: J.D. Power and Associates

Verizon Wireless ranked highest among national wireless companies in the Wireless Network Quality Performance Study, covering five regions and 43 states.

Verizon Rated Best-in-Class for Privacy 2013: Ponemon Institute Survey

Once again, Verizon Communications is ranked as the most trusted U.S. communications company in the Annual Most Trusted Companies for Privacy Consumer Survey.

Top Company for Leaders 2014: *Chief Executive Magazine*

Verizon Communications earned the No. 14 spot on the 40 Best Companies for Leaders 2014 annual list

Awards & Recognition - Workplace Excellence**Top 100 Military Friendly Employer for 2012: G.I. Jobs.com**

Verizon Communications' ranked 3 out of 100 for our commitment to helping veterans and active members of the military.

2013 Working Mother 100 Best Companies: *Working Mother*

For the 12th consecutive year, Verizon has been named to Working Mother magazine's list of the 100 Best Companies for Working Mothers. The annual list honors companies that have family-friendly benefits and policies that help working mothers balance their work and personal lives.

Best Place to Work in Information Technology 2012, *IDG's Computerworld*

For the 11th consecutive year, Verizon Wireless was recognized as one of the top workplaces for information technology professionals.

Most Valuable Employer for Military 2013: *Civilianjobs.com*

Verizon earned recognition based on our recruiting, training and retention plans that cater to military service members and veterans.

Best for Veterans 2013: *Military Times*

Verizon has been named to the EDGE Best for Vets 2013: Employers List for excellence in military recruiting and hiring practices.

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, expos, tradeshow and network events focused on women, minority, and disabled veteran owned businesses, and actively seeks diverse suppliers through our ongoing commitment, collaborations, and advocacy. In addition, the Supplier Diversity team hosted trade fairs for WMDVBEs procurement seminars, and conducted site visits. 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.

Over the past year Verizon supported external events, aimed at promoting diversity in business including the following:

Asian Business Association Los Angeles Small Business Exchange	DVBE Alliance – Keeping the Promise Awards Banquet and Trade Fair
Asian Business Association of Orange County Small Business Development Symposium	DVBE Alliance - Workshops for new small businesses
Asian Business Association of Orange County Business Matchmaking Workshop	Elite Services Disabled Veteran Own Business Network Annual Conference
Asian Business Association of Orange County Global Sourcing Procurement Conference	Latin Business Association Global Business Conference
Asian Business Association of Los Angeles Makeover: Business Edition	Latin Business Association Minority Women's Business Conference
Black Business Association of Los Angeles – Procurement Exchange Summit	Latino Business Chamber of Greater LA Business Conference

Black Economic Council	National Latina Women's Council Business Conference
California American Indian Chamber of Commerce 10th Annual Business Expo	National Minority Supplier Development Council's National Conference
California American Indian Chamber of Commerce Business Workshop "Picture Perfect"	Northern California Minority Supplier Development Council Business Opportunity Fair
California Asian Pacific Chamber of Commerce Business Summit	Northern California Supplier Development Council – Annual Awards Banquet
California Black Chamber of Commerce Ron Brown Economic Summit	National Latina Women's Business Association – Los Angeles
California Hispanic Chambers of Commerce – Convention and Trade Fair	U. S. Pan Asian American Chamber of Commerce CelebrASIAN Business Conference
California Public Utilities Diversity and Small Business Panels	U. S. Hispanic Chamber of Commerce National Business Conference
California Utilities Diversity Council	Women Business Enterprise Council LA Forum Business Opportunity Workshop
California Public Utilities Small Business Summits: Salinas, San Jose	

California Joint Utilities Committee (CJUC)

Verizon maintained its leadership role as the Chair on the California Joint Utilities Committee, working with the joint utilities on common regulatory issues relative to GO 156, the Supplier Clearinghouse and other regulatory matters. Verizon serves as Liaison to the CPUC and the Supplier Clearinghouse.

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.

CPUC Small Business Expos, Procurement Sessions and Workshops

In 2013, Verizon participated in Small Business Expos throughout the state of California to promote small business development. Verizon procurement and supplier diversity managers participated in panel presentations, one-on-one business matchmaking, and networking sessions with diverse businesses. These business opportunities provided small and minority business enterprises the ability to explore potential supplier/buyer contracts, the opportunity to learn of contracting opportunities firsthand and ensure the best return on time invested. Verizon was able to identify diverse suppliers to include in RFPs and engaged several new suppliers.

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, San Diego, and Orange County Chapters; (ix) California Asian Pacific Chamber of Commerce; (x) Latino Business Chamber of Greater LA; (xi) American Indian Chamber of Commerce. Verizon advertised its program in publications such as the (i) *Minority Business News*, (ii) *Hispanic Business*, (iii) *Diversity Inc.*, (iv) *Black Enterprise Magazine*, and (v) *Women's Enterprise USA Magazine*.
2. Verizon continues to meet and communicate with key prime suppliers to review requirements for WMDVBE subcontracting. Verizon responded to daily requests for information from prospective WMDVBE suppliers. Staff maintained daily outreach efforts to incumbent WMDVBE suppliers, directly meeting with many and answering requests for information.

GO 156 §9.1.2: A summary of WMDVBE 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.

EXHIBIT A

See Exhibit A attached hereto.

Summary of Purchases:

WMDVBE Annual Results by Ethnicity - Verizon California						
2013 GO156						
LINE NO.			DIRECT	SUB	TOTAL (\$)	TOTAL (%)
1	MINORITY MEN	ASIAN PACIFIC M	\$ 8,987,044.50	\$ 460,725.75	\$ 9,447,770.25	4.01%
2		BLACK M	\$ 9,993,410.28	\$ 3,818,053.60	\$ 13,811,463.88	5.86%
3		HISPANIC M	\$ 19,729,595.27	\$ 4,072,235.49	\$ 23,801,830.76	10.10%
4		NATIVE AMERICAN M	\$ -	\$ 4,308,951.58	\$ 4,308,951.58	1.83%
5		TOTAL MINORITY MEN	\$ 38,710,050.05	\$ 12,659,966.42	\$ 51,370,016.47	21.80%
6	MINORITY WOMEN	ASIAN PACIFIC W	\$ 491,683.12	\$ 1,857,642.41	\$ 2,349,325.53	1.00%
7		BLACK W	\$ 108.80	\$ 75,102.30	\$ 75,211.10	0.03%
8		HISPANIC W	\$ 1,108,469.50	\$ 95,099.22	\$ 1,203,568.72	0.51%
9		NATIVE AMERICAN W	\$ -	\$ 3,553,014.50	\$ 3,553,014.50	1.51%
10		TOTAL MINORITY WOMEN	\$ 1,600,261.42	\$ 5,580,858.43	\$ 7,181,119.85	3.05%
11		TOTAL MINORITY BUSINESS ENTERPRISE	\$ 40,310,311.47	\$ 18,240,824.85	\$ 58,551,136.32	24.84%
12		WOMEN BUSINESS ENTERPRISE (WBE)	\$ 48,273,722.31	\$ 927,345.96	\$ 49,201,068.27	20.88%
13		SUBTOTAL WOMEN, MINORITY BUSINESS	\$ 88,584,033.78	\$ 19,168,170.81	\$ 107,752,204.59	45.72%
14		SERVICE DISABLED VETERAN BUSINESS	\$ 59,400.00	\$ 7,308,523.80	\$ 7,367,923.80	3.13%
15		TOTAL WMDVBE	\$ 88,643,433.78	\$ 26,476,694.61	\$ 115,120,128.39	48.84%
16		TOTAL PRODUCT/SERVICE			\$ 235,691,344.46	

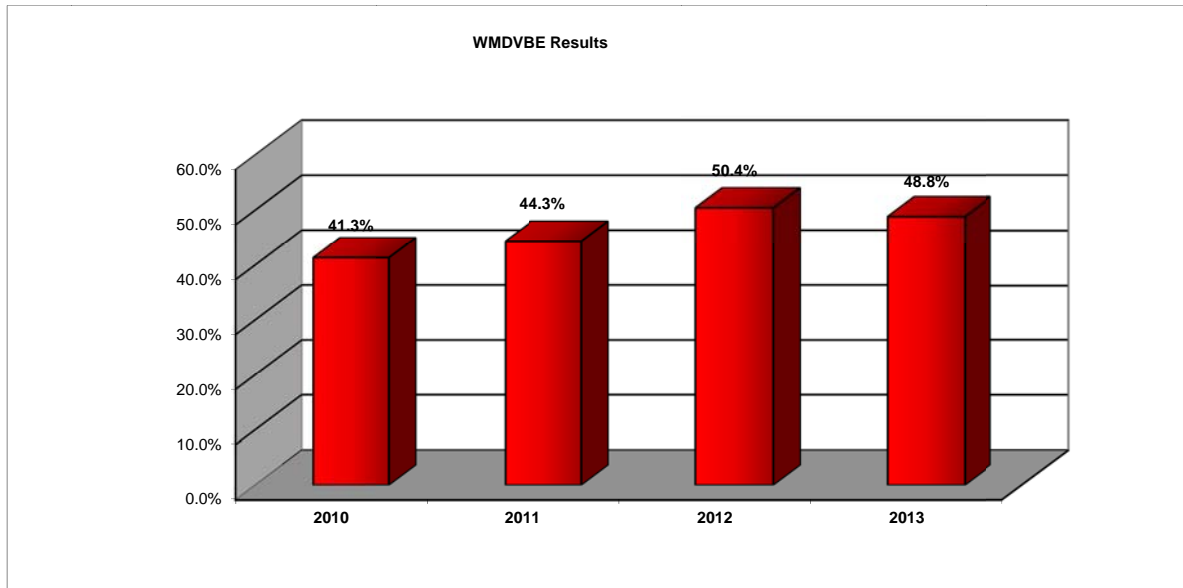
GO 156 §9.1.3: An itemization of WMDVBE program expenses.
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Line No.	Expense Category	Description	2013 Actuals
1	Wages	Two (2) supplier diversity managers, one supplier diversity director	\$ 315,226
2	Other Employee Expense	Travel, Mileage	\$ 8,341
3	CPUC Clearinghouse	Verizon's share of overall costs	\$ 125,076
4	Program Expense	Outreach, sponsorships, promotional material	\$ 43,000
5	Technical Assistance (TA)	Funding expended on TA programs to WMBE and small businesses	\$ 441,500
	Total		\$ 894,443

The Verizon Supplier Diversity team also receives external affairs, 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.

In 2013, Verizon spent 48.8% of its procurement dollars with women, minority and disabled veteran owned business enterprises (WMDVBEs). Verizon exceeded all General Order 156 diversity spend goals for WMDVBEs. These results support our longstanding commitment to the inclusion and utilization of diverse suppliers throughout our supply chain.



Women Business Enterprises (WBE)

Verizon was successful in exceeding the CPUC objectives for WBE. WBE purchases accounted for 20.8% of total purchases, well ahead of the 5% GO156 WBE goal.

Minority Business Enterprises (MBE)

Verizon was successful in exceeding the CPUC objectives for MBE. MBE purchases accounted for 24.8% spend in 2013. The team focused on large and small RFPs across the various products/services that had Verizon California spend impact. Some of these products included electronic equipment, fiber optic cable, inside wire, fiber installation and construction material. The team worked directly with Supply Chain Services Sourcing Process Leaders and cross-functional teams to ensure that MBE suppliers were considered for opportunities. We increased our efforts to provide key opportunities and to focus on increasing spend with MBE suppliers in historically underutilized product service areas. Verizon continued 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. Through these efforts Verizon was able to identify potential suppliers in areas with low utilization.

Disabled Veteran Business Enterprises (DVBE)

Verizon once again surpassed the 1.5% GO156 DVBE goal, spending 3.13%, which is a 71.9% increase over the previous year. Verizon California also spent nearly \$7 million with two certified, non-California resident DVBEs. Additionally Verizon entities outside of California spent \$14.3 million with a California resident DVBE paid out of Verizon corporate dollars. These non-California and corporate amounts have not been considered in determining our performance in exceeding the 1.5% DVBE goal.

Verizon heightened its collaboration with five major utilities and major corporations who worked in conjunction with the Elite Service Disabled Veteran Owned Business (SDVOB) Network and DVBE Alliance to enhance their database to identify more qualified suppliers in this category. Verizon intensified its focus to identify and introduce (via the RFP/bidding process) those suppliers in order to increase spend in their respective categories.

Through the California DVBE Alliance and Elite SDVOB Network, Verizon sponsored business development workshops for disabled veterans who were interested in doing business with utilities and other corporations. 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, Real Estate and Sales teams to identify opportunities for DVBEs to be included in Verizon's business proposals for various contracts.

GO 156, § 9.1.5: A summary of prime contractor utilization of WMDVBE subcontractors.

In 2013, Verizon focused on Second Tier Spend which provided a direct means to increase contracting opportunities for women, minority, and disabled veteran owned business enterprises (WMDVBEs) through prime supplier 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 WMDVBE firms.

With the utilization of WMDVBE suppliers, we have had several successes in increasing contract opportunities. As a result of our efforts, Verizon increased second tier spend by 16.6% over last year. Verizon Supplier Diversity and Sourcing teams collaborated to mentor existing WMDVBEs in achieving additional second tier business with Verizon prime suppliers which resulted in a consulting services minority owned firm successfully growing their business over \$9.5 million in 2013. Prime suppliers submitted second tier spend with WMDVBE suppliers in the following categories:

Classification	\$Amount
Asian Pacific	\$2,318,868
Black	\$3,893,156
Hispanic	\$4,167,335
Native American	\$7,861,966
<u>MBE Total</u>	<u>\$18,240,825</u>
WBE	\$927,346
DVBE	\$7,308,524

GO 156, § 9.1.6: A list of WMDVBE 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 2013.

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

Verizon does 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 WMDVBE suppliers of products or services in procurement categories where WMDVBE utilization has been low, such as legal and financial services, fuel procurement, and areas that are considered highly technical in nature.

FINANCIAL SERVICES

Verizon's treasury organization partners with several minority-owned banks and financial firms in areas such as bond underwriting, equity brokerage, stock repurchases, commercial paper placement, short term cash investments in money markets and certificates of deposit, and asset recovery.

In 2013, Verizon launched its first Diversity & Inclusion Bonds totaling \$500M. This new type of bond syndication is firmly in line with the company's corporate initiatives, strengthening its strong focus on diversity. The execution of this bond reflects the collaboration among four (4) underwriting firms including three (3) minority and women owned firms, who worked together to develop this transaction.

Verizon also maintains certificates of deposit with numerous minority owned banks, including three in California.

LEGAL SERVICES

Verizon has committed itself to the Commission's efforts to increase supplier diversity within the legal profession. Verizon's relevant legal diversity commitments and efforts include:

Premier Supplier Academy

In its 2012 GO 156 report, Verizon explained several initiatives directed at outside counsel. In addition to the ongoing work, in 2013 Verizon held a Premier Supplier Academy with several law firms to meet and greet Verizon attorneys and explain the process by which Verizon selects counsel and to answer counsel's questions regarding the type of work for which Verizon retains outside counsel.

The Association of Corporate Counsel's Call To Action

Verizon continues its corporate-wide efforts in support of this commitment to diversity in the law profession undertaken four years ago. The specific initiatives discussed in Verizon's 2006 General Order 156 Supplier Diversity Report (2006 Report) are ongoing.

Annual and Quarterly Diversity Reporting Requirements

As described in the 2006 Report, all outside counsel continue to be required to provide an annual diversity report to the Verizon Legal department, which reaffirms Verizon's continued interest and focus on this topic. In 2010, Verizon

asked all firms to provide specific information regarding the demographic profiles of their firms, the number and percentage of diverse associates and partners, diverse law students in their summer associate class, diverse attorneys hired and promoted, and diverse attorneys in key leadership positions. This information is reviewed internally in considering further recommendations.

Verizon's Legal Billing Guidelines

The legal department's published billing guidelines – applicable to outside counsel retained by Verizon on a nationwide basis – continue to inform outside counsel of Verizon's commitment to the Call to Action, including applicability of the above diversity reporting initiatives. The diversity-related changes to these guidelines were described in the 2006 Report and continue in force.

Attorney Diversity Committee

Verizon formed the Attorney Diversity Committee early in 2007, including senior representatives from throughout Verizon's legal department. The Committee's mission was described in the 2007 report.

GO 156, §9.1.9: Utilities shall retain all documents and data they rely on in preparing their WMDVBE annual report for the longer of either three years or in conformance with the utilities' individual document retention policies, and shall provide these documents and data to the Commission upon request.

Verizon 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 WMDVBE participation in fuel markets.

This section does not apply to Verizon.

GO 156, §9.1.10b: Utilities shall summarize WMDVBE purchases and/or contracts in product and service categories that include renewable and nonrenewable energy, wireless communications, broadband, smart grid, and rail projects, in addition to their current reporting categories. Utilities have discretion to segregate overlapped dollars.

The WBE, MBE, and DVBE summary of purchases in the product and service categories indicated above are depicted in Verizon's Exhibit A.

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.

GO 156, §10.1.2: A description of WMDVBE program activities planned for the next calendar year (internal program activities).
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PLANNED WMDVBE PROGRAM ACTIVITIES FOR 2014

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

Internal Program Activities

Verizon 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:

In reach and Awareness

- Analyze, develop and implement strategic plan to increase commitments to existing diverse suppliers and to provide opportunities for suppliers in low utilization areas.
- Develop and retain a pool of qualified certified suppliers to meet business needs of Verizon.
- Increase participation on cross functional teams for RFPs and contracts to drive inclusion of diverse suppliers in support of sourcing, commercial and federal sales teams.
- Actively include qualified diverse suppliers as subcontractors/2nd tier vendors in Verizon procurement opportunities.
- Proceed with the next phase of Supplier Diversity Awareness Campaign and Premier Supplier Academy to include training, “how to do business” workshops and processes and strategies.
- Analyze and increase utilization on non-traditional services such as legal, financial and investment management areas.
- Continue to strategically partner and collaborate with internal business units and suppliers to develop and implement strategies to increase diverse spend.
- 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 working to improve their opportunities.
- Encourage prime 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 WMDVBE program activities planned for the next calendar year (external program activities).
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External Program Activities

Verizon will continue to develop its Supplier Diversity program, with an emphasis on outreach to supplier community, prime supplier awareness training, 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 goals, including:

Outreach and Advocacy

- Provide guidance and training to Prime Suppliers on Tier Two Spend reporting.
- Partner 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.
- Lead, secure and maintain partnerships with prime suppliers to host Premier Supplier Academy informational and opportunity seminars.
- Host Verizon Premier Supplier Academy and Diversity Fairs with focus on the strategic procurement opportunities with greatest underutilization.
- Continue outreach to WMDVBE's participating in Verizon's Premier Supplier Academy program to increase knowledge and competition among these suppliers.
- Develop existing WMDVBEs for 2nd tier strategic opportunities.
- 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 workshops, and panels.
- Continue to actively partner with the CPUC, Joint Utilities, Elite Service Disabled Veteran Owned Businesses (SDVOB), DVBE Alliance and various chamber organizations to build awareness of Verizon's procurement requirements.

- 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.
- Maintain active membership in supplier diversity organizations and various associations.

GO 156, §10.1.3: Plans for recruiting WMDVBE suppliers of products or services where WMDVBE 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 WMDVBEs.
- 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 RFP opportunities.

GO 156, §10.1.4: Plans for seeking and/or recruiting WMDVBE 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 WMDVBE suppliers.

The CPUC issued Decision 05-11-024 on November 13, 2005 in which it eliminated the use of exclusions in reporting diversity procurement results. Verizon has not used exclusions in providing this report.

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

Guidelines for utilization of WMDVBE subcontractors by non-WMDVBE First Tier suppliers are included in each RFP. As part of their response to Verizon RFPs, prime suppliers are required to include their WMDVBE utilization plan. In addition, Verizon contracts include a diverse spend target. The plan requires a list of specific WMDVBEs 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 WMDVBE subcontracting activity to Verizon on a quarterly basis. The Supplier Diversity organization is responsible for tracking this information.

GO 156, §10.1.6: Plans for complying with WMDVBE program guidelines.

Verizon will comply with the General Order 156 program guidelines.

Verizon California Inc. WMDVBE 2013 Expenditures - Joint Telecom Utilities Format Using SIC Categories

Report Modifications				ASIAN-PACIFIC		HISPANIC		BLACK		NATIVE-AMER		MULTI-ETHNIC		TOTAL MEN	TOTAL WOMEN	TOTAL MBE	TOTAL WBE	SUBTOTAL MWBE	TOTAL DVBE	TOTAL MWBE-DVBE	TOTAL COMPANY
Major Group - SIC Categories	Telecom Categories	Product/Service Descriptions		MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	Minority Business Enterprise	Minority Business Enterprise	Minority Business Enterprise	Women Business Enterprise	Minority/ Women Business Enterprise	Disabled Veteran Business Enterprise	Minority/ Women Business Enterprise	PURCHASES
			\$																		
15	1	General Contracting	\$	0	0	29,440	0	0	0	0	0	0	0	29,440	0	29,440	944,234	973,674	0	973,674	5,081,430
			%	0.00%	0.00%	0.58%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.58%	0.00%	0.58%	18.58%	19.16%	0.00%	19.16%	100.00%
17	2	Construction - Special Trade	\$	0	0	15,240,258	928,662	0	0	0	0	0	0	15,240,258	928,662	16,168,920	9,602,627	25,771,547	3,202,840	28,974,407	50,865,036
			%	0.00%	0.00%	29.96%	1.83%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	29.96%	1.83%	31.79%	18.88%	50.67%	6.30%	56.96%	100.00%
25	3	Furniture & Fixtures	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	132,543
			%	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%	100.00%
27	4	Printing & Publishing	\$	0	0	0	4,117	0	0	0	0	0	0	0	4,117	4,117	0	4,117	0	4,117	60,911
			%	0.00%	0.00%	0.00%	6.76%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.76%	6.76%	0.00%	6.76%	0.00%	6.76%	100.00%
35	5	Machinery & Computers	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	297,487
			%	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%	100.00%
36	6	Electronic Equipment	\$	4,495,960	0	23,007	0	990	0	0	0	0	0	4,519,957	0	4,519,957	290,569	4,810,525	0	4,810,525	15,689,205
			%	28.66%	0.00%	0.15%	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	28.81%	0.00%	28.81%	1.85%	30.66%	0.00%	30.66%	100.00%
47	7	Transportation	\$	0	0	2,855	0	0	0	0	0	0	0	2,855	0	2,855	0	2,855	0	2,855	158,041
			%	0.00%	0.00%	1.81%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.81%	0.00%	1.81%	0.00%	1.81%	0.00%	1.81%	100.00%
50	8	Wholesale Trade - Durable Goods	\$	14,536	0	3,537,049	0	0	0	0	0	0	0	3,551,585	0	3,551,585	23,734,132	27,285,717	2	27,285,719	31,089,837
			%	0.05%	0.00%	11.38%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	11.42%	0.00%	11.42%	76.34%	87.76%	0.00%	87.76%	100.00%
51	9	Wholesale Trade - Non-durable Goods	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,222
			%	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%	100.00%
55	10	Automotive Dealers & Gas Stations	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	102,229
			%	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%	100.00%
73	11	Business Services	\$	4,623,817	1,690,647	4,549,840	270,790	10,715,179	75,211	4,140,806	3,553,014	0	0	24,029,641	5,589,662	29,619,303	9,866,231	39,485,534	4,165,062	43,650,596	89,199,954
			%	5.18%	1.90%	5.10%	0.30%	12.01%	0.08%	4.64%	3.98%	0.00%	0.00%	26.94%	6.27%	33.21%	11.06%	44.27%	4.67%	48.94%	100.00%
81	12	Legal Services	\$	285,160	0	159,366	0	120,181	0	0	0	0	0	564,707	0	564,707	37,703	602,409	0	602,409	4,734,881
			%	6.02%	0.00%	3.37%	0.00%	2.54%	0.00%	0.00%	0.00%	0.00%	0.00%	11.93%	0.00%	11.93%	0.80%	12.72%	0.00%	12.72%	100.00%
87	13	Engineering, Accounting, Research, Mgt, & Rel. Serv.	\$	28,298	658,679	260,017	0	2,975,114	0	168,146	0	0	0	3,431,575	658,679	4,090,253	4,725,573	8,815,826	0	8,815,826	37,981,059
			%	0.07%	1.73%	0.68%	0.00%	7.83%	0.00%	0.44%	0.00%	0.00%	0.00%	9.03%	1.73%	10.77%	12.44%	23.21%	0.00%	23.21%	100.00%
67	14	Holding and Other Investment Offices	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	297,511
			%	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%	100.00%
		GROSS PRODUCTS/SERVICES PROCUREMENT	\$	9,447,770	2,349,326	23,801,831	1,203,569	13,811,464	75,211	4,308,952	3,553,014	0	0	51,370,016	7,181,120	58,551,136	49,201,068	107,752,205	7,367,924	115,120,128	235,691,344
			%	4.01%	1.00%	10.10%	0.51%	5.86%	0.03%	1.83%	1.51%	0.00%	0.00%	21.80%	3.05%	24.84%	20.88%	45.72%	3.13%	48.84%	100.00%

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

PRODUCTS		Short-Term (2014)				Mid-Term (2016)				Long-Term (2018)			
		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)
General Contracting	%	0.6%	0.0%	19.0%	19.5%	0.6%	0.0%	19.3%	19.9%	0.6%	0.0%	19.7%	20.3%
Construction - Special Trade	%	30.6%	1.9%	19.3%	51.7%	31.2%	1.9%	19.6%	52.7%	31.8%	1.9%	20.0%	53.8%
Furniture & Fixtures	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Printing & Publishing	%	0.0%	6.9%	0.0%	6.9%	0.0%	7.0%	0.0%	7.0%	0.0%	7.2%	0.0%	7.2%
Machinery & Computers	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Electronic Equipment	%	29.4%	0.0%	1.9%	31.3%	30.0%	0.0%	1.9%	31.9%	30.6%	0.0%	2.0%	32.5%
Transportation	%	1.8%	0.0%	0.0%	1.8%	1.9%	0.0%	0.0%	1.9%	1.9%	0.0%	0.0%	1.9%
Wholesale Trade - Durable Goods	%	11.7%	0.0%	77.9%	89.5%	11.9%	0.0%	79.4%	91.3%	12.1%	0.0%	81.0%	93.1%
Wholesale Trade - Non-durable Goods	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Automotive Dealers & Gas Stations	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Business Services	%	27.5%	6.4%	11.3%	45.2%	28.0%	6.5%	11.5%	46.1%	28.6%	6.6%	11.7%	47.0%
Legal Services	%	12.2%	0.0%	0.8%	13.0%	12.4%	0.0%	0.8%	13.2%	12.7%	0.0%	0.8%	13.5%
Engineering, Accounting, Research, Mgt. & Rel. Serv.	%	9.2%	1.8%	12.7%	23.7%	9.4%	1.8%	12.9%	24.1%	9.6%	1.8%	13.2%	24.6%
Holding and Other Investment Offices	%	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		19.6%	3.0%	26.9%	49.6%	20.0%	3.1%	27.5%	50.6%	20.4%	3.2%	28.0%	51.6%