



**Matthew K. Segers**  
Assistant General Counsel

EP1132  
701 Ninth Street, NW  
Suite 1100, 10<sup>th</sup> Floor  
Washington, DC 20068  
202 872-3484  
202 331-6767 Fax  
mksegers@pepcoholdings.com

February 15, 2012

David J. Collins  
Executive Secretary  
Public Service Commission of Maryland  
William Donald Schaefer Tower  
6 St. Paul Street, 16<sup>th</sup> Floor  
Baltimore, MD 21202-6808

**Re: 2012 Annual Plan for the Minority, Women and Service-Disabled Veteran-Owned Business Enterprises**

Dear Mr. Collins:

Enclosed please find the original and seventeen (17) copies of Delmarva Power & Light's Annual Plan pursuant to the State of Maryland Public Service Commission Memorandum of Understanding, signed on February 6, 2009.

Please contact me if you have any further questions.

Sincerely,

Matthew K. Segers

MKS/pmh

Enclosures

cc: Leslie Romine, Staff Counsel  
Paula Carmody, People's Counsel

**Annual Plan for Calendar Year 2012**  
**Minority, Women, and Service-Disabled Veteran-Owned**  
**Business Enterprises**  
**January 1, 2012 – December 31, 2012**

The following is hereby submitted as an “Annual Plan” pursuant to the State of Maryland Public Service Commission Memorandum of Understanding (“MOU”), signed on February 6, 2009. This Plan is submitted by Delmarva Power & Light (“Delmarva Power” or “the Company”), a Pepco Holdings, Inc. company, for the consideration of the Maryland Public Service Commission.

This plan will be in effect from January 1, 2012 through December 31, 2012, and covers the Delmarva Power region.

1. Delmarva Power will continue efforts to increase the total percent spend with minority, women, and service disabled veterans on both first and second-tier procurement to ultimately accomplish the 25% goal. As summarized below, the mid- and long-term goals reflect increases over the next five year period, with the initial long-term goal meeting the minimum percentages defined in section 5.1.2 of the MOU. See attachment for E-2 and E-3, Mid- and Long-Term goals. Long-term contracts have not been excluded and are therefore included in the total anticipated spend (MOU § 7.1.1)

**2012 - Delmarva Power & Light**

Diverse Suppliers	Mid-Term (3yr)	Long-Term (5yr)
Minority	6.000%	8.000%
Women	3.000%	4.000%
Service-disabled veteran	0.020%	2.000%
Handicapped workshops	<u>0.100%</u>	<u>0.200%</u>
<b>Total</b>	<b>9.120%</b>	<b>14.200%</b>

2. Delmarva Power will continue aggressive internal and external outreach efforts to identify diverse suppliers for participation in the Company’s competitive procurement programs, with a special emphasis on promoting contracting opportunities with local diverse suppliers in the Company’s green initiatives, investment, legal, and other financial services opportunities for diverse businesses. Planned external activities for calendar year 2012 include (MOU § 7.1.2):
  - a. Attend monthly/bi-monthly Maryland Utility Forum meetings and actively participate in achieving the following 2012 Maryland Utility Forum goals:



Move the Maryland Utility Forum website from Google to a shared platform.

Review assessment results of MOU Schedule 2 Third Party Certifying Agencies prepared by the consultant retained by PHI and make any necessary recommendations.

Establish common methodology with other MOU participants to determine a process for verifying Tier 2 spend.

Continue to provide updated information to the Forum's master list of third party certified companies.

Develop plan to assess opportunities for Diverse Supplier investment firms, law firms, and other professional service firms.

Leverage utility experience to determine best practices, common goals, and supplier outreach opportunities.

- b. Supplier Diversity will work with Strategic Sourcing and business partners to propose goals, monitor progress, highlight success, communicate areas of opportunity, and meet with suppliers and internal customers to increase opportunity.
- c. Supplier Diversity plans to enhance the current internet site and make changes to the registration process to make it easier for suppliers. The registration of diverse suppliers was expanded to include all suppliers, which necessitated changes to the program to highlight diverse firms.
- d. Diverse suppliers are notified that firm ownership must be confirmed by a third party certifier. Suppliers without third party certification will not be included in the annual report.
- e. Supply Diversity will continue to identify and provide diverse suppliers for inclusion in the candidate bidder pool for procurements exceeding \$100,000. All requisitions require inclusion of diverse bidders or a detailed explanation why none are available.
  - Supplier Diversity encourages participation of buyers and operating group personnel in business and advocacy group training such as the National Minority Supplier Development Council Conference, the MD/DC Minority Supplier Development Council events and other regional Council events, Edison Electric Institute ("EEI") Supplier Diversity events, Women's Business Enterprise National Council opportunity fairs, NJAWBO/New Jersey

Association of Women Business Owners, Wilmington, Delaware Megabizfest;

- Alliance Mid-Atlantic 2012 Conference; and
- NJ Alliance for Action - Utility Industry Capital Construction Forum and conferences.

f. Ongoing program orientation and review sessions will be held to:

- Maximize the level of opportunities for diverse suppliers
- Expand contracting opportunities;
- Focus discussions on the use of local diverse suppliers to meet the Company's operating requirements; and
- Understand the business case for supplier diversity.

g. Ongoing meetings and discussions will be held with Company employees to:

- Discuss the business case for diverse supplier inclusion and expansion;
- Offer Supplier Diversity resources in identifying and qualifying diverse suppliers for contracting opportunities;
- Address specific material group code goal attainment and non-opportunity areas requiring additional development and sourcing requirements;
- Continue the use of material group code reports to target areas requiring increased internal and/or external development;
- Discuss Supplier Diversity program enhancements and changes in policies and procedures;
- Provide referrals to operating areas;
- Provide monthly progress toward target and corporate goals to each line of business;
- Solicit input on how to further improve or enhance the program; and
- Implement changes to enhance the program.

h. Supplier Diversity continues to support a wide range of outreach efforts. These activities are designed to identify and maximize contracting opportunities, as well as to provide education about the utility industry, procurement practices, areas of opportunity, and those areas which are saturated in the marketplace and offer limited opportunity.

i. Supplier Diversity participates as a member of the board of directors in various business advocacy organizations and advisory councils, and participates in conferences, trade shows, workshops, and panel discussions. Supplier Diversity provides financial, technical, and in-kind



services to public and private sector organizations promoting the advancement of diverse businesses.

- j. Supplier Diversity invites and encourages participation in the outreach initiatives, and actively promotes the use of diverse suppliers. Supplier Diversity will participate, support, and sponsor events during 2012 to ensure the maximum level of promotion of opportunities for diverse Suppliers. Specific activities are listed in Appendix A. A sample of these organizations include:

- PA/NJ/DE Minority Supplier Development Council;
- New Jersey Board of Public Utilities Supplier Diversity Development Committee;
- MD/DC Minority Supplier Development Council;
- The Elite-Service-Disabled Veteran Organization;
- Women's Business Enterprise National Council affiliates serving Maryland, DC, Delaware, and New Jersey;
- Small Business Administration;
- NJAWBO/New Jersey Association of Women Business Owners;
- Wilmington, Delaware Megabizfest;
- Alliance Mid-Atlantic 2012 Conference; and
- NJ Alliance for Action - Utility Industry Capital Construction Forum.

- k. Supplier Diversity also participates in regional and national organizations advocating diverse supplier development, and actively encourages participation by local businesses in these organizations' activities to expand their business opportunities. A sample of these organizations in which Supplier Diversity members have leadership roles are listed below. Specific activities are attached in Appendix A.

- National Minority Supplier Development Council.
- MD/DC MSDC and PA/NJ/DE MSDC.
- EEI Supplier Diversity Committee.
- Women President's Education Organization.
- The Elite Service-Disabled Veteran-Owned Business Network.
- NJAWBO/New Jersey Association of Women Business Owners.
- Wilmington, Delaware Megabizfest.
- Alliance Mid-Atlantic 2012 Conference.
- NJ Alliance for Action - Utility Industry Capital Construction Forum.

3. Plans for recruiting Diverse Suppliers of products and services where utilization has been low, underutilized, or currently unavailable (MOU §§ 7.1.3, 7.1.4):
- a. The Company will continue to use the material group code method to maximize use of diverse suppliers in all Company operations. Supplier Diversity will continue efforts to identify and pre-qualify diverse suppliers seeking business opportunities with Delmarva Power.
  - b. Continued sessions with major operating areas to ensure understanding of the goals and departmental responsibilities, and to identify and expand areas of opportunity for diverse suppliers.
  - c. Supplier Diversity, Strategic Sourcing, and major operating departments will continue to analyze the material group codes identified as having no opportunity. Each non-opportunity code will be reviewed and an action plan developed for diverse suppliers. The Company will continue work on the development of creative and innovative ways to decrease the number of non-opportunity categories.
  - d. Supplier Diversity and Strategic Sourcing will cooperate in identifying diverse suppliers to support the Delmarva Power's operations. Meetings will be held with operating groups to identify new contracting opportunities. Supplier Diversity will participate on cross-functional teams in the development of major projects to insure diverse inclusion.
  - e. Construction projects will continue to encourage the use of diverse suppliers as prime contractors and to encourage majority contractors/suppliers to develop and use diverse suppliers.
  - f. Delmarva Power will continue its efforts to maximize contract opportunities for diverse suppliers in professional services.
  - g. Supplier Diversity will continue to work with operating areas and conduct Supplier Diversity business briefings/forums during 2012 to communicate specific business needs, operational requirements, and upcoming opportunities to increase the number of procurement opportunities for diverse suppliers, and to improve goal performance.
  - h. Supplier Diversity will continue advertising in local, regional, and national publications on a limited basis during 2012 due to budgetary constraints. A copy of the ad to be used in 2012 is attached as Appendix C. The corporate web site [www.DelmarvaPower.com](http://www.DelmarvaPower.com) has a segment on Supplier Diversity. An intranet site is also maintained and continuously enhanced.



- i. The 2012 Supplier Diversity outreach efforts will continue to focus on locating diverse suppliers in the non-opportunity areas. A listing of the planned 2012 tradeshow and seminars and networking opportunities is attached as Appendix A.
4. Plans for encouraging Prime Contractors to engage Diverse Suppliers in subcontracts that include subcontracting opportunities (MOU § 7.1.5):
  - a. The Company will continue to develop strategies to use diverse suppliers in all aspects of Delmarva Power's operations. Specific aspects include:
    - Contract evaluation processes that give weight to bidders who agree to provide training and development to diverse suppliers in - non-opportunity areas.
    - Support alliances with diverse suppliers that provide value-added services to Delmarva Power.
  - b. Delmarva Power assures that the clause entitled "Utilization of Small Business Concerns" is included in all contracts that offer further subcontracting opportunities, and all subcontractors (except small business concerns) who receive contracts in excess of \$550,000 (\$1,000,000 for construction) will be required to adopt a subcontracting plan.
5. Plans for complying with the established Diverse Supplier program guidelines (MOU § 7.1.6):
  - a. Delmarva Power has a second tier reporting and tracking system that provides second-tier dollars from Delmarva Power's prime contractors to diverse suppliers.
  - b. Delmarva Power will be verifying the ownership status of the second-tier businesses.
  - c. A consultant will be hired during 2012 to assess the criteria used by the various certifying agencies and the availability of details on ownership status, which will be made available to the Maryland Utility Forum and Maryland Public Service Commission staff.
  - d. Delmarva Power will meet with other Maryland utilities and industry contacts in an effort to increase supplier diversity awareness and further enhance the Supplier Diversity initiative.
  - e. Submit the Annual Reports as outlined in Section 6 of the MOU.

**2012 EXTERNAL OUTREACH  
PLANNED CONFERENCES TRADE SHOWS**

**APPENDIX A**

<b>EVENT</b>	<b>Location</b>	<b>Date</b>
EEl Supplier Diversity SBA/GSA Best Practice Workshop	FL	Jan
MD/DC MSDC MBEIC Breakfast	MD	Jan
Womens Presidents Educational Organization Done Deals Luncheon	DC	Feb
WBEC Executive Leadership Luncheon	PA	Feb
New Jersey Assoc. of Women Business Owners Annual Procurement Expo	NJ	Feb
MD/DC MSDC Speed Meet Networking	MD	Mar
NCCCC Annual Dinner	DE	Mar
Women's Business Enterprise National Council Salute to Women's Business Enterprises	DC	Mar
New Jersey Assoc. of Women Business Owners Annual Procurement Expo	NJ	Apr
ProBiz 2012	MD	May
MBE University Howard County	MD	May
MWMCA 11th Annual Spring Breakfast & Expo	MD	May
Green Economy Business Opportunities Conference	MD	May
SDDC Business Opportunity Conference	NJ	May
EEl Supplier Diversity Conference	CA	May
WBEC 8th Annual Awards Program & Luncheon	PA	MAY
MD/DC MSDC Annual Business Procurement Conference & Golf Tournament	MD	Jun
WPEO - DC Access Reception	DC	Jun
Women's Business Enterprise National Certification Annual Business Conference	FL	Jun
Ideal Companies Annual Golf Outing	VA	Jun
Elite Service Disabled Veteran Owned Business Conference	NV	Aug
WBEC Breakthrough Breakfast & Business Opportunity Fair	PA	Aug
Congressional Black Caucus Annual Legislative Conference	DC	Sep
SBDC Procurement Expo	DE	Sep
NMSDC, PA, NJ, DE EXPOportunity	NJ	Sep



**2012 EXTERNAL OUTREACH  
PLANNED CONFERENCES TRADE SHOWS**

**APPENDIX A**

<b>EVENT</b>	<b>Location</b>	<b>Date</b>
Annual Hispanic Business Conference	MD	Sep
WBEC Breakthrough Luncheon & Business Opportunity Fair	PA	Oct
Veterans Conference	PA	Oct
NMSDC Annual Business Opportunity Conference	CO	Oct
MD/DC Minority Supplier Development Council Annual Awards Gala	DC	Oct
WBEC Executive Leadership Luncheon	PA	Dec
PA-NJ-DE Minority Supplier Development Council Annual Awards Gala	PA	Dec

SUPPLIER DIVERSITY  
2012 MATERIAL GROUP CODES WITH GOALS

APPENDIX B

MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
A01000	ADVERTISING	0%	0%	0%	0%
A01001	ADVERTISE/MAINSTREAM	0%	0%	0%	0%
A01002	ADVERTISE/TARGETED	50%	50%	50%	50%
A02000	AERIAL INSPECTION	0%	0%	0%	0%
A03000	CATERING/FOOD	0%	0%	0%	0%
A03001	CATERING	40%	40%	40%	40%
A04000	COMPUTER HDW DESKTOP	10%	10%	10%	10%
A04001	COMP HW DESKTOP PTS	50%	50%	50%	50%
A05000	COMPUTER HDW LAPTOP	0%	0%	0%	0%
A06000	COMPUTER HDW MAINFRM	5%	5%	5%	5%
A06001	COMP M&R HW MF/PERIP	0%	0%	0%	0%
A07000	COMPUTER HDW MAINTEN	40%	40%	40%	40%
A07001	COMP,HW,M/FRAME,M&R	0%	0%	0%	0%
A08000	COMPUTER HDW MISCELL	0%	0%	25%	0%
A08001	COMP M&R, HP, HW	0%	0%	0%	0%
A08002	COMP M&R DB TIMESHAR	0%	0%	0%	0%
A08003	COMP, LAN SERVICES	5%	5%	5%	5%
A08004	COMP, LAN HARDWARE	25%	25%	25%	25%
A09000	COMPUTER SOFTWARE	0%	0%	0%	0%
A09001	COMP, SW M/F BUS APP	0%	0%	0%	0%
A09002	COMP, M&R, TRAINING	5%	5%	5%	5%
A09003	COMP, M&R IMAGING	5%	5%	5%	5%
A09004	COMP, LAN PROPR SW	0%	0%	0%	0%
A10000	COMPUTER SFTWR MAINT	0%	0%	0%	0%
A10001	COMP M&R SW, MF LIC	0%	0%	0%	0%
A10002	COMP M&R SW LIC MINI	0%	0%	0%	0%
A10003	COMP, DESKTOP SW LIC	10%	10%	10%	10%
A10004	COMP, LAN SW & MAINT	15%	15%	15%	15%
A10005	COMPUTER RECYCLING	25%	25%	25%	25%
A11000	COPIER RENTAL & SERV	0%	0%	0%	0%
A12000	DIRECTIONAL BORING	0%	0%	0%	0%
A12001	GEOTECHNICAL EVAL	0%	0%	0%	0%
A13000	ENVIRON HAZ-MAT DISP	0%	0%	0%	0%
A13001	ASBESTOS REMOVAL	0%	0%	0%	0%
A13002	ENVIRONMENTAL, HAZ DISP	5%	0%	0%	0%
A13003	ASBESTOS ANALYSIS	5%	5%	5%	5%
A14000	FAC & BUILDING SVS	5%	50%	50%	50%
A14001	PAPER RECYCLING	10%	10%	10%	10%
A14002	BLDG ERECTION PREFAB	25%	25%	25%	25%
A14003	BLDG RENOVATE INDOOR	25%	25%	25%	25%
A14004	COATINGS	5%	5%	5%	5%
A14005	FIRE PROTECTION SYS	0%	0%	0%	0%
A14006	HVAC & SHEET METAL	25%	25%	25%	25%
A14007	LOCKSMITH	10%	10%	10%	10%
A14008	MOVING AND STORAGE	5%	5%	5%	5%
A14009	PAINTING, INDUSTRIAL	50%	50%	50%	50%
A14010	PLUMBING, CIVIL	35%	35%	35%	35%
A14011	ROOFING	25%	25%	5%	25%
A14012	SNOW REMOVAL	5%	5%	5%	5%
A14013	PEST CONTROL	50%	50%	50%	50%
A14014	REPAIR, MISC	10%	10%	10%	10%
A14015	ELEVATOR M&R	0%	0%	0%	0%
A14016	SCALES REPAIR	0%	0%	0%	0%
A14017	DRY ICE	0%	0%	0%	0%
A14018	STEAM CLEAN,EQUIP REP	50%	50%	50%	50%
A14019	COURIER	50%	50%	50%	5%
A14020	PORTABLE TOILETS	50%	0%	0%	0%
A14021	CATHODIC PROTECTION	0%	0%	0%	0%
A14022	FENCING	50%	50%	50%	50%
A14023	LEASE, OIL STORAGE	0%	0%	0%	0%



SUPPLIER DIVERSITY  
2012 MATERIAL GROUP CODES WITH GOALS

APPENDIX B

MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
A14024	LEASE, REAL ESTATE	0%	0%	0%	0%
A15000	ZZ DO NOT USE	0%	0%	0%	0%
A15001	AMI TELECOM	0%	0%	0%	0%
A15002	MAPP PROJECT	5%	5%	5%	5%
A15003	AMI INSTALLATION	25%	25%	25%	25%
A15004	AMI CUST EDUCATION	10%	10%	10%	10%
A15020	BLUEPRNT LD CTRL SVS	5%	5%	5%	5%
A16000	FLEET SERV VEH PURCH	0%	0%	5%	0%
A17000	FURNITURE	5%	5%	5%	5%
A18000	ZZ DO NOT USE	0%	0%	0%	0%
A18001	JANITORIAL SERVICES	50%	50%	50%	50%
A19000	LAMP & LIGHTING MAINT	50%	50%	50%	50%
A20000	ZZ DO NOT USE	0%	0%	0%	0%
A20001	LANDSCAPING	10%	10%	50%	50%
A21000	LINE LOCATING	0%	0%	0%	0%
A22000	OFFICE EQUIP MISCELL	20%	20%	20%	20%
A22001	AUDIO VISUAL	5%	5%	5%	5%
A22002	OFFICE/ MAINT REPAIR	0%	0%	0%	0%
A22003	PHOTOGRAPHY	5%	5%	5%	5%
A23000	OVRHD CONSTR & MAINT	0%	0%	0%	0%
A23001	OVERHEAD LINES, T&D	5%	0%	0%	0%
A24000	OVRHD SERV CONS&MAIN	0%	0%	0%	0%
A25000	PAVING & CONCRETE	50%	50%	50%	50%
A25001	CONCRETE, MASONRY	30%	30%	30%	30%
A25002	STONE/MASONRY REPAIR	0%	0%	0%	0%
A26000	PHOTOGRAPHIC SVS/EQU	0%	0%	0%	0%
A26001	PRINTING OTHER	0%	0%	0%	0%
A27000	PROFESSIONAL CONSULT	0%	0%	0%	0%
A27002	TRANSFORMER REPAIR	0%	0%	0%	0%
A27003	TELEMARKET SURVEYS	35%	35%	35%	35%
A27004	RECORD RETENTION	5%	5%	5%	5%
A27006	CONSULTING SVS, MISC	20%	20%	20%	20%
A27007	LEGAL	10%	10%	10%	10%
A27008	AUDITING	5%	5%	5%	5%
A27009	DEBT COLLECTION	5%	5%	5%	5%
A27010	CLAIM INVESTIGATION	5%	5%	5%	5%
A27011	APPR, CLAIM PROC, AUTO	50%	50%	50%	50%
A27012	APPR, CLAIM PROC, RE	5%	5%	5%	5%
A27013	APPR, CLAIM PROC OTH	50%	50%	50%	50%
A27014	TRAVEL AGENCIES	50%	50%	50%	50%
A27015	A/E FULL SERVICE	5%	5%	5%	5%
A27016	MEDICAL, CONSULTANTS	0%	0%	0%	0%
A27017	RECRUITMENT	5%	5%	5%	5%
A27018	SURVEYING	15%	15%	15%	15%
A27019	TRAINING	15%	15%	15%	15%
A27020	WEATHER FORECASTING	0%	0%	0%	0%
A27021	TRANS CONSULTING	5%	5%	5%	5%
A27022	DRAFTING SUPPORT	25%	25%	50%	50%
A27023	TESTING, NDE	0%	0%	0%	0%
A27024	PROCUREMENT CARD	5%	5%	5%	5%
A27025	ECONOMETRICS	0%	0%	0%	0%
A27026	ENG/ENGY MGMT CTRL	0%	0%	0%	0%
A27027	RESTRUCT/DIVESTITURE	0%	0%	0%	0%
A27028	ENVIRONMENT, CONSULT	5%	5%	0%	0%
A27029	MEDL/DENTAL/TUITION	0%	0%	0%	0%
A27030	ADMIN AWARDS/SAFETY	0%	0%	0%	0%
A27031	LOAD MGT FIELD/STUDY	0%	0%	0%	0%
A27032	CONSULT IBEW/PEPCO	0%	0%	0%	0%
A27033	AUDIT FINANCL STMENT	0%	0%	0%	0%
A27034	FINANCIAL RATING	0%	0%	0%	0%



SUPPLIER DIVERSITY  
2012 MATERIAL GROUP CODES WITH GOALS

APPENDIX B

MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
A27035	ENGINEER DESIGN,ELEC	0%	0%	0%	0%
A27037	COMP,SW RETAIL ACCES	0%	0%	0%	0%
A27038	COMP M&R (O) CONSULT	30%	30%	30%	30%
A27039	COMP M&R, DATA CONV	0%	0%	0%	0%
A27040	COMP M&R, INTERNET	30%	30%	30%	30%
A27041	QUALITY&RELIABILITY	15%	15%	15%	15%
A27042	PERSONNEL, TECHNICAL	40%	40%	40%	40%
A27043	WATER QLTY ANALYSIS	10%	10%	10%	10%
A27044	BIOLOGICAL STUDIES	0%	0%	0%	0%
A27045	GAS CONSULTING	5%	5%	5%	5%
A27046	INSPECTION PIPELINE	0%	0%	0%	0%
A27047	CONSULTANT, SAFETY	0%	0%	0%	0%
A27048	TESTING SERVICES-DE	0%	0%	0%	0%
A28000	R/E LEASES/MISC SERV	0%	0%	0%	0%
A28001	DIVING/UNDERWATER	25%	25%	5%	0%
A28002	DREDGING	0%	0%	0%	0%
A28003	ELEC, CIVIL MAINT	15%	15%	15%	15%
A28004	ELEC, PLANT MAINT	35%	35%	35%	35%
A28005	GAS/SEWER LINE INST	5%	5%	0%	0%
A28006	INSPECTION, SPECIAL	0%	0%	0%	0%
A28007	INSTRUMENT & CTRLS	5%	5%	0%	0%
A28008	INSULATION & LAGGING	0%	0%	0%	0%
A28009	LABOR, GENERAL	25%	0%	50%	50%
A28010	MACHINE WORK, MISC	0%	0%	0%	0%
A28011	MECHANICAL	5%	5%	5%	5%
A28012	METALIZING	0%	0%	0%	0%
A28013	MILLWRIGHT/MECH	0%	0%	0%	0%
A28014	PIPING/PWR/STEAMFIT	5%	5%	5%	5%
A28015	VALVES	0%	0%	0%	0%
A28016	PUMPS	0%	0%	0%	0%
A28017	ENERGY CONSERVATION	0%	0%	0%	0%
A28018	INSTR, SERVICES	0%	0%	0%	0%
A28019	MARINE, MARINA	0%	0%	0%	0%
A28020	BARRICADE, RENT/RPR	0%	0%	0%	0%
A29000	RENTALS - MISCELLAN	0%	0%	0%	0%
A29001	INSTR, RENTAL	5%	5%	5%	5%
A29002	MARINE, SUPPLIES	0%	0%	0%	0%
A29003	LEASE, COPIER	5%	5%	5%	5%
A29004	STEAM CLEAN,EQUIP RTL	50%	50%	50%	50%
A30000	REPROD SERV/EQUIP	0%	0%	0%	0%
A31000	RIGGING&HAULING RENT	0%	0%	0%	0%
A31001	RIGGING AND HAULING	40%	40%	40%	40%
A31002	CRANE REPAIR/RENTAL	5%	5%	5%	5%
A32000	RIGGING&HAULING SVS	0%	0%	0%	0%
A32001	GRASS MOWING, ROW	50%	50%	50%	50%
A32002	RAILROAD, ROW,MAINT	0%	0%	0%	0%
A33000	ROW MAINTENANCE	0%	0%	0%	0%
A34000	SECURITY	50%	50%	50%	50%
A35000	STREETLIGHT MAINTEN	0%	0%	0%	0%
A35001	ELEC,HIGH VOLT/SUBST	0%	0%	0%	0%
A35002	STL ERECTION & TOWER	0%	0%	0%	0%
A35003	SUB REMODEL/ADD	5%	5%	5%	5%
A35004	SUB/TRANS CIVIL CONS	0%	0%	0%	0%
A36000	SUBSCRIPTIONS	0%	0%	0%	0%
A37000	SUBSTA CONSTR&MAINT	5%	5%	5%	5%
A38000	TELECOMM CELLULAR	0%	0%	0%	0%
A39000	TELECOMM VOICE&DATA	0%	0%	0%	0%
A40000	TEMPORARY EMPLOYMENT	50%	50%	50%	50%
A41000	TOWEL & MAT SERVICE	0%	0%	0%	0%
A42000	TRAFFIC MANAGEMENT	50%	5%	50%	50%



SUPPLIER DIVERSITY  
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MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
A43000	TRASH HAULING	5%	5%	5%	5%
A44000	TRAFFIC SIGNAL SYS	50%	50%	50%	50%
A44001	CONDUIT AND MANHOLES	40%	40%	40%	40%
A44002	EXCAVATION, LT EQUIP	5%	5%	5%	5%
A44003	UNDGRND LINES, T&D	0%	0%	0%	0%
A44004	MANHOLE CLING, DUCT	0%	0%	0%	0%
A45000	TREE TRIMMING ROUTINE	0%	0%	0%	0%
A45001	TREE TRIMMING SPECIAL	5%	5%	5%	5%
A46000	UNDRGRD CONSTR&MAINT	5%	5%	5%	5%
A46001	UNDERGROUND TANKS	0%	0%	0%	0%
A47000	UNIFORMS & RENTAL SVS	10%	10%	10%	10%
A47001	UNIFORM RENT&CLEAN	0%	0%	0%	0%
A48000	URD CONSTR&MAINTENAN	5%	5%	5%	0%
A49000	WOOD POLE INSP&MAINT	0%	0%	0%	0%
A50000	ACTUATION REPAIRS	0%	0%	0%	0%
A51000	ALARM MAINT/SERV	0%	0%	0%	0%
A52000	BATTERY MAINT/REPAIR	0%	0%	0%	0%
A53000	BOILER MAINT	5%	5%	0%	0%
A54000	COAL FEED PULVR REPR	5%	5%	0%	0%
A55000	COMBUST CHAMBER REPR	0%	0%	0%	0%
A56000	COMPRESSOR MAINT/REP	0%	0%	0%	0%
A57000	CONDENSER REPAIR	0%	0%	0%	0%
A58000	CONTOL SYS REPAIR	0%	0%	0%	0%
A59000	COOLING TOWER MAINT	0%	0%	5%	0%
A60000	DOOR REPAIR	0%	0%	0%	0%
A61000	ECONOMIZER REPAIRS	0%	0%	0%	0%
A62000	ELECTRONICS REPAIR	0%	0%	0%	0%
A63000	EXPANSION JOINT REPAIR	0%	0%	0%	0%
A64000	FANS/BLOWER REPAIRS	0%	0%	0%	0%
A65000	FEED WATER HEAT REPR	0%	0%	0%	0%
A66000	GEARBOX REPAIRS	0%	0%	0%	0%
A67000	GENERATOR MAINT/REPR	0%	0%	0%	0%
A68000	HEAT TRACE MAINT	0%	0%	0%	0%
A68001	LIFT TRUCK	0%	0%	0%	0%
A69000	LIGHTING REPAIRS	0%	0%	0%	0%
A70000	MECHANICAL SEAL REPR	0%	0%	0%	0%
A71000	MILL REPAIR	0%	0%	0%	0%
A72000	MONITOR REPAIRS	0%	0%	0%	0%
A73000	MOTOR REPAIRS	0%	0%	0%	0%
A7400	PLANT MAJOR COMP REP	0%	0%	0%	0%
A75000	POWER IXMSSION REPR	0%	0%	0%	0%
760000	PRECIPATOR REPAIRS	0%	0%	0%	0%
A77000	PUBLIC ADD EQUIP REP	0%	0%	0%	0%
A78000	REFRACTORY WORK	0%	0%	0%	0%
A79000	SCREENHOUSE REPAIRS	0%	0%	0%	0%
A80000	SHOP & EQUIP REPAIRS	0%	0%	0%	0%
A81000	SOOTBLOWER REPAIRS	0%	0%	0%	0%
A82000	SPEED REDUCER REPAIR	0%	0%	0%	0%
A83000	STACK/CHIMNEY REPAIR	0%	0%	0%	0%
A84000	SYSTEM UPGRADES	0%	0%	0%	0%
A85000	TANK REPAIRS	0%	0%	0%	0%
A86000	THEROCOUPLE REPAIR	0%	0%	0%	0%
A87000	TURBINE MAINT/REPAIR	0%	0%	0%	0%
A88000	VALVE REPAIR	0%	0%	0%	0%
A89000	WELD REPAIR/X-RAY	0%	0%	0%	0%
1ADP	ZZ DO NOT USE	0%	0%	0%	0%
1AECSTOCK	ZZ DO NOT USE	0%	0%	0%	0%
1AEDLEQ	ZZ DO NOT USE	0%	0%	0%	0%
1AEGEN	ZZ DO NOT USE	0%	0%	0%	0%
1AEGENEXP	ZZ DO NOT USE	0%	0%	0%	0%

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MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
VAEGENNSK	ZZ DO NOT USE	0%	0%	0%	0%
VAEGENPRT	ZZ DO NOT USE	0%	0%	0%	0%
VAESUB	ZZ DO NOT USE	0%	0%	0%	0%
VAETD	ZZ DO NOT USE	0%	0%	0%	0%
VAEUNDER	ZZ DO NOT USE	0%	0%	0%	0%
VAEVRM	ZZ DO NOT USE	0%	0%	0%	0%
VAPPAREL	RAINGEAR,GLOVES, ETC	0%	0%	0%	0%
VARRESTER	ZZ DO NOT USE	0%	0%	0%	0%
VARRSTDIS	ARRESTERS,DISTRIB	25%	25%	5%	25%
VARRSTSUB	ARRESTERS,SUBSTATION	0%	0%	0%	0%
VARRSTTRN	ARRESTERS,TRANSMISS	10%	10%	10%	10%
VBATTERY	BATTERIES, LANTERNS	0%	0%	0%	0%
IBLDGSUP	BUILDING SUPPLIES	5%	5%	5%	5%
IBLUEPRINT	DIRECT LOAD CNTRL MAT	5%	5%	5%	5%
IBOLTNUT	BOLTS/NUTS	10%	10%	10%	10%
IBRACES	BRACES	0%	0%	0%	0%
IBRACKETS	BRACKETS,BRACES,XARM	5%	5%	5%	5%
IBUS	BUS CONDUCTORS	30%	30%	30%	30%
IBUSPIPE	BUSBAR PIPE&HI COND	30%	30%	30%	30%
ICABLEACC	CABLE,ACCESSORIES	0%	0%	10%	10%
ICABLEDIE	CABLE, SOLID DIELEC	0%	0%	0%	0%
ICABLEELB	CABLE,ELBOW	0%	0%	0%	0%
ICABLEHV	CABLE,HIGH VOLTAGE	0%	0%	0%	0%
ICABLEINS	CABLE, INSTRUMENT	35%	35%	35%	35%
ICABLELV	CABLE,LOW VOLTAGE	15%	15%	15%	15%
ICABLEMV	CABLE,MEDIUM VOLTAGE	25%	25%	25%	25%
ICABLEPOR	CABLE, PORTABLE	10%	10%	10%	10%
ICABLESPL	CABLE,SPICES	0%	0%	20%	20%
ICABLESUB	CABLE,SUBSTATION	0%	0%	0%	0%
ICABLESW	CABLE, SWITCHBOARD	0%	0%	0%	0%
ICABLETEC	CABLE,TELECOMMUNICAT	50%	25%	50%	50%
ICAPACITR	POWER CAPACITORS	0%	0%	0%	0%
ICAPEQ	ZZ DO NOT USE	0%	0%	0%	0%
ICHARGES	OTC - CHARGES	0%	0%	0%	0%
ICHEMCOM	CHEMICALS, COMPOUNDS	30%	30%	30%	30%
ICHEMICAL	CHEMICALS	0%	0%	30%	30%
ICHEMSERV	CHEMI,FIRE EXTING	5%	5%	5%	5%
ICHEMSOL	CHEM, SOLVENTS, PKG	5%	5%	5%	5%
ICLAMPDIS	CLAMPS,DISTRIBUTION	0%	0%	5%	0%
ICLAMPOTH	CLAMPS,OTHER	0%	0%	50%	50%
ICLAMPSUB	CLAMPS,SUBSTATION	0%	0%	0%	0%
ICLAMPTRN	CLAMPS,TRANSMISSION	0%	0%	0%	0%
ICLEAN	ZZ DO NOT USE	0%	0%	0%	0%
ICLIMB	ZZ DO NOT USE	0%	0%	0%	0%
ICNTDISOH	CONNECTOR,DIST,OVHD	0%	0%	0%	0%
ICNTDISUG	CONNECTOR,UNDERGROUN	20%	20%	20%	20%
ICNTOTHR	CONNECTOR,OTHER	25%	25%	25%	25%
ICNTSUB	CONNECTOR,SUBSTATION	0%	0%	0%	0%
ICNTTRANS	CONNECTOR,TRANSM	0%	0%	0%	0%
ICOMCABLE	ZZ DO NOT USE	0%	0%	0%	0%
ICOMMUN	ZZ DO NOT USE	0%	0%	0%	0%
ICONDMET	CONDUIT,METAL	0%	0%	0%	0%
ICONDPLST	CONDUIT,PLASTIC	10%	10%	50%	20%
ICONDUIT	ZZ DO NOT USE	0%	0%	0%	0%
ICONN.TD	ZZ DO NOT USE	0%	0%	0%	0%
ICONNECT	ZZ DO NOT USE	0%	0%	0%	0%
ICROSSARM	CROSSARMS	0%	0%	0%	0%
ICUTOUTS	CUTOUTS	0%	0%	0%	0%
IDUMMY	DUMMY STOCK NUMBERS	0%	0%	0%	0%
IELCMTR1	ZZ DO NOT USE	0%	0%	0%	0%



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MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
IELCMTR2	ZZ DO NOT USE	0%	0%	0%	0%
IELECTRI1	ELECTRICAL HW, MISC	5%	5%	5%	5%
IELECTRO1	ELEC COMPNTS/PARTS	5%	5%	5%	5%
IENCLOSUG	ENCLOSURES, UNDERGROU	0%	0%	0%	0%
IETC	ZZ DO NOT USE	0%	0%	0%	0%
IFASTEN	FASTENERS	50%	50%	5%	50%
IFIBEROP	ZZ DO NOT USE	0%	0%	0%	0%
IFILTER	FILTERS	0%	0%	0%	0%
IFLTCHRY	VEHICLES/CHRYSLER	0%	0%	0%	0%
IFLTFORD	VEHICLES,/FORD	0%	0%	5%	5%
IFLTGMC	VEHICLES/GMC	0%	0%	25%	25%
IFLTNOEM	AUTO/PARTS NON-OEM	10%	10%	10%	10%
IFLTOEM	AUTO/PARTS OEM	0%	0%	0%	0%
IFLTOEN	AUTO/FORKLIFT PARTS	0%	0%	0%	0%
IFUELDIES	FUEL, DIESEL	50%	10%	50%	50%
IFUELGAS	FUEL, GASOLINE	30%	10%	5%	30%
IFUELMISC	FUEL, MISC.	10%	10%	50%	10%
IFUELOIL	FUEL, OIL	0%	0%	0%	0%
IFURN	ZZ DO NOT USE	0%	0%	0%	0%
IFUSEPRI	ZZ DO NOT USE	0%	0%	0%	0%
IFUSES	FUSES	20%	20%	20%	20%
IFUSESEC	ZZ DO NOT USE	0%	0%	20%	20%
IGASACC	GAS, ACCESSORIES	5%	0%	0%	0%
IGASES	COMPRESSED GASES	15%	20%	0%	0%
IGASKET	GASKETS & PACKING	50%	50%	50%	50%
IGASMTR1	ZZ DO NOT USE	0%	0%	0%	0%
IGASMTR2	ZZ DO NOT USE	0%	0%	0%	0%
IHULV	HULV MATERIALS	0%	0%	5%	0%
IHVAC	HVAC PARTS	0%	0%	5%	5%
IINSTMMSC	INSTR, PTS, DISTR	5%	5%	5%	5%
IINSTMREC	INSTRUMENT, RECORDING	0%	0%	0%	0%
IINSTMTES	INSTRUMENT, TESTING	0%	0%	0%	0%
INSULATR	ZZ DO NOT USE	0%	0%	0%	0%
INSULDIS	INSULATOR, DISTRIB	0%	0%	0%	0%
INSULPOR	INSULATOR, PORCELAIN	5%	5%	5%	5%
INSULSUB	INSULATOR, SUBSTATION	0%	0%	0%	0%
INSULTRN	INSULATOR, TRANSMISSI	0%	0%	0%	0%
IJANITORI	JANITORIAL	30%	30%	30%	30%
ILABOR	OTC - LABOR	0%	0%	0%	0%
ILAMPS.BL	ZZ DO NOT USE	0%	0%	0%	0%
ILAMPS.SL	ZZ DO NOT USE	0%	0%	0%	0%
ILBR&VHCL	OTC - LABOR&VEHICLE	0%	0%	0%	0%
ILEAD	ZZ DO NOT USE	0%	0%	0%	0%
ILGHTBLDG	LIGHTING, BUILDING	0%	0%	0%	0%
ILNG	ZZ DO NOT USE	0%	0%	0%	0%
ILOCKS	LOCKS	0%	0%	0%	0%
ILUBRCANT	LUBRICANTS	0%	0%	20%	20%
IMEDICAL	MEDICAL SUPPLIES	0%	0%	5%	0%
IMETALS	MTL, WELDING&FAB	10%	10%	10%	10%
IMETALSFT	MTL PLUM FITTINGS	25%	25%	25%	25%
IMETALSMC	METALS, HW, MISC	20%	20%	20%	20%
IMETALSNF	MTL, NF, WIRE, CHAIN	5%	5%	5%	5%
IMETELACC	METERS, ELECT, ACCESSO	0%	0%	0%	0%
IMETELEC	METERS, ELECTRIC	0%	0%	0%	0%
IMETGAS	METERS, GAS	0%	0%	0%	0%
IMETGSACC	METERS, GAS, ACCESSOR	0%	0%	0%	0%
IMISC	MISC. MATERIAL	0%	0%	5%	0%
IMOTOR	MOTORS & ACC	30%	30%	30%	30%
INETWORK	ZZ DO NOT USE	0%	0%	0%	0%
INONSPLR	NON SUPPLIER EXP	0%	0%	0%	0%

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MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
NONSTOCK	NON STOCK MATERIALS	0%	0%	0%	0%
\OFFICE	OFFICE SUPPLIES	50%	50%	50%	50%
\OFFICEFU	FURNITURE, MISC	30%	30%	30%	30%
\OFFICEPA	PAPER, FRMS, SNAPOUT	0%	0%	0%	0%
\OFFICEPR	PREMI AWARDS/ PROMO	35%	35%	35%	35%
\OFFICEST	ENVELOPES, CUSTOM	5%	5%	50%	5%
\PADS	PADS & ENCLOSURES	50%	50%	0%	0%
\PAINT	PAINTS & SOLVENTS	5%	5%	5%	5%
\PANELS	PANELS& SWBD, INSTR	5%	5%	5%	5%
\PIPECASE	PIPE CASING, GAS	0%	0%	0%	0%
\PIPE.FIT	PIPE FITTING, GAS	0%	0%	0%	0%
\PIPE.GAS	PIPE, GAS	0%	0%	0%	0%
\PLANNED	OTC - PLANNED	0%	0%		
\PLHRDWR	POLE LINE HARDWARE	5%	5%	50%	50%
\PLTACT	ACTUATION	0%	0%	0%	0%
\PLTALARM	ALARM	0%	0%	0%	0%
\PLTBLR	BOILER	0%	0%	0%	0%
\PLTCDNSR	CONDENSER PARTS	0%	0%	0%	0%
\PLTCLTWR	COOLING TOWER	0%	0%	0%	0%
\PLTCMBCH	COMBUSTION CHAMBER	0%	0%	0%	0%
\PLTCNSYS	CONTROL SYSTEMS	0%	0%	0%	0%
\PLTCNTRL	CONTROLLERS	0%	0%	0%	0%
\PLTCOMPR	COMPRESSORS	0%	0%	0%	0%
\PLTDEMIN	DEMINERALIZER	0%	0%	0%	0%
\PLTECON	ECONOMIZER PARTS	0%	0%	0%	0%
\PLTEXPJT	EXPANSION JOINT	0%	0%	0%	0%
\PLTFDWTR	FEED WATER HEATER	0%	0%	0%	0%
\PLTFNBLR	FANS/BLOWERS	0%	0%	0%	0%
\PLTFRPRO	FIRE PROTECTION EQUIPMENT	0%	0%	0%	0%
\PLTGENER	GENERATOR	0%	0%	0%	0%
\PLTGRBOX	GEARBOX	0%	0%	0%	0%
\PLTHOSE	HOSE	0%	0%	0%	0%
\PLTHTTTRC	HEAT TRACE	0%	0%	0%	0%
\PLTLIFTS	CRANE/LIFTS/HOISTS	0%	0%	0%	0%
\PLTMCOMP	PLANT MAJOR COMPONEN	0%	0%	0%	0%
\PLTMILPT	MILL PARTS	0%	0%	0%	0%
\PLTMNTRS	MONITORS	0%	0%	0%	0%
\PLTMSEAL	MECHANICAL SEALS	0%	0%	0%	0%
\PLTPAEQP	PUBLIC ADDRESS EQUIP	0%	0%	0%	0%
\PLTPCBDS	PRINTED CIRCUIT BRDS	0%	0%	0%	0%
\PLTPRECP	PRECIPATOR PARTS	0%	0%	0%	0%
\PLTPROBE	PROBES	0%	0%	0%	0%
\PLTPULVR	COAL FEED PULVR PARTS	0%	0%	0%	0%
\PLTPWRSP	POWER SUPPLYS	0%	0%	0%	0%
\PLTPWRTX	POWER XMISSION	0%	0%	0%	0%
\PLTREBKT	REDULID KITS	0%	0%	0%	0%
\PLTSCRNH	SCREENHOUSE PARTS	0%	0%	0%	0%
\PLTSHPEQ	SHOP EQUIPMENT	0%	0%	0%	0%
\PLTSPBLS	SPONGE BALLS	0%	0%	0%	0%
\PLTSPDRD	SPEED REDUCER	0%	0%	0%	0%
\PLTSTACK	STACK/CHIMMEYS	0%	0%	0%	0%
\PLTSTBLW	SOOTBLOWER PARTS	0%	0%	0%	0%
\PLTTHERM	THERMOCOUPLE	0%	0%	0%	0%
\PLTTRAP	STRAINER/TRAP	0%	0%	0%	0%
\PLTTRBN	TURBINE	0%	0%	0%	0%
\PLTTRDCR	TRANSDUCERS	0%	0%	0%	0%
\PLTTXMTR	TRANSMITTERS	0%	0%	0%	0%
\PMEQ	ZZ DO NOT USE	0%	0%	0%	0%
\POLE	ZZ DO NOT USE	0%	0%	0%	0%
\POLEOTHR	POLES, OTHER	10%	10%	0%	0%

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MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
\POLE.SL	ZZ DO NOT USE	0%	0%	0%	0%
\POLESTL	POLES,STEEL	20%	20%	10%	0%
\POLESTLA	POLES,STREET LIGHT	5%	5%	5%	5%
\POLEWOOD	POLES,WOOD	0%	0%	0%	0%
\POWRPLNT	POWER PLANT	0%	0%	0%	0%
\PPDEV	ZZ DO NOT USE	0%	0%	0%	0%
\PUMPS	PUMPS,CHEM,FUEL	0%	0%	0%	0%
\PVF	ZZ DO NOT USE	0%	0%	0%	0%
\PVF.GAS	ZZ DO NOT USE	0%	0%	0%	0%
\PVFMET	PVF METAL	0%	0%	0%	0%
\PVFPLAS	PVF PLASTIC	5%	40%	40%	40%
\RAILROAD	RR,LOCOMOTIVE,TRACKS	0%	0%	0%	0%
\RECLOSER	RECLOSER	0%	0%	0%	0%
\RECORD	ZZ DO NOT USE	0%	0%	0%	0%
\REG	REGULATORS	0%	0%	0%	0%
\RELAY	RELAYS,TS & METERS	5%	0%	0%	0%
\ROPE	ZZ DO NOT USE	0%	0%	0%	0%
\SAFEAPP	SAFETY APPAREL	20%	20%	20%	20%
\SAFETY	SAFETY SUPPLIES	20%	20%	20%	20%
\SAFETYEQ	SAFETY MISC EQUIP	50%	50%	50%	50%
\SAFETYGL	GLOVES, HIGH VOLT	0%	0%	0%	0%
\SEALS	SEALS,GREASE,OIL,GAS	20%	20%	20%	20%
SERVICE	ZZ DO NOT USE	0%	0%	0%	0%
\SIGNS	SIGNS, TAGS, ETC.	0%	0%	10%	0%
\SOLDER	SOLDER AND PASTE	5%	5%	5%	5%
\SPARE	ZZ DO NOT USE	0%	0%	0%	0%
\SPLICAER	SPLICES,AERIAL	0%	0%	10%	10%
\STAPLES	STAPLES	50%	50%	50%	50%
\STLTFXTR	STREET LIGHTING,FIXT	0%	0%	5%	0%
\STLTG	STREET LIGHTING	0%	0%	0%	0%
\STLTLAMP	STREET LIGHTING,LAMP	0%	0%	10%	10%
\STLTMISC	STREET LIGHTING,MISC	0%	0%	0%	0%
\STLTPOLE	STREET LIGHTING,POLE	0%	0%	0%	0%
\STORMBOX	STORM BOXES	0%	0%	0%	0%
\SUB	ZZ DO NOT USE	0%	0%	0%	0%
\SUBSMAT	SUBSTATION MATERIAL	5%	0%	5%	5%
\SWITCH	SWITCH,PRESSURE SPEC	0%	0%	0%	0%
\SWITCHPT	SWITCH PARTS	5%	5%	5%	5%
\SW.PAD	SWITCH-PAD MOUNTED	0%	0%	0%	0%
\SW.POLE	SWITCH-POLE MOUNTED	20%	20%	20%	20%
\TAPE	TAPE, ELECTRICAL	50%	50%	50%	50%
\TELECOMM	TELECOMMUNICATIONS	0%	0%	0%	0%
\TERMINAT	MED VOLT SPLICE&TERM	10%	10%	10%	10%
\TOOL.HL	TOOLS-HOT LINE	50%	50%	50%	50%
\TOOLS	TOOLS - HAND	0%	0%	20%	20%
\TOOLS AIR	TOOLS, AIR PARTS	5%	5%	5%	5%
\TOOLSCAB	TOOLS, CABLE GRIPS	0%	0%	20%	20%
\TOOLSCAD	TOOLS, CADWELD	10%	10%	10%	10%
\TOOLSCSA	TOOLS, HOISTS&SLINGS	0%	0%	5%	0%
\TOOLSCUT	TOOLS, CUTTING TOOLS	15%	15%	15%	15%
\TOOLSEL	TOOLS, ELEC PARTS	0%	0%	0%	0%
\TOOLSHDW	TOOLS, DOOR HARDWARE	5%	5%	5%	5%
\TOOLSHYD	TOOLS, HYDRAULIC	50%	50%	50%	50%
\TOOLSLNM	TOOLS, LINEMEN'S	50%	50%	50%	50%
\TOOLSMSC	TOOLS, MISC.	0%	0%	50%	20%
\TOWERS	TOWERS	0%	0%	0%	0%
\TRF1PD	TRANSF, 1PH PAD	0%	0%	0%	0%
\TRF1PDSS	TRANSF, 1PH PAD SS	0%	0%	0%	0%
\TRF1PL	TRANSF, 1PH POLE	5%	5%	5%	5%
\TRF1PLSS	TRANSF, 1PH POLE SS	5%	5%	5%	5%



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MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
\TRF1SBWY	TRANS, SUBWAY	0%	0%	0%	0%
\TRFSUBS	TRANS, 1 PH SUBSURF	0%	0%	0%	0%
\TRF1UG	TRANSF, 1PH UNDERGR	0%	0%	0%	0%
\TRF3PD	TRANSF, 3PH PAD	1%	1%	0%	0%
\TRF3PDSS	TRANSF, 3PH PAD SS	0%	0%	0%	0%
\TRF3PL	TRANSF, 3PH POLE	0%	0%	0%	0%
\TRF3SUBS	TRANS, 3PH SUBSURF	0%	0%	0%	0%
\TRF<75MV	TRANSFORMERS < 75MVA	10%	10%	10%	10%
\TRF>75MV	TRANSFORMERS > 75MVA	0%	0%	0%	0%
\TRF.DIST	ZZ DO NOT USE	0%	0%	0%	0%
\TRFDRTY	TRANS, DRY TYPE	0%	0%	0%	0%
\TRFHVPOLE	TRANS, HV POLE TYPES	0%	0%	0%	0%
\TRFNTWK	TRANS, NETWORK	0%	0%	0%	0%
\TRF.OTHR	TRANSFORMER - OTHER	0%	0%	0%	0%
\TRFPROT	TRANS, PROTECTORS	0%	0%	0%	0%
\VALVES	VALVES	25%	0%	0%	0%
\VEHICLE	OTC - VEHICLE	0%	0%	0%	0%
\VRM	VRM MATERIAL	0%	0%	0%	0%
\VRMMISC	TRANSPORTATION, MISC	0%	0%	0%	0%
\VRMTIRES	AUTOMOTIVE, TIRES	0%	0%	0%	0%
\WELD	WELDING SUPPLIES	10%	10%	10%	10%
\WIRDISBR	WIRE,DISTRIB,BARE	0%	0%	0%	0%
\WIRDISCV	WIRE,DISTRIB,COVERED	0%	0%	0%	0%
\WIRE	ZZ DO NOT USE	0%	0%	0%	0%
\WIREGUY	DISTR MATL WIRE, GUY	50%	50%	5%	50%
\WIREOTH	WIRE,OTHER	0%	0%	0%	0%



# "We Understand the Power of Diversity."



Michael W. Maxwell  
*Vice President, Asset Management*

It takes commitment to keep the power flowing safely to our customers every day. This commitment involves working at the community level, partnering with emergency services, and keeping an eye on environmental stewardship.

The utilities of Pepco Holdings, Inc. (PHI) achieve these goals through another commitment. Our pledge to Supplier Diversity and building relationships with the certified diverse businesses that help us run.

For more information, call 1.800.FOR.MBES or visit us online at [www.pepcoholdings.com](http://www.pepcoholdings.com). At PHI, Supplier Diversity plugs us into the communities we serve.



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