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February 15, 2013

Mr. David J. Collins
Executive Secretary
Maryland Public Service Commission
William Donald Schaefer Tower
6 Saint Paul Street, 16th Floor
Baltimore, Maryland 21202-6806

Re: PC16 - Supplier Diversity Annual Plans for 2013

Dear Mr. Collins:

In compliance with the State of Maryland Public Service Commission Memorandum of Understanding signed February 6, 2009, enclosed please find the original and seventeen (17) copies (five three-hole punched) of Potomac Electric Power Company's and Delmarva Power & Light Company's Supplier Diversity Annual Plan.

Please feel free to contact me if you have any questions regarding this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Matthew K. Segers", written over a horizontal line.

Matthew K. Segers

MKS/pmh

Enclosures

PEPCO HOLDINGS INC.

Annual Supplier Diversity Plans

POTOMAC ELECTRIC POWER COMPANY

Annual Plan for Calendar Year
2013

Annual Plan for Calendar Year 2013
Minority, Women, and Service-Disabled Veteran-Owned
Business Enterprises
January 1, 2013 – December 31, 2013

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 Potomac Electric Power Company ("Pepco" or "the Company"), a Pepco Holdings, Inc. (PHI) company, for the consideration of the Maryland Public Service Commission

This plan will be in effect from January 1, 2013 through December 31, 2013, and covers the Pepco region.

The Annual Plan shall contain at least the following elements:

1. Short, Mid and Long Term Goals set as required by Section 5, supra (MOU § 7.1.1).

Pepco 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 goals reflect the next five year period, defined in section 5.1.2 of the MOU. Long-term contracts have not been excluded and are therefore included in the total anticipated spend.

2013 - Pepco

Diverse Suppliers	Long-Term (5yr)
Minority	8.000%
Women	4.000%
Service-disabled veteran	2.000%
Handicapped workshops	<u>0.200%</u>
Total	14.200%

2. A description of Diverse Supplier program activities planned for the next calendar year. This description shall include both internal and external activities (MOU § 7.1.2).

Pepco 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 and professional services opportunities. Planned external activities for calendar year 2013 include:

- a. Attend monthly/bi-monthly Maryland Utility Forum meetings and actively participate in achieving the following 2013 Maryland Utility Forum goals:

- Provide purchasing opportunities for minority, women, service disabled veteran-owned business enterprises and those not for profit promoting the interests of physically or mentally disabled individuals;
 - Assure the assessment results of MOU Schedule 2 Third Party Certifying Agencies are incorporated as planned by the Maryland Public Service Commission staff;
 - Develop plan to continue the success of some diverse suppliers in investment firms, law firms, and other professional service firms;
 - Leverage utility experience to determine best practices, common goals, and supplier outreach opportunities;
 - To be the source of subject matter expertise in all matters of Supplier Diversity in the State of Maryland; and
 - Provide uniformity and consistency in reporting to ensure compliance with the Maryland Public Service Commission.
- b. Propose goals, monitor progress, highlight success, communicate areas of opportunity, and meet with suppliers and internal customers to increase opportunity.
- c. Redesign the Supplier Diversity content on the internet to make it a more modern, user-centric communications tool.
- d. Require all businesses categorized as diverse to have the business ownership confirmed by an approved third party certifier. Suppliers without third party certification will not be included as diverse suppliers in the annual report dollars.
- e. Identify and provide diverse suppliers to include in candidate bidder pools for procurements exceeding \$100,000. All requisitions require inclusion of diverse bidders or a detailed explanation why none are available.
- f. Encourage participation of Strategic Sourcing and all business partners in business and advocacy group training such as the National Minority Supplier Development Council Conference, the regional 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 (WBENC) and its regional partner the Women Presidents Educational Organization (WPEO) trade fairs, seminars and workshops. Ongoing program orientation and review sessions will be held to:
- Maximize the level of opportunities for diverse suppliers;
 - Expand contracting opportunities;
 - Focus internal discussions on the use of local diverse suppliers to meet the Company’s operating requirements;
 - Educate employees on the business case for diverse supplier inclusion;
 - Identify potential suppliers for contracting opportunities; and
 - Address specific material group code goal attainment and areas requiring additional development and sourcing requirements.

- g. Discuss progress towards supplier diversity goals and any obstacles to goal attainment with the Executive Leadership team.
- h. Provide updates on Supplier Diversity issues, goal attainment, and strategies for improvement at the executive Leadership meetings, Support Services and Supply Chain meetings.
- i. Support a wide range of outreach efforts; activities are designed to identify and maximize contracting opportunities and provide education about the utility industry, procurement practices, areas of opportunity, and those areas which are saturated in the marketplace and offer limited opportunity.
- j. Participate as a member of the board of directors in various business advocacy organizations and advisory councils, and participate 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.
- k. Invite and encourage participation in outreach initiatives, and actively promotes the use of diverse suppliers. Supplier Diversity will participate and support events during 2013 to ensure the maximum level of promotion of opportunities for diverse suppliers. A sample of business advocacy organizations supported by Pepco include:
 - MD/DC Minority Supplier Development Council (MD/DC MSDC);
 - Montgomery County, Maryland Economic Development;
 - The Elite-Service-Disabled Veteran Organization;
 - Maryland Washington Minority Contractors Association;
 - Women's Business Enterprise National Council affiliates serving Maryland, DC, Delaware, New York, Pennsylvania and New Jersey;
 - PA/NJ/DE Minority Supplier Development Council (PA/NJ/DE MSDC); and
 - State of Maryland Governor's Office of Minority Affairs.
- l. Participate in regional and national organizations advocating diverse supplier development, and encourage participation by local businesses to expand their business opportunities. Some of the organizations in which Supplier Diversity members have leadership roles are listed below:
 - National Minority Supplier Development Council (NMSDC);
 - MD/DC MSDC and PA/NJ/DE MSDC;
 - Edison Electric Institute (EEI) Supplier Diversity Committee;
 - Maryland Washington Minority Contractors Association;
 - Women President's Education Organization; and
 - The Elite Service-Disabled Veteran-Owned Business Network.

Specific activities including conferences, seminars, workshops and other forums are attached in Appendix A.

3. Plans for recruiting Diverse Suppliers of products and services where utilization has been low, such as legal and financial services, and areas that are considered highly technical in nature (MOU §7.1.3).

- a. Pepco will consult with other large corporations to build from their successes and adopt best practices in these areas.
- b. The Company will use the material group code (Appendix B) process to identify where there are gaps in diverse business presence and will map these areas to NAICS codes for reporting.
- c. Pepco will continue sessions internally with business partners to advance understanding of the goals and departmental responsibilities, and identify and expand areas of opportunity for diverse suppliers.
- d. The Company will analyze the areas where diverse businesses have been unsuccessful in the bidding process and develop plans to identify alternative suppliers or understand the reasons why the diverse suppliers have been unsuccessful.
- e. Pepco will work closely to identify diverse suppliers to support Pepco's power delivery operations and support services. Supplier Diversity will continue to work with cross-functional teams in the development of major projects to ensure diverse inclusion.
- f. Pepco will continue to build on successes in identifying suppliers in professional service areas.
- g. Supplier Diversity will continue to work with operating areas and conduct Supplier Diversity business briefings/outreach during 2013 to communicate specific business needs, operational requirements, and upcoming opportunities to increase the number of procurement opportunities for diverse suppliers.
- h. The Company will advertise in targeted advocacy publications locally and nationally. The current ad is attached as Appendix C. A new ad copy for 2013 is being developed.

4a. Plans for seeking and recruiting Diverse Suppliers through efforts such as small business incubators for products or services where Diverse Suppliers are currently unavailable (MOU §7.1.4a).

Pepco will work closely with the Maryland Utility Forum, state and county government economic development departments and advocacy groups to identify suppliers of products and services currently unavailable.

4b. Plans for seeking and recruiting Diverse Suppliers of products or services where Diverse Suppliers are currently unavailable (MOU §7.1.4b).

- a. Pepco will work through the Maryland Utility Forum, the Edison Electric Institute network and other business advocacy groups to identify diverse contracting and supplies in areas currently where diverse suppliers are not available.
- b. Pepco will continue active memberships in advocacy groups and participate in events to speak directly with suppliers and provide information about products and services PHI buys and the procurement processes.
- c. PHI entered into a contract in 2012 with CVM Solution which has a "Supplier Locator" which will assist in the identification of diverse suppliers. CVM Solutions has, in addition, a second-tier component which may yield new diverse suppliers on a first tier basis.

5. Plans for encouraging Prime Contractors to engage Diverse Suppliers in all categories which provide subcontracting opportunities (MOU § 7.1.5).

- a. Language in the terms and conditions of contracts includes the use of diverse suppliers on direct subcontracting opportunities and contract evaluation processes that give weight to bidders that provide subcontracting opportunities to diverse suppliers.
- b. Pepco assures that the clause entitled "Utilization of Small Business Concerns" is included in all contracts that offer further subcontracting opportunities. 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.
- c. Construction projects will strongly encourage the use of diverse suppliers as prime contractors and to encourage large and majority suppliers to maximize the use of diverse suppliers.

6. Plans for complying with the established Diverse Supplier program guidelines established by the Commission. The Commission's Staff will be responsible for developing, periodically refining, and recommending such guidelines for the Commission's adoption in an appropriate procedural forum (MOU § 7.1.6).

- a. Pepco had a second tier reporting and tracking system for the first three quarters in 2012. The platform provider notified PHI it would no longer provide the second tier services which required a new provider. The new 2013 contract has a supplier locator system containing the diverse status and diverse source (certifying agency) for each supplier along with expiration dates. This system will be used to support verification of diverse ownership.
- b. A report was submitted by the Maryland Utility Forum to the Maryland Public Service Commission on July 17, 2012 updating the list of certifying bodies and proposing an

amendment of the current MOU Schedule 2. Pepco will use the updated list of third party certification providers.

- c. Pepco will continue to work with the Maryland Utility Forum to share successes, issues and concerns common to all the utilities and work with the Commission staff on those issues.
- d. Pepco will submit the Annual Reports as outlined in Section 6 of the MOU.

DELMARVA POWER & LIGHT

Annual Plan for Calendar Year
2013

Annual Plan for Calendar Year 2013
Minority, Women, and Service-Disabled Veteran-Owned
Business Enterprises
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APPENDICES

**APPENDIX A - PEPCO HOLDINGS, INC.
2013 PLANNED CONFERENCES TRADE SHOWS**

EVENT	Location	Date
Women Presidents Educational Organization (WPEO) DC Corporate Roundtable	DC	Feb
New Jersey Association of Women Business Owners Annual Procurement Expo	NJ	Feb
Women Presidents Educational Organization Awards Breakfast	NY	Mar
Women's Business Enterprise National Council (WBENC) Salute to Women's Business Enterprises	MD	Mar
Maryland Washington Minority Contractor's Association (MWMCA) Annual Spring Awards Breakfast and Business Showcase Expo	MD	May
Prince George's Community College Center for Minority Business Development Conference	MD	May
Bureau of Public Utilities Supplier Diversity Development Council (SDDC) Annual Conference	NJ	May
National Minority Supplier Development Council (NMSDC) Annual Awards Dinner	NY	May
Edison Electric Institute (EEI) Supplier Diversity Conference	CA	May
MD/DC Minority Supplier Development Council (MSDC) Annual Business Procurement Conference	MD	Jun
MSDC PA-NJ-DE Golf Classic	DE	Jun
PA,NJ/DE MSDC EXPOppportunity	NJ	Sep
SDDC Business Opportunity Conference	NJ	Sep
Maryland Hispanic Business Conference	MD	Sep
NMSDC Annual Business Opportunity Fair	TX	Oct
MD/DC MSDC Annual Leadership Awards Gala	DC	Oct
Prince George's County MD Supplier Development and Diversity Division Business Development Conference	MD	Oct
MWMCA Minority and Women Owned Business Expo and Symposium	MD	Oct
WPEO Breakthrough Breakfast, Matchmaker & Procurement Fair	DC	Nov
PA/NJ/DE MSDC Annual Choice Awards Gala	NJ	Dec
MD/DC MSDC Annual Meeting	MD	Dec

**APPENDIX B - SUPPLIER DIVERSITY
2013 MATERIAL GROUP CODES WITH GOALS**

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 RECYLING	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	ENVMENTAL, 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,EQUP 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%

**APPENDIX B - SUPPLIER DIVERSITY
2013 MATERIAL GROUP CODES WITH GOALS**

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	0%	0%	0%	0%
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	0%	0%	0%	0%
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	MED/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%

**APPENDIX B - SUPPLIER DIVERSITY
2013 MATERIAL GROUP CODES WITH GOALS**

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%	0%	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%
A27049	METER READING	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%

**APPENDIX B - SUPPLIER DIVERSITY
2013 MATERIAL GROUP CODES WITH GOALS**

MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
A42000	TRAFFIC MANAGEMENT	50%	5%	50%	50%
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	0%	0%	0%	0%
A46000	UNDRGRD CONSTR&MAINT	5%	0%	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	ACTION 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	CONTR 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 IXMISSION 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%
ADP	ZZ DO NOT USE	0%	0%	0%	0%
VAECSTOCK	ZZ DO NOT USE	0%	0%	0%	0%
VAEDLEQ	ZZ DO NOT USE	0%	0%	0%	0%
VAEEN	ZZ DO NOT USE	0%	0%	0%	0%

**APPENDIX B - SUPPLIER DIVERSITY
2013 MATERIAL GROUP CODES WITH GOALS**

MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
VAEGENEXP	ZZ DO NOT USE	0%	0%	0%	0%
VAEENNSK	ZZ DO NOT USE	0%	0%	0%	0%
VAEENPRT	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	0%	0%	0%	0%
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%	0%	0%	25%
ICABLEPOR	CABLE, PORTABLE	10%	10%	10%	10%
ICABLESPL	CABLE,SPLICES	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%

**APPENDIX B - SUPPLIER DIVERSITY
2013 MATERIAL GROUP CODES WITH GOALS**

MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
IELCMTR1	ZZ DO NOT USE	0%	0%	0%	0%
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%
IFUEL GAS	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%
INSTMMSC	INSTR, PTS, DISTR	5%	5%	5%	5%
INSTMREC	INSTRUMENT, RECORDING	0%	0%	0%	0%
INSTMTES	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%
LOCKS	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%

**APPENDIX B - SUPPLIER DIVERSITY
2013 MATERIAL GROUP CODES WITH GOALS**

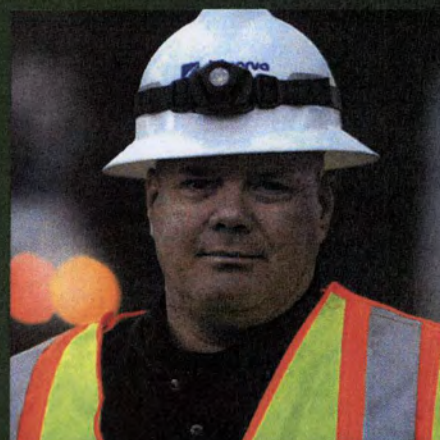
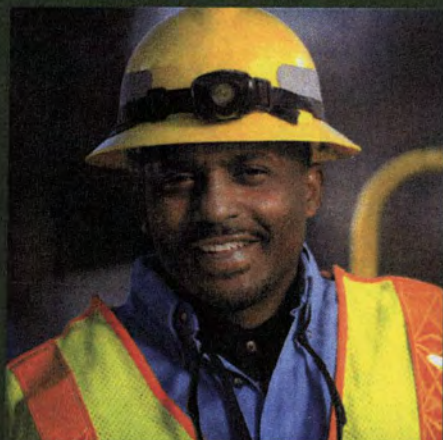
MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
NONSPLR	NON SUPPLIER EXP	0%	0%	0%	0%
NONSTOCK	NON STOCK MATERIALS	0%	0%	0%	0%
OFFICE	OFFICE SUPPLIES	50%	50%	50%	50%
OFFICEFU	FURNITURE, MISC	30%	30%	30%	30%
OFFICEPA	PAPER, FRMS, SNAPOUT	0%	0%	0%	0%
OFFICEPR	PREMI AWARDS/ PROMO	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%
PLTHTRC	HEAT TRACE	0%	0%	0%	0%
PLTLIFTS	CRANE/LIFTS/HOISTS	0%	0%	0%	0%
PLTMCOMP	PLANT MAJOR COMPONENT	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%

**APPENDIX B - SUPPLIER DIVERSITY
2013 MATERIAL GROUP CODES WITH GOALS**

MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
POLEOTHR	POLES, OTHER	10%	10%	0%	0%
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%
POWERPLNT	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%
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%
SUBSTMAT	SUBSTATION MATERIAL	5%	5%	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	0%	0%	0%	0%
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	0%	0%	0%	0%

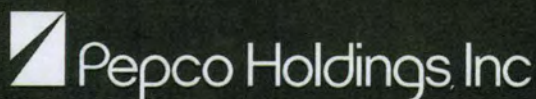
**APPENDIX B - SUPPLIER DIVERSITY
2013 MATERIAL GROUP CODES WITH GOALS**

MG CODE	MG CODE DESCRIPTION	% GOAL 1000	% GOAL 1500	% GOAL 7000	% GOAL 9000
\TRF1PLSS	TRANSF, 1PH POLE SS	0%	0%	0%	0%
\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%



A DIVERSE APPROACH TO A COMMON GOAL.

Building relationships. Forging strategic partnerships. Our commitment to working with small and diverse suppliers is what powers us to be our best. By expanding opportunities for certified diverse businesses, we can help provide greater value for our customers. And that's a connection we're proud to make.



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