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REVISED

March 3, 2015

VIA ELECTRONIC FILING

Tim Sullivan, 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. Sullivan:

Pursuant to General Order 156, Verizon California Inc. (U 1002 C) yesterday electronically submitted its 2014 Annual Report and Annual Plan. Verizon inadvertently combined the figures for Native American men and women in its filing. Therefore, Verizon is resubmitting its report. We regret any inconvenience that may have been caused. The full report is available to others upon request.

Very truly yours,

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

Kurt R. Rasmussen
Vice President-Regulatory

Attachment

cc: Stephanie Green



**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
Table of Contents**

GO 156 Section	Description	Page Number
	Introduction	1
	Overview	2
Annual Report		
9.1.1	Description of WMDVBE program activities – internal & external	3
9.1.2	Summary of WMDVBE purchases	16
9.1.3	WMDVBE program expenses	17
9.1.4	Description of progress in meeting or exceeding set goals	18
9.1.5	Summary of prime contractor utilization of WMDVBE subcontractors	19
9.1.6	A list of WMDVBE complaints received and current status	20
9.1.7	Summary of purchases and/or contracts in excluded categories	21
9.1.8	Description of efforts to recruit WMDVBE suppliers in low utilization categories	22
9.1.9	Document and data retention policy	24
9.1.10a	Fuel procurement report	25
9.1.10b	Renewable and non-renewable energy report	26
Annual Plan		
10.1.1	Short-term, mid-term, and long-term goals	27
10.1.2	Description of WMDVBE planned program activities – internal & external	28
10.1.3	Plans for recruiting WMDVBE suppliers in low utilization areas	32
10.1.4	Plans for recruiting WMDVBE suppliers in “excluded categories”	33
10.1.5	Plans for subcontracting	34
10.1.6	Plans for complying with WMDVBE guidelines	35

INTRODUCTION

Verizon California Inc. (U 1002 C) (“Verizon”) submits this 2014 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 reports on a calendar year basis (January 1 – December 31).

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 our business, we focus on three areas: education and awareness, partnership development, measurement and accountability.

Our Supplier Diversity Program supports providing procurement opportunities to, women, minority and service disabled veteran owned business enterprises (WMDVBE). 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 2014, Verizon spent 49.1% of its procurement dollars with 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 WMDVBEs into our supply chain. We believe that including WMDVBEs 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 WMDVBEs 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 WMDVBEs 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 2014, 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 Supplier Diversity Team

Verizon Supplier Diversity team's mission is to identify qualified WMDVBEs, drive the growth of diverse spend and build sustainable value-added partnerships. These value-added partnerships strengthens the communities we serve and creates a value-growth strategy for our shareholders. At Verizon, we strive to provide maximum opportunity for WMDVBEs to compete on an equal basis with all other suppliers who meet our product, service, procurement and contractual requirements.

We understand a successful supplier diversity program requires objective setting, goals alignment and relationship management. We make a point to develop strong relationships with WMDVBEs to assist them in achieving success. The team manages programs to optimize exposure and ensure WMDVBEs are given opportunities to compete for our business, and we have developed very detailed metrics and reports that enable us to effectively monitor our results and identify areas of improvement and opportunities.

Verizon supports numerous outreach/advocacy organizations, which promote and support the development of WMDVBEs through memberships, board of directors and committee positions, as well as sponsorships. Our sponsorships and participation with these organizations give us the opportunity to make valuable business connections and partnerships, while providing additional training, support, and capacity building assistance to diverse business.

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. The Strategic Sourcing organization's performance agreements include WMDVBE goals and objectives.

Employee Education

- **Supplier Diversity Awareness Training** – Verizon continued to focus on its employee supplier diversity education training. Supplier Diversity single points of contact are subject matter experts who provide information on certifications, reinforce the business case for supplier diversity, and continually educate the Strategic Sourcing organization on the various diversity resources for the identification of diverse suppliers. To enhance awareness training, in 2014, the Supplier Diversity Team implemented on-line Supplier Diversity Training specifically for the Strategic Sourcing organization.
- **Business Group Meetings and Conferences** –The Supplier Diversity team participates in business group meetings and conferences. During these meetings, with line of business senior leaders, the team is able to share supplier diversity goals, results and initiatives. Follow-up meetings take place to insure Verizon makes progress toward meeting its supplier diversity goals.

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 2014, Verizon expanded its efforts with the Premier Supplier Academy (PSA) to 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 women, minority and service 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

- First quarter 2014, Verizon's prime supplier for staffing and contingent workforce services, met with seven (7) minority, women and service disabled veteran owned business enterprises (WMDVBEs) to discuss second-tier opportunities and to discuss contingent workforce staffing opportunities.
- Third quarter 2014, Verizon Federal met with six (6) WMDVBEs to discuss second-tier government contract opportunities.

Supplier Diversity Fair

- Second quarter 2014, Verizon Multi-Cultural Marketing team met with nine (9) WMDVBEs firms to discuss opportunities in the Marketing services areas such as printing, marketing, signage and promotional products. The PSA Supplier Diversity Marketing Fair provided diverse suppliers an opportunity to gain a better understanding of Verizon's marketing business needs and compatibilities.
- Fourth quarter 2014, Verizon Wireless Network Services and Supplier Diversity teams conducted a PSA Supplier Diversity Network Services Fair and met with seven (7) WMDVBEs to discuss procurement opportunities in data antenna services, network engineering, cell site construction and maintenance.

Internal Communication

In 2014, the Verizon Supplier Diversity team continued with an extensive internal communications effort:

1. Verizon issued comprehensive reports that tracked supplier diversity progress. Verizon also issued reports that tracked progress toward 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 2014 including 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 WMDVBE 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 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, and Marketing continued throughout 2014 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 recommend its prime suppliers develop and/or expand their own Supplier Diversity programs. Prime supplier contracts are required to 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 toward 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 service 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 2014, Verizon continued to focus 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, Verizon's Supplier Recognition Program recognizes those suppliers of products and services who achieved overall performance excellence during 2014. Supplier awards are presented each year in seven (7) 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

In 2014, Verizon continued to support 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 the following technical assistance, capacity building, and training programs.

Asian Business Association of Los Angeles (ABA-LA)

Verizon partnered with the ABA-LA on its **Website Enhancement Project** designed to increase user engagement by enhancing, maintaining and supporting a full mobile strategy, including an adaptive website that is easier to access, update, maintain and deliver on a variety of devices.

Asian Business Association of Orange County (ABA-OC)

Verizon partnered with the ABA-OC to provide its educational **Business Matchmaking workshops (BMW)** designed to assist small business owners who want to pursue and receive contract awards with large corporations and government agencies.

Asian Business Association of San Diego (ABA-SD)

Verizon partnered with the ABA-SD on its **Website Enhancement Project** designed to increase user engagement by enhancing, maintaining and supporting a full mobile strategy, including an adaptive website that is easier to access, update, maintain and deliver on a variety of devices.

Black Business Association of Los Angeles (BBA)

Verizon partnered with the Black Business Association of Los Angeles and Southland Partnership Corporation on the **eBusiness Technology Academy** designed to educate small and minority-owned businesses on how to incorporate e-marketing, e-procurement and customer relations management tools into their daily business operations.

California Asian Pacific Chamber of Commerce (CAPCC)

Verizon continued its partnership with the California Asian Pacific Chamber of Commerce in support of the **Business Development and Education Programs** at the 3rd Annual California Asian Business Summit.

California Black Chamber of Commerce (CBCC)

Verizon partnered with the California Black Chamber and Pathways from Boys to Men on their **Youth Entrepreneur Training Program** to introduce young

entrepreneurs (ages 17-18) to the concept of small business ownership as a viable career choice.

California Hispanic Chambers of Commerce (CHCC)

Verizon partnered with the CHCC on its **Procurement Initiative** designed to strengthen the capabilities of Hispanic and Latina-owned businesses, while enhancing their capacity for growth through education, training, certification, and procurement opportunities.

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.

Latin Business Association Institute (LBA-I)

Verizon continued to partner with the LBA-I on its **Minority Women's Business Conference (MWBC)** and **Supplier Diversity Procurement Bootcamp**. The conference provided women an opportunity to connect with top female executives from various utility and telecommunications companies. It also focused on how women and minorities in business can meet procurement professionals and successfully obtain contracts. The Bootcamp offers hands on training on the key elements of what it takes to develop a high performance business.

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.

National Asian American Coalition

Verizon partnered with the National Asian American Coalition on its **Micro Technical Assistance Program** to help micro-business owners identify and develop their strategic performance through clear analysis of customer and market requirements.

National Association of Women Business Owners (NAWBO-LA)

Verizon partnered with the National Association of Women Business Owners (NAWBO-LA) to provide its **PEAK Leadership Program** to educate women-

business owners in the key areas of success -- strategic planning, process orientation, financial acuity, culture and crisis management and long-term growth.

Walking Shield

Verizon partnered with Walking Shield on its **Elite SDVOB Contracts Entrepreneurial Training and Mentoring Program** designed to enhance the contract opportunities for the state certified Disabled Veteran Business Enterprise companies (DVBE) and the federal certified Service Disabled Veteran Owned Business (SDVOB) with an ultimate goal of growing the companies to the level of capacity and competency within the southern California market.

2014 Awards and Recognition

Verizon was recognized with the following awards and recognitions in 2014:

Awards & Recognition - Diversity

Corporation of the Year: Latin Business Association

The LBA Corporation of the Year was presented to Verizon for providing contracting opportunities and comprehensive support to Latino-owned businesses.

Top 100 Under 50 Diverse Executive & Emerging Leaders 2014: MBA Magazine

Verizon executives were recognized for their leadership in DiversityMBA's list of top 100 diverse leaders.

Best for Multicultural Women 2014: Working Mother

For the 9th 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 the 14th consecutive year for its efforts to recruit, retain and promote diverse talent, as well as exemplifying inclusive talent development best practices for minority employees.

Top 50 Companies for Executive Women 2014: National Association of Female Executives (NAFE)

Verizon ranked in NAFE's list of companies with an exceptional culture for female executives.

Top Organization for Multicultural Business Opportunity 2014:

DiversityBusiness.com

Verizon Communications was ranked No. 5 in this annual listing.

Top 50 Employer 2014: Careers & the disABLED Magazine

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

Awards & Recognition - Innovation

Verizon Receives Prestigious 2014 CIO 100 Award: CIO

Verizon was recognized for its technological leadership with its Mobile Coach application, the latest customer intelligence tool Verizon uses to improve customer service.

No. 1 In Our Industry 2014: Fortune Magazine

Verizon earned a No. 1 ranking in the telecommunications sector for the 2014 list of the World's Most Admired Companies.

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**Verizon Named a Top 10 Military Friendly Employer: Military Friendly**

Verizon is proud to be named to the 2015 list of Military Friendly Employers. Victory Media, publisher of G.I. Jobs and a service-disabled, veteran-owned business, surveyed more than 5,000 eligible companies to come up with its list of 180 Military Friendly Employers. Verizon was ranked in the top 10.

Top 10 For Talent Development 2014: The Association for Talent Development

Verizon ranked among the top ten in ATD'S 2014 BEST Awards, which recognizes companies who have invested in employee learning and talent development. The ATD BEST Awards is the talent development industry's most rigorous and coveted recognition.

2014 Working Mother 100 Best Companies: Working Mother

For the 13th consecutive year, Verizon has been named on Working Mother magazine's list of 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.

Most Valuable Employer for Military 2014: Civilianjobs.com

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

Best for Veterans 2014: Military Times

Verizon ranked No.2 on the EDGE Best for Vets 2014: 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 seek 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 Owned Business Network Annual Conference
Asian Business Association of Orange County Global Sourcing Procurement Conference	Elite Services Disable Veteran Owned Business Network Business Networking
Asian Business Association of Los Angeles Makeover: Business Edition	Latin Business Association Global Business Conference
Black Business Association of Los Angeles – Procurement Exchange Summit	Latin Business Association Minority Women's Business Conference
Black Economic Council	Latino Business Chamber of Greater LA Business Conference
California American Indian Chamber of Commerce 11th Annual Business Expo	National Minority Supplier Development Council's National Conference
California American Indian Chamber of Commerce Business Coaching Workshop	Southern California Minority Supplier Development Council Business Opportunity Fair

California Asian Pacific Chamber of Commerce Business Summit

U. S. Pan Asian American Chamber of Commerce CelebrASIAN Business Conference

California Black Chamber of Commerce Ron Brown Economic Summit

U. S. Hispanic Chamber of Commerce National Business Conference

California Hispanic Chambers of Commerce – Convention and Trade Fair
California Public Utilities Diversity and Small Business Panel

Women Business Enterprise Council LA Forum Business Opportunity Workshop

California Utilities Diversity Council

California Public Utilities Small Business Summits: Los Angeles, Sacramento

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 served 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 2014, 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

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						
2014 GO156						
LINE NO.			DIRECT	SUB	TOTAL (\$)	TOTAL (%)
1	MINORITY MEN	ASIAN PACIFIC M	\$ 14,720,147.68	\$ 914,930.04	\$ 15,635,077.72	6.90%
2		BLACK M	\$ 3,257,380.33	\$ 2,687,711.38	\$ 5,945,091.71	2.62%
3		HISPANIC M	\$ 24,380,243.48	\$ 3,168,016.22	\$ 27,548,259.70	12.16%
4		NATIVE AMERICAN M	\$ -	\$ 2,352,365.34	\$ 2,352,365.34	1.04%
5		TOTAL MINORITY MEN	\$ 42,357,771.49	\$ 9,123,022.98	\$ 51,480,794.47	22.73%
6	MINORITY WOMEN	ASIAN PACIFIC W	\$ 1,511,100.23	\$ 1,281,449.26	\$ 2,792,549.49	1.23%
7		BLACK W	\$ 26,115.00	\$ 119,067.58	\$ 145,182.58	0.06%
8		HISPANIC W	\$ 1,102,725.89	\$ 509,200.74	\$ 1,611,926.63	0.71%
9		NATIVE AMERICAN W	\$ -	\$ 2,595,818.76	\$ 2,595,818.76	1.15%
10		TOTAL MINORITY WOMEN	\$ 2,639,941.12	\$ 4,505,536.34	\$ 7,145,477.46	3.15%
11		TOTAL MINORITY BUSINESS ENTERPRISE	\$ 44,997,712.61	\$ 13,628,559.32	\$ 58,626,271.93	25.89%
12		WOMEN BUSINESS ENTERPRISE (WBE)	\$ 36,426,542.48	\$ 3,040,313.37	\$ 39,466,855.85	17.43%
13		SUBTOTAL WOMEN, MINORITY BUSINESS	\$ 81,424,255.09	\$ 16,668,872.69	\$ 98,093,127.78	43.31%
14		SERVICE DISABLED VETERAN BUSINESS	\$ 571,622.45	\$ 12,556,580.76	\$ 13,128,203.21	5.80%
15		TOTAL WMDVBE	\$ 81,995,877.54	\$ 29,225,453.45	\$ 111,221,330.99	49.11%
16		TOTAL PRODUCT/SERVICE			\$ 226,482,490.80	

GO 156 §9.1.3: An itemization of WMDVBE program expenses.

Expense Category	2014 Actuals
Wages	\$127,287
Other Employee Expense	\$8,635
CPUC Clearinghouse	\$91,837
Program Expense	\$44,322
Technical Assistance	\$303,000
Total	\$575,081

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 2014, Verizon spent 49.1% 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 17.4% 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 25.9% spend in 2014. 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 5.80%, which is an 85.3% 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 \$10.1 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 worked in conjunction with the Elite Service Disabled Veteran Owned Business (SDVOB) Network and DVBE Alliance to identify more qualified suppliers in this category. Verizon intensified its focus to identify and introduce (via the RFP/bidding process) those suppliers in order to increase spend in their respective categories.

The Supplier Diversity team worked closely within the Sourcing and Network Services teams to identify opportunities for DVBEs to be included in Verizon's business proposals for various contracts. Verizon also worked closely with numerous prime suppliers to include DVBEs for subcontracting opportunities.

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

In 2014, Verizon focused on Second Tier Spend which provided a direct means to increase contracting opportunities for 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 10.3% 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 service disabled veteran owned firm successfully growing their business over \$5.5 million in 2014. Prime suppliers submitted second tier spend with WMDVBE suppliers in the following categories:

Classification	\$Amount
Asian Pacific	\$2,196,379
Black	\$2,806,779
Hispanic	\$3,677,217
Native American	\$4,948,184
<u>MBE Total</u>	<u>\$13,628,559</u>
WBE	\$3,040,313
DVBE	\$12,556,581

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 2014.

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 2014, Verizon closed its sale of \$500 million of retail notes to a large number of investors in a transaction involving 21 underwriting firms. The underwriters included 11 minority- and women-owned firms as well as two firms that are owned and operated by service-disabled veterans.

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 legal diversity commitments and efforts include:

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 several 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 more fully in the section discussion, outside counsel are required to provide an annual diversity report to the Verizon Legal department, which reaffirms Verizon's continued interest and focus on this topic.

Verizon's Legal Billing Guidelines

Outside counsel performing work for Verizon in the United States must provide an annual diversity report to the Verizon Legal department. We view the annual diversity report as critical in our efforts to continue fostering diversity and equal opportunity at both Verizon and among our key law firms.

The report must include:

1. Demographic Profile: The number of partner and associate attorneys in the U.S., by gender and by the following demographic groups: White/Caucasian, African-American/Black, Hispanic/Latino, Asian, American Indian or Alaska Native, and Native Hawaiian or other Pacific Islander.
2. Recruitment, Hiring, Retention and Promotion: Actions taken by the firm to recruit, hire, retain, and promote diverse attorneys, and to recruit and hire diverse summer associates, including identification of the number and percentage of offers extended to diverse summer associates and lateral hires, and the number of acceptances.
3. Mentoring & Training/Career Development: Formal programs and other actions taken by the firm to mentor, sponsor, train, and develop diverse attorney talent, and the percentage of attorneys in such programs that are diverse. Actions taken to create opportunities for diverse attorneys to work on challenging matters, and to work with key clients, including Verizon.
4. Leadership Positions: Diverse attorneys in key leadership roles in the firm, whether as heads of practice groups or key committees.
5. Pipeline Initiatives: Efforts to increase the pipeline of diverse individuals into the legal profession through internship programs, community involvement, or support of organizations dedicated to placing female and minority individuals in law school, as well as efforts to create and foster educational opportunities in underserved areas.

We also strongly encourage our firms to participate in the Vault/MCCA Law Firm Diversity Survey, where these areas are fully addressed.

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 2015

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.
- 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 contract opportunities.

- 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 ongoing quantitative analysis of overall supplier diversity performance by internal business units.
- 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.
- Support efforts of chambers, associations and advocacy organizations that support supplier development.
- Highlight program success and communicate areas of opportunities to diverse supplier community.
- Identify existing suppliers that have not obtained Third Party certification and encourage certification.

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 relevant forums throughout the state in order to identify diverse suppliers in these areas.
- 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. Prime suppliers are required to report their WMDVBE subcontracting activity to Verizon on a quarterly basis. The Strategic Sourcing and Supplier Diversity organizations are 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 WMDVBE 2014 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/ Disabled Veteran Business Enterprise	PURCHASES	
			\$																			
15	1	General Contracting	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,446,984
			%	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%	0.00%	100.00%
17	2	Construction - Special Trade	\$	275,525	0	21,637,773	37,645	2,187	0	53,287	0	0	0	21,968,772	37,645	22,006,417	6,555,572	28,561,990	5,497,303	34,059,293	59,047,885	
			%	0.47%	0.00%	36.64%	0.06%	0.00%	0.00%	0.09%	0.00%	0.00%	0.00%	37.21%	0.06%	37.27%	11.10%	48.37%	9.31%	57.68%	100.00%	
5			%	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%	0.00%	100.00%
6	4	Printing & Publishing	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	37,997
7			%	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%	0.00%	100.00%
8	5	Machinery & Computers	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,613,165
9			%	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%	0.00%	100.00%
10			%	54.49%	0.00%	0.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	54.61%	0.00%	54.61%	0.04%	54.65%	0.00%	54.65%	100.00%	
11	7	Transportation	\$	0	0	11,924	0	0	0	0	0	0	0	11,924	0	11,924	0	11,924	0	11,924	0	324,197
12			%	0.00%	0.00%	3.68%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.68%	0.00%	3.68%	0.00%	3.68%	0.00%	3.68%	0.00%	100.00%
13	8	Wholesale Trade - Durable Goods	\$	1,658,683	0	4,265,274	0	0	0	957	0	0	0	5,924,915	0	5,924,915	19,726,968	25,651,882	0	25,651,882	32,569,555	
14			%	5.09%	0.00%	13.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18.19%	0.00%	18.19%	60.57%	78.76%	0.00%	78.76%	0.00%	100.00%	
15	9	Wholesale Trade - Non-durable Goods	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16			%	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%	0.00%	0.00%
55	10	Automotive Dealers & Gas Stations	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	237,239
			%	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%	0.00%	100.00%
73	11	Business Services	\$	1,626,182	1,542,600	661,637	1,527,136	1,273,966	29,746	2,298,121	0	0	0	5,859,906	3,099,482	8,959,388	9,068,055	18,027,443	2,031,790	20,059,233	82,785,696	
			%	1.96%	1.86%	0.80%	1.84%	1.54%	0.04%	2.78%	0.00%	0.00%	0.00%	7.08%	3.74%	10.82%	10.95%	21.78%	2.45%	24.23%	100.00%	
81	12	Legal Services	\$	270,795	0	147,286	0	163,444	0	0	0	0	0	581,524	0	581,524	12,281	593,805	0	593,805	5,376,467	
			%	5.04%	0.00%	2.74%	0.00%	3.04%	0.00%	0.00%	0.00%	0.00%	10.82%	0.00%	10.82%	0.23%	11.04%	0.00%	11.04%	0.00%	100.00%	
87	13	Engineering, Accounting, Research, Mgt. & Rel. Serv.	\$	1,107,715	1,249,949	801,943	47,146	4,505,495	115,437	0	2,595,819	0	0	6,415,152	4,008,350	10,423,503	4,095,554	14,519,057	5,599,110	20,118,167	21,975,199	
			%	5.04%	5.69%	3.65%	0.21%	20.50%	0.53%	0.00%	11.81%	0.00%	0.00%	29.19%	18.24%	47.43%	18.64%	66.07%	25.48%	91.55%	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	0	27,638
			%	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%	0.00%	100.00%
		GROSS PRODUCTS/SERVICES PROCUREMENT	\$	15,635,078	2,792,549	27,548,260	1,611,927	5,945,092	145,183	2,352,365	2,595,819	0	0	51,480,794	7,145,477	58,626,272	39,466,856	98,093,128	13,128,203	111,221,331	226,482,491	
			%	6.90%	1.23%	12.16%	0.71%	2.62%	0.06%	1.04%	1.15%	0.00%	0.00%	22.73%	3.15%	25.89%	17.43%	43.31%	5.80%	49.11%	100.00%	

Exhibit B

VERIZON CALIFORNIA INC.						2014		G.O. #156 Sec. 10.1.1					
WMBE ANNUAL SHORT, MID & LONG TERM GOALS BY PRODUCT AND SERVICE CATEGORY													
PRODUCTS		Short-Term (2015)				Mid-Term (2017)				Long-Term (2019)			
		Men	Women	Enterprise (WBE)	Enterprise (WMBE)	Men	Women	Enterprise (WBE)	Enterprise (WMBE)	Men	Women	Enterprise (WBE)	Enterprise (WMBE)
General Contracting	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Construction - Special Trade	%	37.9%	0.1%	11.3%	49.3%	38.7%	0.1%	11.6%	50.3%	39.5%	0.1%	11.8%	51.3%
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%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Electronic Equipment	%	55.7%	0.0%	0.0%	55.7%	56.8%	0.0%	0.0%	56.9%	57.9%	0.0%	0.0%	58.0%
Transportation	%	3.8%	0.0%	0.0%	3.8%	3.8%	0.0%	0.0%	3.8%	3.9%	0.0%	0.0%	3.9%
Wholesale Trade - Durable Goods	%	18.6%	0.0%	61.8%	80.3%	18.9%	0.0%	63.0%	81.9%	19.3%	0.0%	64.3%	83.6%
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	%	7.2%	3.8%	11.2%	22.2%	7.4%	3.9%	11.4%	22.7%	7.5%	4.0%	11.6%	23.1%
Legal Services	%	11.0%	0.0%	0.2%	11.3%	11.3%	0.0%	0.2%	11.5%	11.5%	0.0%	0.2%	11.7%
Engineering, Accounting, Research, Mgt, & Rel. Serv.	%	29.8%	18.6%	19.0%	67.4%	30.4%	19.0%	19.4%	68.7%	31.0%	19.4%	19.8%	70.1%
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		24.4%	2.0%	17.8%	44.2%	24.9%	2.1%	18.1%	45.1%	25.3%	2.1%	18.5%	46.0%