

Control Number: 30240



Item Number: 462

Addendum StartPage: 0



Project 30240 Qwest Communications Corporation Workforce and Supplier Diversity Plan and Reports on Five-Year Plan to Enhance Supplier and Workforce Diversity Docket No. 23411 December 31, 2005

Qwest's Commitment to Equal Opportunity

Qwest Communications International Inc., ("Company") follows a very clear and comprehensive equal employment opportunity policy, but its commitment goes well beyond this important statement. Qwest Communications and its predecessor companies have a long history of supporting, developing and advancing diverse populations in the workplace.

As a Federal Contractor, Qwest annually reviews its workforce which includes a job group analysis, establishment of goals to work towards mirroring the interested and skilled labor force in the locations in which Qwest operates. Qwest annually creates Affirmative Action Plans pursuant to the provision of the Executive Order 11246, as amended Section 503 of the Rehabilitation Act of 1973 as amended and the Vietnam Era Readjustment Assistance Act of 1974. The 2005 analysis of the Qwest Communications group in Texas indicates the full utilization of women and minorities as compared to the interested skilled labor force in Texas.

<u>Audits</u>

As a contractor, Qwest is randomly selected for audits of the Affirmative Action Plans and all personnel activities by the Department of Labor, Office of Federal Contract Compliance Programs. During the course of these reviews, Qwest conducts analysis of applicants versus hires, promotions and terminations to insure that race and gender of those impacted is not a factor.

In addition, the compensation provided to employees is reviewed. Employee's salaries are determined based on market research and salary surveys which provided ranges based on the nature of the work being performed and market conditions. Individual managers are provided salaries within those ranges based on their experience, education level, market conditions and skills.

Since 2000 Qwest has been audited by the Department of Labor as follows (each number represents separate employment locations with as many as 2000+ employees at the site):

237 EEO Surveys
51 Compliance Reviews
1 Corporate Management Review
13 Compliance Checks
9 additional audits subsequently closed due to sale of the entity or less than 50 employees

These audits have reviewed thousands of employment transactions, e.g., applicants, hires, terminations, promotions, compensation analysis. Audits often included on site visits by Compliance Officers who reviewed personnel files, interviewed employees and managers involved in the hiring and recruiting functions. In all audits Qwest has received 100% notifications of Compliance.

Interview Process

Qwest staffing managers train unit managers and supervisors on the Targeted Selection Interview (TSI) prior to those managers interviewing and making selection decisions. Along with the training on the TSI the managers are trained or reviewed on their obligations under the unit's EEO program and the overall Qwest Affirmative Action Plan. Selections are then reviewed by the staffing organization.

<u>Recruiting</u> – Qwest attends and host many recruiting fairs annually throughout our region, outreaching to the community for individuals who may have an interest in working at Qwest. Qwest web site

Careerbuilder.com

Qwest utilizes Careerbuilder.com for all open, external job advertisements. Careerbuilder automatically downloads all job advertisements to 39 (expanded to over 70 Diversity Partners in 2005) Diversity Partners organizations, (e.g., Black Living/International Black Women's Network, MSN Latino, and Minorities in Business Magazine), women's organizations (e.g., NAFE (National Association for Female Executives), Women's Wall Street, Advancing Women, and Women Net.com), newspapers (e.g., USA Today), and educational institutions (e.g., Just Colleges and College Club). An applicant may initially find the job advertisement through a diverse site, such as Women in the Trades, etc and then following Qwest's procedures, the applicant completes a profile through the Qwest.com site. Also, when a job was posted at Qwest.com, it is automatically linked to Careerbuilder to which in turn is automatically linked to America's Job Bank. Openings are also made available to existing employees on the Company's intranet.

- Notices are posted at the Unit's employment office, informing all job seekers of the Company's policy of equal employment opportunity. Similar notices are placed at each place of employment. The notices are posted in English and in Spanish.
- The Employment Application and the internet-based application system include a complete statement informing the candidate of the Company's policy of equal employment opportunity.
- All recruitment advertisements include the tag line "Qwest is an Equal Employment Opportunity Employer."

<u>Qwest and INROADS</u> - Qwest continues a long standing partnership with the INROADS program (<u>www.inroads.org</u>). The INROADS program provides talented minority youth with internship opportunities in corporations across the country. Since 1984 Qwest has sponsored over 300 interns, providing them with learning opportunities to prepare them for the future. In addition, this program compliments our belief that diversity is a key element to our success. As a company we play an integral role in fostering and developing the future leaders of corporate America.

<u>One Company, One Plan</u> - At Qwest, each non-union employee, from the CEO throughout the organization, has a one-page plan, which details several performance objectives for the year. Each employee's objectives feed into the objectives of his or her supervisor, right up to the CEO. This "Golden Thread" ties together all individual objectives and aligns every employee's efforts toward the same end. It is a powerful yet simple method of ensuring that each employee is contributing fully to corporate goals.

While one-page plan objectives vary among job functions, one objective—that which addresses diversity—is common to every one-page plan in the company:

"Support Qwest's ongoing diversity efforts by continuing to improve the department's profile and expanding interactions with employees and communities."

The diversity objective is intentionally broad to enable departments and their employees flexibility in how they honor and support diversity, both within and outside the company

<u>Employee Resource Groups</u> – Qwest supports a number of diversity groups that comprise current employees with a common interest in promoting the company's diversity philosophy. They include:

ABTP – Alliance for Black Telecommunications Professionals EAGLE – Employee Association for Gays and Lesbians PAAN – Resource group for Asian and Pacific Islander employees Qwest FRIENDS – Resource group supporting persons with disabilities Qwest Women – Resource group supporting women Qwest Veterans – Resource group supporting veterans SOMOS (Success-Oriented Members Offering Support) – Resource group supporting Hispanic employees Voice of Many Feathers – American Indian resource group

Qwest provides each resource group an operating budget, meeting space and an Intranet site for member communications. In addition, each resource group has an annual Qwest Foundation budget of \$5,000 to be used for grants to community organizations recommended by the resource groups that meet Foundation guidelines. Activities of the resource groups are open to all Qwest employees and are publicized through the company's employee communications channels.

<u>Supplier Diversity</u> - Qwest is committed to building a team of suppliers that reflects its diverse customer base and communities. A dedicated supplier diversity department ensures equal opportunity for qualified suppliers to win Qwest business without set asides or quotas to meet. Working with the best of the Minority, Woman and Disabled Veteran-owned Business Enterprises (MWDVBE) population, as well as non-minority controlled suppliers, helps achieve mutual business goals.

Reporting Discrimination

Qwest maintains several ways in which employees can raise complaints about EEO issues and employment practices. Employees may make complaints (including anonymous complaints) through the EEO hotline, Compliance hotline, to the human resources department, to their supervisors, and the leadership of the Company. The Company maintains an open door policy and any employee may raise issues with management at any level in the Company (including the CEO). The Company maintains a staff of EEO investigators whose sole function is to investigate EEO issues. The EEO investigators will promptly investigate charges of alleged discrimination and then work with HR and others to recommend any necessary changes to process and discipline for violations. If issues are identified, the EEO organization provides feedback and counsel to management with respect to any appropriate corrective action, for

Section I. Policy Workforce Diversity

Qwest Communications Corporation, affirms its commitment and pledges its full support to employment opportunity for all persons and has implemented the following policy:

Policy:

Qwest supports equal employment opportunity. Qwest prohibits discrimination and harassment against any employee or applicant for employment because of his/her race, color, gender, age, sexual orientation, religion, national origin, disability, covered veteran status or any other classification for which discrimination is prohibited by law in regard to hiring, termination, promotion, compensation, job training, or any other term, condition, or privilege of employment. Employees must promote a workplace free of unlawful discrimination and harassment.

Qwest is also committed to a policy of compliance with applicable affirmative action requirements relating to the employment of minorities, women, qualified individuals with disabilities, and "covered veterans."

A violation of this policy can occur even when conduct does not rise to the level of unlawful discrimination or harassment. This policy is not designed or intended to limit Qwest's authority to discipline or take remedial action for conduct in the workplace that is, in Qwest's sole discretion, determined to be unacceptable. Qwest will not tolerate behavior in violation of this policy whether displayed by or towards employees, customers, vendors/suppliers, visitors, or other non-employees. This policy also applies in situations where employees are acting in a business capacity away from the workplace.

All employees must comply with this policy. Furthermore, all employees are expected to report alleged violations of this policy to the Corporate Compliance Advice Line (800-333-8938), Human Resources, or their supervisors. Managers and supervisors have special responsibilities with respect to the Non-Discrimination Policy. Not only must managers and supervisors know the policy and conduct themselves in a manner consistent with it, they are also responsible for establishing and promoting a work environment free of discrimination/harassment based on any of the foregoing classifications. They must *identify* and *immediately report* to the Corporate Compliance Advice Line, Human Resources or their supervisors suspected incidents of discrimination/harassment, regardless of whether the conduct occurred within their workgroup or area of responsibility. Managers must also support investigations of alleged discrimination/harassment and related disciplinary processes.

It is unlawful and a violation of this policy to retaliate against an employee for filing a complaint of discrimination/harassment based on any of the foregoing classifications, or for participating in an investigation of discrimination/harassment.

Compliance with this policy is mandatory and subject to audit. Failure to comply may result in disciplinary action, up to and including immediate termination of employment.

If you believe you have been subjected to discrimination/harassment based on any of the foregoing classifications or have questions about this policy, or questions about affirmative action at Qwest, contact the Corporate Compliance Advice Line (800-333-8938), Human Resources, or your supervisor. Internal complaints may also be mailed to EEO Dispute Resolution, Room 3800, 1801 California, Denver, Colorado 80202 or faxed to EEO Dispute Resolution at (303-672-2922).

Workforce Diversity Plan

Qwest Communications Corporation, , will continue to seek and investigate new sources for qualified minority and female candidates. Those responsible for recruitment and selection will continue to be advised of the Company's diversity goals. The following methods may be used to improve recruitment and increase minority and female job candidates:

- 1. Professional and community organizations will be contacted to increase female and/or minority applicants.
- 2. Potential recruiting sources will be contacted and supported in various ways including briefing sessions, facility tours, and presentations by minority and female employees.
- 3. The Company will actively campaign among its minority and female employees to have them encourage their friends and associates who possess the requisite skills to apply for positions at the Company. The Company has an active and formal employee referral program which is called Talent Qwest.
- 4. The inclusion of minorities and women on the recruiting staff.
- 5. Minority and female participation in career days, youth motivation programs and other similar programs in the community.
- 6. Minority and female participation in "job fairs."
- 7. Advertising of open positions will be extended to include the minority news media and women's interest media. This may include newspapers and professional publications. Advertising includes the indication that the Company is an equal employment opportunity/affirmative action employer. Job positions are also located on the company's Internet site with instructions on applying for specific open positions.
- 8. When contacting referral agencies, those agencies may be requested to seek out and refer both minorities and females.

Qwest Communications Corporation, , will continue to make training and job opportunities available to Qwest minority and female employees.

Training:

Qwest University makes available all management and employee development classes through web based training. These innovative courses give participants and opportunity to gain experience by practicing real-world situations in virtual environments. Training is oriented toward the application of skills and is developed so students actively participate as they learn.

The **Qwest Educational Assistance** Plan provides employees with a tuition reimbursement plan allowing continued education...

Internal Posting of Positions:

Position openings are listed in a central location in the Company's corporate office and are available to all employees. Employees are advised of the locations of these listings. Job listings are included on the Company's Internet site. Employees are encouraged to apply for promotion or transfer opportunities.

Employee Assistance Program:

The Employee Assistance Program, EAP, is designed to assist employees and their families work through problems that may be affecting their life in a negative way. The EAP's role is to help define the problem, organize the appropriate resources to help solve the problem, and ultimately follow through with these plans once they are in place. The program, a free service, is accessible seven days a week, 24 hours a day. Counseling services are provided by telephone, web site, and in person.

<u>Section II</u> Supplier Diversity Plan

Introduction

At Qwest, we understand our markets and the role supplier's play in helping us achieve competitive advantage. Minority, Women, and Disabled Veteran-owned Business Enterprises (MWDVBEs) are a valued part of our team and integral to our bottom line success.

Today, Qwest is fast becoming a data-centered communications company, offering a wide array of products and services ranging from wireless, Internet, data and video, to long distance and voice connections. As we continue to develop innovative and integrated services, we will continue to rely on our diverse supplier network to help us connect more than 25 million residential and business customers to the services and products they need. This is more than a commitment or strategy. It's smart business.

Vision

The Supplier Diversity group, as an integral part of the Procurement and Supply Chain organization at Qwest, ensures the inclusion of diverse suppliers in the procurement process.

Mission

The Supplier Diversity group adds value to Qwest through the utilization of Minority, Women, and Disabled Veteran-owned Business Enterprise (MWDVBE) suppliers. Through the Procurement process, we will provide opportunity of inclusion, sustain direct and indirect MWDVBE spend growth, grow Qwest market share, increase customer loyalty and enhance awareness and exposure for Qwest among diverse communities.

Procurement Policy

Qwest should receive the greatest possible benefit when purchasing products and services to meet its business needs. Procurement strives to meet customer needs while balancing cost, timeliness, quality, technical suitability, legal requirements, and other business considerations when performing its procurement duties. All applicable laws, rules and regulations must be adhered to in the procurement of products and services.

The supplier selection process shall give due consideration to the inclusion of qualified, certified, Minority/Women/Disabled Veteran Business Enterprises. It is not the policy of Qwest to provide "set aside" or give away" programs for any suppliers.

All Qwest entities are to implement this policy in accordance with recognized standards of business conduct, and the Qwest Corporate Compliance Program. Employees involved in the procurement process must consult with Procurement for detailed information related to the interpretation and administration of this policy.

Procurement, in conjunction with the applicable business unit, Legal Affairs, and any applicable technical support groups (e.g., Risk Management for environmental/health/safety risks), will coordinate the procurement of products and services for Qwest, including the sourcing of contracts, where appropriate. Managing the sourcing includes working in concert with the business unit in the evaluation and selection of the supplier and the negotiation of the terms of the associated contract. Employees may not direct the source of procurement without consideration of other possible suppliers. The Vice President of Procurement must approve any direct source procurement over \$200,000. Disagreements regarding supplier selection or contract terms may be escalated to the VP of Procurement who will work to resolve the issues with an office of the applicable business unit and Legal affairs, as necessary.

Compliance with this policy is mandatory and subject to audit. Failure to comply may result in disciplinary action, up to and including termination of employment (see policy 202 – Discipline).

Supplier Diversity Plan

It is imperative that the QWEST business units fully embrace the Supplier Diversity initiative in order to increase MWDVBE participation as demonstrated by officer reported and business unit support in the RFX processes.

This high level strategic plan addresses the integration of Supplier Diversity into the business units through education, communication, involvement and recognition. Supplier Diversity managers will be the key points of contact to support and implement the plan.

Target

- Business units will clearly articulate the QWEST Supplier Diversity business initiative to their employees and to their suppliers.
- Business units will embrace the Supplier Diversity process, seeking out and using certified MWDVBEs.
- Business units will consider MWDVBEs before sole sourcing purchase from non-MWDVBE suppliers.
- Business units will prioritize towards MWDVBEs in RFX distribution lists.
- Business units will track MWDVBE spending as indicated in the quarterly office reports.
- Business units will participate in community events.
- Business units will communicate successes when using MWDVBEs that have provided exception price, quality and service.

Proposal

- The target will be achieved through education.
- The target will be achieved through involvement.
- The target will be achieved through communication.

MWDVBE Supplier Business Opportunities

Qwest and its prime suppliers have various opportunities for Minority, Women and Disabled Veteran-Owned Businesses. MWDVBEs are encouraged to check listings frequently since opportunities are updated as they occur.

Qwest requires all current and potential MWDVBE suppliers to provide a valid MWDVBE certificate, company marketing information and a Supplier Diversity Information Form.

Please understand the submittal of requested documentation and the subsequent evaluation process is not an offer or guarantee of work.

Additionally, MWDVBE suppliers must be in compliance with Qwest's policies and procedures, and the following information should be reviewed:

- MWDVBE Application Information
- Certification Verification Process
- Minority, Women and Disabled Veteran-Owned
- Business Definitions

MWDVBE Action Objectives

We want MWDVBE suppliers who are interested in doing business with Qwest to:

• Contact Supplier Diversity if they have a product or service that can help Qwest improve service and process delivery and reduce costs.

- Understand Qwest is committed to Supplier Diversity and has an outstanding track record.
- Communicate return of investment about Supplier Diversity business objectives.

We want local chambers and minority and women and disabled veteran' community to:

- Recognize Qwest as leader for Supplier Diversity.
- Recognize Qwest and Qwest employees for contributions to the economic development of minority, women-and disabled veteran-owned firms.
- Positively position Qwest on issues that impact community perception.

We want the media to:

- Publish and air stories featuring Supplier Diversity and current suppliers.
- Contact Qwest Supplier Diversity for information about the initiative.
- Understand Qwest is committed to Supplier Diversity and has an outstanding track record.
- Provide balanced, fair reporting.

We want employees to:

- Understand Qwest is committed to Supplier Diversity.
- Understand that this is a business strategy, not a give-away program.
- Be able to speak to the value the initiative brings to the business and our communities.

<u>Owest Supplier Diversity and Subcontract Report</u>

<u>All non-MWDVBE Suppliers, with whom Qwest has a yearly contract of \$500,000 or</u> more that do not have a minimum of 5% yearly total dollar spend commitment with <u>MWDVBEs must submit a Subcontracting Plan</u>. The Subcontracting Plan shall contain, at a minimum, the following components:

All Prime suppliers must submit a Subcontracting Plan. The Subcontracting Plan shall contain, at a minimum, the following components:

- 1. Total dollars to be subcontracted to MWDVBE businesses or the percent of MWDVBE dollars to total awarded dollars.
- 2. Description of method used to identify MWDVBE sources.
- 3. Name, address, phone number, and duties of administrator of Prime supplier.
- 4. Monthly/Quarterly/Yearly, or as required, written report submitted by the Prime supplier to the Supplier Manager by the January 30th of each year, which includes:
 - The Subcontracting Report Form that details the actual results of the subcontracting plan;
 - The Subcontract Direct and Indirect Report;
- 5. Documentation that all MWDVBE subcontractors are bona fide through the Prime supplier's documented certification process.
- 6. Description of Prime supplier's certification process and criteria to authenticate the MWDVBE status of its subcontractors. Qwest prefers certification from:
 - National Minority Supplier Development Council (NMSDC) and its affiliates
 - Women's Business Enterprise National Council (WBENC)

Although Qwest prefers certification from the above listed agencies, we will grandfather in certifications from the Small Business Administration's 8(a) program (SBA) or other approved governmental agencies. Qwest does <u>not</u> accept any form of self-certification.

- 7. Assurance that the Prime supplier's certification process and its application to supplier's MWDVBE subcontractors will be open to Qwest audits.
- 8. Provide record retention:
 - Source lists for MWDVBE firms
 - Organizations contacted
 - Record to support award data

Results and progress under Supplier Diversity initiative:

The following certified MWDVBEs located in Texas are listed in the Supplier Diversity database for consideration for business opportunities. They are:

3TECH CORP	1772 PRESTON ROAD	ASIAN-PACIFIC & ASIAN-INDIAN
	SUITE 100	AMERICAN WOMAN-OWNED
	DALLAS, TX 75252	DUOINESS
ACR QUALITLY COMMUNICATIONS INSTALLATION, INC.	9503 SOUTHTON ROAD	HISPANIC AMERICAN MALE- OWNED BUSINESS
	SAN ANTONIO, TX 78223	
ADEA GROUP (THE)	4835 LBJ FREEWAY	ASIAN-PACIFIC & ASIAN-INDIAN
	SUITE 800	AMERICAN MALE-OWNED
	DALLAS, TX 75244	BUSINESS
ADVANCED RESIDENTIAL CREDIT	305 NE LOPP 820	NON-MINORITY FEMALE-OWNED
INC.	#511	BUSINESS
	HURST, TX 76053	
AGUIRRE, INC.	12700 PARK CENTRAL DRIVE	HISPANIC AMERICAN MALE-
	FLOOR 15	OWNED BUSINESS
	DALLAS, TX 75251	
AMER TECHNOLOGY INC.	6502 BANDERA ROAD	ASIAN-PACIFIC & ASIAN-INDIAN
	SUITE 105	AMERICAN MALE-OWNED
	SAN ANTONIO, TX 78238	BUSINESS
AMERICAN HOUSEKEEPING	625 YUMA COURT	NON-MINORITY FEMALE-OWNED BUSINESS
	DALLAS, TX 75208	
AMERICAN SERVICE SYSTEMS	13455 NOEL ROAD	ASIAN-PACIFIC & ASIAN-INDIAN
CORP	#1405	AMERICAN MALE-OWNED
	DALLAS, TX 75240	BUSINESS
APPLIED DATA RESOURCES INC.	1300 EAST ARAPAHOE ROAD, SUITE 206	ASIAN-PACIFIC & ASIAN-INDIAN AMERICAN MALE-OWNED
	RICHARDSON, TX 75081	BUSINESS

HISPANIC AMERICAN WOMAN- OWNED BUSINESS	HISPANIC AMERICAN MALE- OWNED BUSINESS	AFRICAN AMERICAN WOMAN- OWNED BUSINESS	DISABLED VETERAN	NON-MINORITY FEMALE-OWNED BUSINESS	ASIAN-PACIFIC & ASIAN-INDIAN AMERICAN MALE-OWNED BUSINESS	ASIAN-PACIFIC & ASIAN-INDIAN AMERICAN MALE-OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	AFRICAN AMERICAN MALE- OWNED BUSINESS	
2323 SOUTH VOSS SUITE 123-M HOUSTON, TX 77057	6830 BARNEY HOUSTON, TX 77092	6600 SANDS POINT HOUSTON, TX 77074	1947 AVENUE K BLDG B PLANO, TX 75074	120 NORTH CROCKETT PO BOX 713 CAMERON, TX 76520	2500 BAYPORT BOULEVARD SEABROOK, TX 77586	807 BRAZOS STREET SUITE 313 AUSTIN, TX 78701	120 NORTH CROCKETT CAMERON, TX 76520	3921 TREEMONT CIRCLE COLLEYVILLE, TX 76034	3311 WEST ALABAMA STREET HOUSTON, TX 77098	
AVALON CORPORATE HOUSING	AZTEC COMMUNICATIONS INC.	AZTEC FACILITY SERVICES	B&A TELECOMMUNICATIONS SERVICES INC.	BALT, INCORPORATED	BATAVIA SERVICES	BEHRAM CONSULTING ENGINEERS	BEST RIGHT MANUFACTURING	CARROLL CONSTRUCTION COMPANY INC.	CHASECOM LIMITED PARTNERSHIP	

E 505 AFRICAN AMERICAN MALE- OWNED BUSINESS	AY NON-MINORITY FEMALE-OWNED BUSINESS	DISABLED VETERAN	NON-MINORITY FEMALE-OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	ASIAN-PACIFIC & ASIAN-INDIAN AMERICAN MALE-OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	HISPANIC AMERICAN MALE- OWNED BUSINESS	AFRICAN AMERICAN MALE- OWNED BUSINESS	
2525 BAY AREA BOULEVARD, SUITE 505	1565 NORTH CENTRAL EXPRESSWAY SUITE 200 RICHARDSON. TX 75080	9818 SOUTH WILCREST DRIVE HOUSTON, TX 77099	3501 SW LOOP 323 TYLER, TX 75701	17400 NORTH DALLAS PARKWAY SUITE 112 DALLAS, TX 75287	807 EAST HOUSTON AVENUE PASADENA, TX 77502	12005 FORD ROAD SUITE 750 DALLAS, TX 75234	2020 W. NORTHWEST HWY SUITE 108 GRAPEVINE, TX 76051	NINE CIVIC CENTER PLAZA EL PASO, TX 79901	8700 GUSTINE LANE #2510 HOUSTON, TX 77243	
CMS FACILITIES MANAGEMENT	COMTEK TELECOM LLC	CUNA COMMUNICATIONS, LLC	DESIGN CENTER	DISCIPLINED CTI SOLUTIONS	DOC 2E-FILE INCORPORATED	DYNAMIC SOURCES, INC.	EDUCORP TRAINING & CONSULTING	EPV GROUP	EXPORT TRADING	

AFRICAN AMERICAN MALE- OWNED BUSINESS	ASIAN-PACIFIC & ASIAN-INDIAN AMERICAN WOMAN-OWNED BUSINESS	HISPANIC AMERICAN MALE- OWNED BUSINESS	HISPANIC AMERICAN MALE- OWNED BUSINESS	AFRICAN AMERICAN MALE- OWNED BUSINESS	HISPANIC AMERICAN MALE- OWNED BUSINESS	AFRICAN AMERICAN MALE- OWNED BUSINESS	HISPANIC AMERICAN MALE- OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	AFRICAN AMERICAN MALE- OWNED BUSINESS	
2025 MIDWAY ROAD SUITE C CARROLLTON, TX 75006	39 GREEN STREET KELLER, TX 02451	5861 CLEVELAND AVENUE EL PASO, TX 79905	2081 HUTTON DRIVE SUITE 201 CARROLLTON, TX 75006	1025 NORTH CENTRAL EXPRESSWAY #300 PLANO, TX 75075	3714 BLUESTEIN DRIVE SUITE 600 AUSTIN, TX 78721	6904 HILLCROFT STREET AUSTIN, TX 78724	16801 ADDISON ROAD SUITE 137 ADDISON, TX 75001	8906 WOODLAWN GRANBURY, TX 76049	7501 LOCKHEED DRIVE EL PASO, TX 79925	
FACILITY INTERIORS, INC.	FULFILLMENT PLUS, INC.	GARCOM INC	GOODMAN NETWORKS	GRUV-ON	HARVARD MANUFACTURING TEXAS	HOGAN'S PAPER COMPANY	IMPRENTA SERVICES INC.	INDOOR AIR QUALITY SERVICE	INNOVATIVE PBX SERVICES, INC.	

~

HISPANIC AMERICAN WOMAN- OWNED BUSINESS	HISPANIC AMERICAN WOMAN- OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	HISPANIC AMERICAN MALE- OWNED BUSINESS	AFRICAN AMERICAN MALE- OWNED BUSINESS	AFRICAN AMERICAN WOMAN- OWNED BUSINESS	HISPANIC AMERICAN MALE- OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	ASIAN-PACIFIC & ASIAN-INDIAN AMERICAN MALE-OWNED BUSINESS	
321 KALES LANE SUITE 2001 FLOWER MOUND, TX 75022	3004 YALE STREET SUITE N HOUSTON, TX 77018	PO BOX 378 MANOR, TX 78653	2111 KRAMERLANE AUSTIN, TX 78758	611 WEST MOCKINGBIRD LANE DALLAS, TX 75247	5613 BLUE BIRD AVENUE DALLAS, TX 75237	2950 NORTH LOOP WEST SUITE 500 HOUSTON, TX 77092	4506 VAUGHAN DRIVE ROWLETT, TX 75088	2111 KRAMER LANE AUSTIN, TX 78758	3815 B. JARRETT WAY B220 AUSTIN, TX 78728	
INTELLIDI, INC.	INTELSERV INC.	KST ELECTRIC, LTD	LAKEVIEW VENTURES INC (DBA LONE STAR DIRECT)	LAZO TECHNOLOGIES	LBI ELECTRO OPTICS CORPORATION	LEGAL WATCH, INC.	LINK AMERICA	LONE STAR DIRECT	MAGRABBITT, INC.	

_

٠

DALLAS, TX 75361 DALLAS, TX 75361 HISPANIC AMERICAN WOMAN- OWNED BUSINESS MARTIN PROCESS SOLUTIONS, IC2233 R.R. 820 SUITE AUSTIN, TX 78750 OWNED BUSINESS MCCASTLAIN & COMPANY INC. 718 NORTH BUCKNER BOLLEVARD BUSINESS MISTIN, TX 78750 AUSTIN, TX 78750 NON-MINORITY FEMALE-OWNED MISTIN, TX 78750 BUSINESS BUSINESS MI SYSTEMS T1787 KATTREEWAY ASIAN-PACIFIC & ASIAN-INDIAN MI WURPHY & ASSOCIATES 11787 KATRAH BAY CIRCLE BUSINESS MI WURPHY & ASSOCIATES HEATH, TX 7503 BUSINESS MI MURPHY & ASSOCIATES 1617 MARIAH BAY CIRCLE BUSINESS MI MURPHY & ASSOCIATES HISTALATION SERVICES, INC. BUSINESS MI MURPHY & ASSOCIATES TREALAL ACC ARTICAN WOMAN-OWNED MI MURPHY & ASSOCIATES HEATH, TX 7503 BUSINESS MI MURPHY & ASSOCIATES MININGRITY FEMALE-OWNED MI MURPHY & ASSOCIATES MARIAH BAY CIRCLE BUSINESS MI MURPHY & ASSOCIATES BUSINESS MININGRITY FEMALE-OWNED MISTALLATION SERVICES, INC. IREVINES MININGRITY FEMALE-OWNED INSTALLATION SERVI	MARFIELD, INC.	PO BOX 814210	NON-MINORITY FEMALE-OWNED BUSINESS
12233 R.R. 620 SUITE AUSTIN, TX 78750 AUSTIN, TX 78750 718 NORTH BUCKNER BOULEVARD SUITE 332 DALLAS, TX 75218 11767 KATY FREEWAY SUITE 332 DALLAS, TX 75218 11767 KATY FREEWAY SUITE 890 HOUSTON, TX 77079 1617 MARIAH BAY CIRCLE HEATH, TX 75032 3412 INTERNATIONAL PLACE IRVING, TX 75062 2351 WEST NW HIGHWAY SUITE 3355 DALLAS, TX 75220 SUITE 3355 DALLAS, TX 75220 BRYAN, TX 77803 HOUSTON, TX 77046 HOUSTON, TX 77046 HOUSTON, TX 77046 BRYAN, TX 77046 HOUSTON,		DALLAS, TX 75381	
AUSTIN, TX 78750 718 NORTH BUCKNER BOULEVARD SUITE 332 SUITE 332 SUITE 332 DALLAS, TX 75218 11767 KATY FREEWAY SUITE 890 HOUSTON, TX 77079 HEATH, TX 75032 3412 INTERNATIONAL PLACE IRVING, TX 75032 3412 INTERNATIONAL PLACE IRVING, TX 75062 2351 WEST NW HIGHWAY SUITE 3355 DALLAS, TX 75200 SUITE 3355 DALLAS, TX 75200 BRYAN, TX 77803 THREE EAST GREENWAY PLAZA, C-350 HOUSTON, TX 77046 HOUSTON, TX 77046 BRYAN, TX 77046 HOUSTON, TX 77046 BRYAN, TX 77046 HOUSTON, TX 77046 BRYAN, TX 77046 HOUSTON, TX 77046	AARTIN PROCESS SOLUTIONS, VC.	12233 R.R. 620 SUITE	HISPANIC AMERICAN WOMAN- OWNED BUSINESS
718 NORTH BUCKNER BOULEVARD SUITE 332 DALLAS, TX 75218 DALLAS, TX 75218 11767 KATY FREEWAY SUITE 890 HOUSTON, TX 77079 1617 MARIAH BAY CIRCLE HEATH, TX 75032 3412 INTERNATIONAL PLACE IRVING, TX 75062 2351 WEST NW HIGHWAY SUITE 3355 DALLAS, TX 75020 SUITE 2355 DALLAS, TX 77803 THREE EAST GREENWAY PLAZA, C-350 HOUSTON, TX 77046 A00 PARKER SQUARE SUITE 250H FLOWER MOUND, TX 75028		AUSTIN, TX 78750	
DALLAS, TX 75218 11767 KATY FREEWAY SUITE 890 11767 KATY FREEWAY SUITE 890 HOUSTON, TX 77079 1617 MARIAH BAY CIRCLE HEATH, TX 75032 3412 INTERNATIONAL PLACE RVING, TX 75062 2351 WEST NW HIGHWAY SUITE 3355 DALLAS, TX 75220 S 3904 NORTH TEXAS AVENUE BRYAN, TX 77803 THREE EAST GREENWAY PLAZA, C-350 HOUSTON, TX 77046 SUITE 250H A10 DARKER SQUARE SUITE 250H FLOWER MOUND, TX 75028		718 NORTH BUCKNER BOULEVARD SUITE 332	NON-MINORITY FEMALE-OWNED BUSINESS
11767 KATY FREEWAY SUITE 890 SUITE 890 HEATH, TX 77079 1617 MARIAH BAY CIRCLE HEATH, TX 75032 3412 INTERNATIONAL PLACE RVING, TX 75062 2351 WEST NW HIGHWAY SUITE 3355 DALLAS, TX 75020 SUITE 3355 DALLAS, TX 75220 SUITE 2354 HOUSTON, TX 77803 THREE EAST GREENWAY PLAZA, C-350 HOUSTON, TX 77046 400 PARKER SQUARE SUITE 250H FLOWER MOUND, TX 75028		DALLAS, TX 75218	
SUITE 890 HOUSTON, TX 77079 1617 MARIAH BAY CIRCLE HEATH, TX 75032 3412 INTERNATIONAL PLACE IRVING, TX 75062 351 WEST NW HIGHWAY SUITE 3355 2351 WEST NW HIGHWAY SUITE 3355 DALLAS, TX 75020 3904 NORTH TEXAS AVENUE BRYAN, TX 77803 THREE EAST GREENWAY PLAZA, C-350 HOUSTON, TX 77046 400 PARKER SQUARE SUITE 250H FLOWER MOUND, TX 75028	AI SYSTEMS	11767 KATY FREEWAY	ASIAN-PACIFIC & ASIAN-INDIAN
1617 MARIAH BAY CIRCLE 1617 MARIAH BAY CIRCLE HEATH, TX 75032 3412 INTERNATIONAL PLACE 3412 INTERNATIONAL PLACE IRVING, TX 75062 2351 WEST NW HIGHWAY SUITE 3355 DALLAS, TX 75020 S 3904 NORTH TEXAS AVENUE BRYAN, TX 77803 THREE EAST GREENWAY PLAZA, C-350 HOUSTON, TX 77046 400 PARKER SQUARE SUITE 250H FLOWER MOUND, TX 75028		SUITE 890 HOUSTON, TX 77079	AMERICAN WOMAN-OWNED BUSINESS
HEATH, TX 750323412 INTERNATIONAL PLACEIRVING, TX 75062IRVING, TX 750622351 WEST NW HIGHWAYSUITE 3355DALLAS, TX 75220SO4 NORTH TEXAS AVENUEBRYAN, TX 77803THREE EAST GREENWAY PLAZA, C-350HOUSTON, TX 77046400 PARKER SQUARESUITE 250HFLOWER MOUND, TX 75028	IL MURPHY & ASSOCIATES	1617 MARIAH BAY CIRCLE	NON-MINORITY FEMALE-OWNED BUSINESS
 3412 INTERNATIONAL PLACE 3412 INTERNATIONAL PLACE IRVING, TX 75062 2351 WEST NW HIGHWAY 2351 WEST NW HIGHWAY SUITE 3355 DALLAS, TX 75020 S 3904 NORTH TEXAS AVENUE BRYAN, TX 77803 BRYAN, TX 77803 THREE EAST GREENWAY PLAZA, C-350 HOUSTON, TX 77046 400 PARKER SQUARE SUITE 250H FLOWER MOUND, TX 75028 		HEATH, TX 75032	
IRVING, TX 750622351 WEST NW HIGHWAY2351 WEST NW HIGHWAYSUITE 3355DALLAS, TX 75220S3904 NORTH TEXAS AVENUEBRYAN, TX 77803THREE EAST GREENWAY PLAZA, C-350HOUSTON, TX 77046400 PARKER SQUARESUITE 250HFLOWER MOUND, TX 75028	ATIONWIDE TECHNOLOGY ISTALLATION SERVICES, INC.	3412 INTERNATIONAL PLACE	AFRICAN AMERICAN MALE- OWNED BUSINESS
2351 WEST NW HIGHWAY SUITE 3355 DALLAS, TX 75220 S 3904 NORTH TEXAS AVENUE BRYAN, TX 77803 THREE EAST GREENWAY PLAZA, C-350 HOUSTON, TX 77046 400 PARKER SQUARE SUITE 250H FLOWER MOUND, TX 75028		IRVING, TX 75062	
SUITE 3355 DALLAS, TX 75220 S 3904 NORTH TEXAS AVENUE BRYAN, TX 77803 THREE EAST GREENWAY PLAZA, C-350 HOUSTON, TX 77046 400 PARKER SQUARE SUITE 250H FLOWER MOUND, TX 75028	ETWORK PROFESSIONALS	2351 WEST NW HIGHWAY	AFRICAN AMERICAN MALE-
DALLAS, TX 75220 3904 NORTH TEXAS AVENUE BRYAN, TX 77803 THREE EAST GREENWAY PLAZA, C-350 HOUSTON, TX 77046 400 PARKER SQUARE SUITE 250H FLOWER MOUND, TX 75028		SUITE 3355	OWNED BUSINESS
 3904 NORTH TEXAS AVENUE BRYAN, TX 77803 BRYAN, TX 77803 THREE EAST GREENWAY PLAZA, C-350 HOUSTON, TX 77046 400 PARKER SQUARE SUITE 250H FLOWER MOUND, TX 75028 		DALLAS, TX 75220	
BRYAN, TX 77803 THREE EAST GREENWAY PLAZA, C-350 HOUSTON, TX 77046 400 PARKER SQUARE SUITE 250H FLOWER MOUND, TX 75028	EUTRAL POSTURE ERGONOMICS VC.	3904 NORTH TEXAS AVENUE	NON-MINORITY FEMALE-OWNED BUSINESS
THREE EAST GREENWAY PLAZA, C-350 HOUSTON, TX 77046 400 PARKER SQUARE SUITE 250H FLOWER MOUND, TX 75028		BRYAN, TX 77803	
HOUSTON, TX 77046 400 PARKER SQUARE SUITE 250H FLOWER MOUND, TX 75028	INO CORPORATE LODGING, INC.	THREE EAST GREENWAY PLAZA, C-350	NON-MINORITY FEMALE-OWNED BUSINESS
400 PARKER SQUARE SUITE 250H FLOWER MOUND, TX 75028		HOUSTON, TX 77046	
DUND, TX 75028	MEGA RISK GROUP INC.	400 PARKER SQUARE	NON-MINORITY FEMALE-OWNED
FLOWER MOUND, TX 75028		SUITE 250H	BUSINESS
		FLOWER MOUND, TX 75028	

HISPANIC AMERICAN MALE- OWNED BUSINESS	HISPANIC AMERICAN MALE- OWNED BUSINESS	HISPANIC AMERICAN MALE- OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	HISPANIC AMERICAN MALE- OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	AFRICAN AMERICAN MALE- OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	
4100 NW LOOP 410 SUITE 230 SAN ANTONIO, TX 78229	14580 BELTWOOD PARKWAY EAST SUITE 107 DALLAS, TX 75244	7929 BROOKRIVER DRIVE, SUITE 600 DALLAS, TX 75247	12340 KNIGGE CEMETERY ROAD CYPRESS, TX 77429	5728 PROSPECT AVENUE SUITE 1001 DALLAS, TX 75206	209 1/2 NORTH TENNESSEE STREET DALLAS, TX 75069	500 LOVETT BOULEVARD HOUSTON, TX 77006	515 NORTH CEDAR RIDGE DUNCANVILLE, TX 75116	11325 PEGASUS DALLAS, TX 75238	3201 CHERRY RIDGE C-310 SAN ANTONIO, TX 78230	
OPERATIONAL TECHNOLOGIES	OPTICAL & TELECOMMUNICATION (DBA ORENDAIN TELECOM)	PARAGON PROJECT RESOURCES INC	PENCO COMPANY (THE)	PERFORMANCE SOLUTIONS	PLANNING PROFESSIONAL LTD	PRO CONSULTING SERVICES INC.	PROGRESSIVE PROJECT CONCEPTS INC.	QNET INC.	QPC TELESERVICES	

NATIVE AMERICAN MALE-OWNED BUSINESS	ASIAN-PACIFIC & ASIAN-INDIAN AMERICAN MALE-OWNED BUSINESS	AFRICAN AMERICAN WOMAN- OWNED BUSINESS	ASIAN-PACIFIC & ASIAN-INDIAN AMERICAN MALE-OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	AFRICAN AMERICAN WOMAN- OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	D ASIAN-PACIFIC & ASIAN-INDIAN AMERICAN WOMAN-OWNED BUSINESS	HISPANIC AMERICAN MALE- OWNED BUSINESS	AFRICAN AMERICAN MALE- OWNED BUSINESS	
2900 NORTH LOOP WEST SUITE 1020 HOUSTON, TX 77092	14001 NORTH DALLAS PKWY DALLAS, TX 75240	2810 BELT LINE ROAD #129 GARLAND, TX 75044	2313 TIMBER SHADOWS KINGWOOD, TX 77339	3010 LBJ FREEWAY SUITE 1256 DALLAS, TX 75234	2526 MANANA DRIVE SUITE 203A DALLAS, TX 75234	10285 NORTH FREEWAY FT WORTH, TX 76177	1200 WEST WALNUT HILLS LANE, #1300 IRVING, TX 75038	506 BUSINESS PARKWAY RICHARDSON, TX 75081	205 NORTH VACEK STREET FT WORTH, TX 76107	
QUEST BUSINESS AGENCY, INC. (THE)	RED SALSA TECNOLOGIES	RONSON COMMUNICATION & INFORMATION (RCI)	SAI SOFTWARE CONSULTANTS, INC.	SALISBURY GOUP, INC. (THE)	SIGNATURE CARD, INC.	SNF, INC. (FIBRE BODY INDUSTRIES, INC.)	SOFTWARE PROFESSIONALS INC.	SOUND VIDEO INNOVATIONS	SPRINT PRESS INC.	

HISPANIC AMERICAN MALE- OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	NON-MINORITY FEMALE-OWNED BUSINESS	HISPANIC AMERICAN MALE- OWNED BUSINESS		NON-MINORITY FEMALE-OWNED BUSINESS		AFRICAN AMERICAN MALE- OWNED BUSINESS		NON-MINORITY FEMALE-OWNED	BUSINESS		NON-MINORITY FEMALE-OWNED BUSINESS		NON-MINORITY FEMALE-OWNED BUSINESS		NON-MINORITY FEMALE-OWNED BUSINESS		
5314 ARAPAHO ROAD SUITE 109 DALLAS, TX 75248	505 CENTURY PARKWAY BUILDING 100 ALLEN, TX 75013	11837 JUDD COURT, SUITE 106B	UALLAS, 1X / 3243 15635 VISION DRIVE	PFUGERVILLE, TX 786603203	127 CRESTVIEW DRIVE	AUSTIN, TX 78734	2855 MANGUM SUITE 403	HOUSTON, TX 77092	3010 LBJ FREEWAY	SUITE 1256	DALLAS, TX 75234	302 NORTH MAIN	QUITMAN, TX 75783	356 GARDEN OAKS BOULEVARD	HOUSTON, TX 77018	3550 SOUTH BRYANT BLVD	SAN ANGELO, TX 76903	
STRATEGIC SYSTEMS AND PRODUCTS CORPORATION	SUNBELT TELECOMMUNICATIONS, INC.	SUPERIOR SUPPORT COMPANY	SYNTEC CORPORATION		TELTRONICS INC.		TEXAS LEASING COMPANY		THE SALISBURY GROUP, INC.			TOTAL TELECOM SYSTEMS, INC.		US COURIER, INC.		UTILITY TECHNOLOGY SUPPLY		

.

DISABLED VETERAN	DISABLED VETERAN	ASIAN-PACIFIC & ASIAN-INDIAN AMERICAN MALE-OWNED BUSINESS	ASIAN-PACIFIC & ASIAN-INDIÁN AMERICAN WOMAN-OWNED BUSINESS	NON-MINORITY FEMALE-OWNED	AFRICAN AMERICAN WOMAN- OWNED BUSINESS	AFRICAN AMERICAN MALE- OWNED BUSINESS
DISA	DISA	ASIAN AMEF BUSIN	ASIAN-PAC AMERICAN BUSINESS	BUSINESS	AFRIC OWNE	AFRIC
1210 DUNCAN STREET BLDG E SUITE 2 DENTON, TX 76205	11047 REGENCY COURT PLYMOUTH, TX 46563	6750 WEST LOOP SOUTH SUITE 690 BELLAIRE, TX 77401	9801 NORTH 135 AUSTIN, TX	2929 MCKINNEY HOUSTON, TX 77003	3700 FORUMS DRIVE SUITE 106 FLOWER MOUND, TX 75028	PO BOX 600021 DALLAS. TX 75360
VETCO SALES INC.	VETERAN COMMUNICATIONS INC	VISION SYSTEMS LLC	VISUAL INNOVATIONS COMPANY	WARREN ELECTRIC GROUP, LTD.	WILLRICH SCOTT CONSULTING GROUP, INC. (THE)	XTEL

-