

Competitive Cable & Video Services Act

**Minority Owned Business
Participation Plan**

**Report
for 2012**

Tennessee Regulatory Authority

TENNESSEE REGULATORY AUTHORITY



460 James Robertson Parkway
Nashville, Tennessee 37243-0505

September 6, 2013

The Honorable Bill Haslam
Governor
Joe McCord
Chief Clerk of the House
Russell Humphrey
Chief Clerk of the Senate

Gentlemen:

Transmitted herewith is the annual report required by the General Assembly concerning Minority Owned Business Participation Plans set forth in the Competitive Cable and Video Services Act ("CCVSA") codified as Tenn. Code Ann. § 7-59-102 through § 7-59-318. The report is based on information provided by companies that received state-issued certificates of franchise authority under the CCVSA from 2008 through 2012. Please feel free to contact us if we can assist you.

Sincerely,

Earl R. Taylor
Executive Director

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Background

Public Chapter 932 of 2008, known as the Competitive Cable and Video Services Act, (“CCSVA”), became law on July 1, 2008 and is codified as Tenn. Code Ann. § 7-59-102 through § 7-59-318. The CCSVA opened markets for cable and video services to competition by allowing providers to receive state-issued certificates of franchise authority. Applicants must provide a plan to facilitate the participation of minority owned businesses when establishing, providing or expanding cable or video services and related support facilities pursuant to § 7-59-313(c).¹ Tenn. Code Ann. § 7-59-313(a)(1) defines a minority owned business as:

...a business that is solely owned, or at least fifty-one percent (51%) of the assets or outstanding stock of which is owned, by an individual who personally manages and controls the daily operations of the business and who is impeded from normal entry into the economic mainstream because of:

- (A) Past practices of discrimination based on race, religion, ethnic background or sex, including, but not limited to, women;
- (B) A disability as defined in § 4-26-102, including, but not limited to, disabled veterans; or
- (C) Past practices of racial discrimination against African-Americans.

Tenn. Code Ann. § 7-59-313(a)(2) defines a minority owned business plan as:

...a business plan for actively soliciting bids from minority owned businesses and letting contracts to such businesses when establishing, providing or expanding cable or video services and related support facilities. The plan shall include the following information:

- (A) A proposal for purchasing goods and services from minority owned businesses;
- (B) Information on programs to provide technical assistance to such businesses; and
- (C) A statement of intent to follow its minority owned business participation plan.

The goals of a minority owned business participation plan are “...to maximize participation of minority owned businesses through both prime and second tier business contracting opportunities and shall strive to achieve a level of minority owned business participation representative of the population demographics of this state.”²

¹ Tenn. Code Ann. § 7-59-313(c) states, “Notwithstanding any provision of this part to the contrary, a state-issued certificate of franchise authority shall not be issued by the department to any applicant that fails to include a minority owned business participation plan in the applicant’s application. The department shall review each application to confirm that the minority owned business participation plan includes all information required pursuant to this section.”

² Tenn. Code Ann. § 7-59-313(b).

Annual Review

Tenn. Code Ann. § 7-59-313(d) requires the Tennessee Regulatory Authority to conduct an annual review of the plans:

Notwithstanding any provision of this part to the contrary, the department shall annually review each holder of a state-issued certificate of franchise authority to determine compliance with the holder's minority owned business participation plan. In conjunction with the review, by January 31 of each year, each holder of a state-issued certificate of franchise authority shall prepare and submit an annual report to the department concerning the holder's minority owned business participation plan and compliance with the plan. The department shall annually prepare a compliance report to be delivered to the governor and the clerks of the senate and the house of representatives. The compliance report shall also be posted on the web site of the department.³

By the end of 2012, the Tennessee Regulatory Authority had granted fourteen state-issued certificates of franchise authority. Each franchise holder has submitted its report certifying compliance with its small and minority owned business participation plan. Below are some highlights.

1. BellSouth Telecommunications, Inc. d/b/a AT&T Tennessee certifies that it continues to comply with the Minority Owned Business Plan that it submitted with its franchise application.
2. Charter Communications submitted a copy of its Minority Vendor outreach program, which includes a qualifying form sent to 423 vendors, 88 of which met Minority status. Charter also supplied a letter Charter Is that it is sending to certified Minority vendors supplied by the Department of Economic & Community Development.
3. Knology spent \$100.00 during 2012 with five minority-owned Tennessee vendors.
4. Cable One spent a total of \$8746.95 with three minority-owned vendors in Tennessee and also submitted a list of female and minority-owned vendors that are used company-wide by its Phoenix, AZ headquarters.
5. Highland Telephone Cooperative indicates that its plan continues in force and effect as a policy of the Cooperative.
6. Comcast submitted a report covering the two franchises that it has obtained under its corporate entities, Comcast of Southern Tennessee, LLC and Comcast Cable Mgt LLC. Comcast notes that it spent 7.8% of its total supplier expenditures with diverse vendors.
7. The Electric Power Board of Chattanooga ("EPB") submitted its Purchasing Policies and Procedures Guide, which encourages increased participation by small, minority and women-owned businesses. EPB's Fiber Optics Division spent more than \$108,000 with one Tennessee business owned by women and minorities.

³ Tenn. Code Ann. § 7-59-313(d).

8. Twin Lakes Communications, Inc. attests that it continues to comply with its Minority-Owned Telecommunications Business Participation Plan, a copy of which it submitted with its response.
9. North Central Telephone Cooperative states that it complies with the Minority-Owned Business Participation Plan that it filed with its franchise application.
10. TDS Telecom Service Corporation submitted a copy of the Minority-Owned Business Participation Plan that it filed with its initial application.
11. Spring City Cable TV, Inc. submitted a copy of the Minority-Owned Business Participation Plan that it filed with its initial application.
12. United Communications indicated that its Minority-Owned Business Participation Plan remains unchanged from the previous year.
13. West Kentucky Rural Telephone Cooperative Corporation provided a copy of its Small and Minority-Owned Telecommunications Business Participation Plan.
14. Millington CATV provided a copy of its Minority-Owned Business Participation Plan and indicated that it has recently been implemented.

Appendix 1

AT&T



Joelle Phillips
General Attorney - TN

AT&T Tennessee
333 Commerce Street
Suite 2101
Nashville, TN 37201-1800

T: 615.214.6311
F: 615-214-7406
jp3881@att.com

RECEIVED

2013 JAN 31 PM 4: 56

T.R.A. DOCKET ROOM

63

January 31, 2012

Mr. Jerry Kettles
Economic Analysis and Policy Division
Tennessee Regulatory Authority
460 James Robertson Parkway
Nashville, TN 37243-0505

RE: Minority Owned Business Plan Annual Report

Dear Mr. Kettles:

In accordance with the Competitive Cable and Video Services Act, AT&T provides this annual report concerning AT&T's Minority Owned Business Plan and the compliance with that plan. AT&T's Plan, which was provided as part of AT&T's video franchise application, is attached.

AT&T continues to comply with the attached Minority Owned Business Plan.

Sincerely,

Joelle Phillips

AT&T Tennessee's
Minority Owned Business Participation Plan

AT&T Tennessee hereby sets forth its business plan for actively soliciting bids from minority-owned businesses and letting contracts to such businesses when establishing, providing or expanding cable or video services and related support facilities.

I. Definitions

A. For the purposes of this plan, unless the context otherwise requires:

1. "Minority owned business" means a business that is solely owned, or at least fifty-one percent (51%) of the assets or outstanding stock of which is owned, by an individual who personally manages and controls the daily operations of such business and who is impeded from normal entry into the economic mainstream because of:
 - a. Past practices of discrimination based on race, religion, ethnic background, or sex including, but not limited to, women;
 - b. A disability as defined in T.C.A. § 4-26-201 including, but not limited to, disabled veterans; or
 - c. Past practices of racial discrimination against African-Americans; and
2. "Minority owned business participation plan" means a business plan for actively soliciting bids from minority owned businesses and letting contracts to such businesses when establishing, providing or expanding cable or video services and related support facilities. Such plan shall include the following information:
 - a. A proposal for purchasing goods and services from minority owned businesses;
 - b. Information on programs to provide technical assistance to such businesses; and
 - c. A statement of intent to follow its minority owned business participation plan.

II. AT&T's Supplier Diversity Policy Statement

It is the policy of AT&T to promote, increase and improve the quality of the overall participation of minority, women and service-disabled veteran owned business enterprises in its purchases of materials and services.

Maximum practicable opportunity shall be given to minority, women and disabled veteran-owned business enterprises to participate as suppliers of materials and services to AT&T.

AT&T also encourages subcontracting opportunities for minority, women and disabled veteran-owned businesses by requiring Supplier Diversity Participation Plans from its prime suppliers.

III. AT&T's Proposal For Purchasing Goods And Services From Minority Owned Businesses

AT&T promotes the purchasing of goods and services from minority owned businesses through its extensive AT&T Supplier Diversity Program. Supplier Diversity Program staff at AT&T assist current and potential diversity suppliers in identifying and developing business opportunities with the company.

AT&T Supplier Diversity Programs are designed to promote, increase and improve the quality of the overall participation of small, minority, women and disabled veteran business enterprises in AT&T's supply chain. AT&T looks for opportunities to work with diversity suppliers in all aspects of its business – from advertising to central office engineering, computers, outside plant construction and network provisioning. Promoting the participation of a diverse supplier base not only provides better business solutions, it also cultivates greater customer loyalty, bidding advantages, and public policy support in the communities AT&T serves.

AT&T's diversity program has three main components – a program to encourage minority suppliers; a program to encourage minority hiring by AT&T's prime suppliers; and participation in diversity organizations.

Specifically, AT&T has a specific program pursuant to which it seeks to hire diverse suppliers. As part of the program, AT&T provides potential suppliers with information and contacts to assist those firms seeking to do business with AT&T. AT&T's Supplier Diversity Managers and Strategic Sourcing Managers work closely with minority suppliers to find opportunities to do business with AT&T. AT&T provides coaching and mentoring to its strategic diversity firms to ensure they continue to meet AT&T's supplier requirements. AT&T encourages diversity suppliers to gain quality certifications such as ISO 9000 and TL9000 to remain on the competitive edge.

Another of the essential efforts within the AT&T Supplier Diversity Programs is AT&T's Prime Supplier Participation Program. AT&T's Prime Supplier Program helps its prime suppliers increase the utilization of minority, women and disabled-veteran owned businesses in its supply chain through subcontracting and value added reseller arrangements. The program specifically helps prime suppliers (a) establish or enhance their own supplier diversity programs; (b) develop an annual plan with AT&T outlining how the supplier can provide better business solutions by working with diverse companies; and (c) report quarterly results to AT&T showing progress towards the supplier's diversity goals.

AT&T also is an active corporate member in important organizations such as the National Minority Supplier Development Council, the Women's Business Enterprise National Council and the Association for Service Disabled Veterans. AT&T also holds memberships with numerous minority Chambers of Commerce that work to promote supplier diversity. AT&T also provides funding to support several executive management training programs for minority owned businesses. The programs funded are among the most highly-regarded, graduate-level executive training programs in the country, providing valuable coaching and tangible business benefits to suppliers.

IV. Information On Programs To Provide Technical Assistance To Such Businesses

AT&T provides information for minority owned businesses on its website at www.att.com. In addition, as set forth above, AT&T has an active mentoring process to encourage minority owned businesses to become suppliers of AT&T.

V. Statement Of Intent To Follow Its Minority Owned Business Participation Plan

Pursuant to this plan, AT&T Tennessee shall strive to maximize participation of minority owned businesses through both prime and second tier business contracting opportunities and shall strive to achieve a level of minority owned business participation representative of the population demographics of the state of Tennessee.

By January 31 of each year, AT&T Tennessee will prepare and submit an annual report to the Tennessee Regulatory Authority concerning AT&T Tennessee's minority owned business participation plan and compliance with such plan.

Appendix 2

Charter Communications



January 23, 2013

Tennessee Regulatory Authority
460 James Robertson Parkway
Nashville, TN 37243

To whom it may concern:

Enclosed is Charter Communications Minority Vendor outreach program for 2013.

- Exhibit A represents the document we sent to existing vendors to identify Minority Vendors. To date, 423 vendors received the document, 212 have responded, and 88 of those met the Minority status.
- Exhibit B represents the letter we are sending to certified Minority Vendors supplied to us by the Tennessee Department of Economic and Community Development. Our hope is they will respond and become part of our bid process.

Should you have any questions do not hesitate to contact me @273-2712.

Regards,

A handwritten signature in black ink that reads 'Nick Pavlis'.

Nick Pavlis
Director of Government Relations
Tennessee/Louisiana Operations

Enclosure: Exhibit A, B

Exhibit A



Charter
COMMUNICATIONS™

A WIRED WORLD COMPANY

10417 Wallace Alley St. Kingsport, TN 37663

VENDOR INFORMATION

Vendor Name			
Address	Remit to Address if different:		
City, State, Zip	Remit to City, State, Zip:		
Phone #	Fax #		
Email Address			
Do you have an Internet Website? If so, please provide below:			
Parent or Subsidiary? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please provide info below:			
Type of Business:	<input type="checkbox"/> Corporation		
	<input type="checkbox"/> Government		
	<input type="checkbox"/> Limited Liability Company (LLC)		
	<input type="checkbox"/> Partnership		
	<input type="checkbox"/> Sole Proprietorship (Individual)		
Minority Status:	<input type="checkbox"/> African American Female		
*Please make sure this section is marked.	<input type="checkbox"/> African American Male		
	<input type="checkbox"/> Asian Indian Female		
	<input type="checkbox"/> Asian Indian Male		
	<input type="checkbox"/> Asian Pacific Female		
	<input type="checkbox"/> Asian Pacific Male		

Exhibit B

Dear [Potential Vendor]:

Charter Communications values doing business with vendors both large and small. We are also committed to doing business with as many vendors as possible located in Tennessee. With the assistance of the Department of Economic and Community Development we received your name as a vendor that Charter could potentially utilize for future services. If you have interest in becoming an approved vendor then please complete the following documents and submit to:

Nick Pavlis
Director of Government Relations
Charter Communications
1774 Henry G. Lane Street
Maryville, TN 37801

If your companies credentials match our qualifications we will contact you to participate in our bid process as your services are needed.

Thank you in advance for your interest and we look forward to your response and doing business with you in the future.

Regards,



Nick Pavlis
Director of Government Relations
Tennessee/Louisiana Operations

Appendix 3

Knology

January 30, 2013

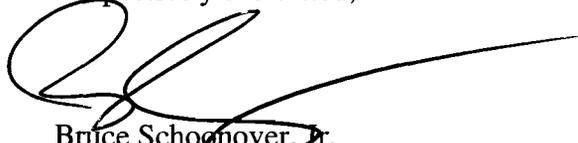
Mr. Jerry Kettles
Tennessee Regulatory Authority
460 James Robertson Parkway
Nashville, Tennessee 37243

**Re: Annual Report on Compliance with Minority Business
Participation Plan**

Dear Mr. Reed:

Pursuant to §7-59-313 of the Tennessee Code, please find Knology's Minority Owned Business compliance status report. As always, thank you in advance for your courtesies in this matter. Should you have any questions about the enclosed material, please don't hesitate to call me at (706) 645-3966.

Respectfully submitted,



Bruce Schoonover, Jr.
Director – Regulatory Affairs
Knology, Inc.

Enclosures

KNOLOGY, INC.

MINORITY OWNED BUSINESS PARTICIPATION PLAN

Pursuant to the Competitive Cable and Video Services Act, Public Chapter 932 (The "ACT" § 14, Knology, Inc. ("Knology")) submits this minority owned business participation plan (the "Plan").

I. PURPOSE

The purpose of the Competitive Cable and Video Services Act, Public Chapter 932 (the "Act") § 14 is to provide opportunities for minority-owned businesses to provide goods and services to video service providers. Knology is committed to the goals of § 14 of the Act and to taking steps to support the participation of minority-owned businesses in the video-cable industry. Knology will continue to work to provide opportunities for minority-owned businesses to compete for contracts and subcontracts for goods and services. Knology will make efforts in its procurement process to identify and inform minority-owned businesses that are qualified and capable of providing goods and services to Knology of such opportunities. Knology will also seek to increase awareness of such opportunities so that companies not otherwise identified will have sufficient information to participate in the procurement process.

II. DEFINITIONS

Minority-Owned Business. Minority-owned business shall mean a business which is solely owned, or at least fifty-one percent (51%) of the assets or outstanding stock of which is owned, by an individual who personally manages and controls daily operations of such business, and who is impeded from normal entry into the economic mainstream because of race, religion, sex, or national origin and such business has annual gross receipts of less than \$4,000,000.

III. ADMINISTRATION

The Knology Plan will be overseen by the individual named below, hereinafter referred to as the Administrator. The Administrator of the Plan will be: Mr. Kirk Zerkle.

The Administrator's responsibilities will include:

- 1) Maintaining an updated Plan in full compliance with § 14 of the Act and the rules and orders of the Tennessee Regulatory Authority.
- 2) Ensuring policies and procedures necessary for the successful implementation of the Plan are in place.

- 3) Preparing and submitting such forms as may be required by the Tennessee Regulatory Authority, including the filing of required annual updates.
- 4) Serving as the primary liaison to the Tennessee Regulatory Authority, other agencies of the State of Tennessee, and small and minority-owned businesses to locate and use qualified minority-owned businesses.
- 5) Monitor development opportunities to use minority-owned business and encourage such businesses to participate in and bid on contracts and subcontracts.
- 6) Providing records and reports in any authorized surveys as require by the TRA.
- 7) Reviewing a record-keeping system to track qualified minority-owned businesses and efforts to use such businesses.
- 8) Reviewing information and educational activities within Knology to seek, encourage, and promote the use of minority-owned businesses.

In performance of the duties, the Administrator will utilize a number of resources, including:

Chambers of Commerce
The Tennessee Department of Economics and Community Development
Small Business Administration, Office of Minority Business
The National Minority Supplier Development Counsel
The National Association of Women Business Owners
The National Association of Minority Contractors
Historically Black Colleges, Universities, and Minority Institutions

The efforts to promote and ensure equal opportunities for small and minority-owned businesses are primarily spelled out in the Administrator's duties above. Additional efforts to provide opportunities to small and minority-owned businesses will include offering, where appropriate and feasible, minority-owned businesses assistance with technical, insurance, bonding, licensing, production, and deadline requirements.

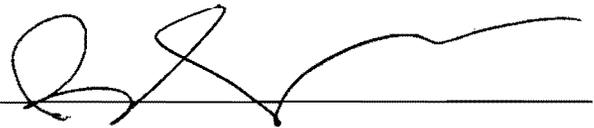
Knology will maintain records of qualified minority-owned businesses and efforts to use the goods and services of such businesses. In addition, Knology will maintain records of educational and training activities conducted or attended and of the internal procurement procedures adopted to support this Plan.

Knology will submit records and reports required by the Tennessee Regulatory Authority concerning the Plan. Moreover, Knology will cooperate fully with any surveys and studies required by the Tennessee Regulatory Authority.

2012 MINORITY OWNED BUSINESS PARTICIPATION PLAN
ACTIVITY UPDATE

Knology currently uses five minority-owned Tennessee businesses as vendors. Knology spent approximately one hundred dollars (\$100) with these vendors during 2012. Knology will continue to stay in touch with the agencies listed in paragraph 8 of our plan as opportunities for contracts and subcontracts with our company arise.

Knology, Inc.

By:  _____

Dated: 1/30/13 _____

Appendix 4

Cable One



1314 N. THIRD STREET
PHOENIX, ARIZONA 85004
PH: 602 • 364 • 6000
FX: 602 • 364 • 6585

February 1, 2013

*Via First Class Mail and Email
Jerry.kettles@tn.gov*

Tennessee Regulatory Authority
ATTN: Jerry Kettles
460 James Robertson Parkway
Nashville, TN 37243

Re: Annual Report on Compliance With Minority Business Participation Plan

Dear Mr. Kettles:

Pursuant to its state-issued Certificate of Franchise Authority, Cable One, Inc. hereby submits the following report on compliance with its Minority-Owned Business Participation Plan. During the 2012 calendar year, Cable One did business with the following minority-owned businesses in the State of Tennessee.

<u>Vendor</u>	<u>Expenditure (\$)</u>
Daylight Donuts 1442 Hwy 51 Dyersburg, TN 38024 Phone: 731-285-9740 Owner: Rita Plewa (female)	\$220.59
SEZ SEW, Inc. P. O. Box 707 325 S. Mill Ave. Dyersburg, TN 38025 Owner: Betty Dennis (female) Phone 737-285-2120	\$226.36
Private Cleaning Services Owner: Terry Douglas (female) 3766 Sharpsferry Rd Newbern, TN 38059 Phone: 731-287-7797	\$8,300

In addition to local purchasing efforts, most Cable One purchasing is centrally managed from the company's Phoenix, AZ headquarters. A list of minority and female vendors used company-wide

Jerry Kettles
Tennessee Regulatory Authority

February 1, 2013
Page 2

is also attached. Please do not hesitate to contact me at (602) 364-6195 if you require additional information on this matter.

Sincerely,

A handwritten signature in cursive script that reads "Emerson Yearwood". The signature is written in dark ink and is positioned above the printed name.

Emerson Yearwood
Associate General Counsel--Regulatory Affairs

copy: K. Wright

NATIONAL LISTING

Hispanic Assoc. on Corp. Responsibility
Attn: Human Resources – Jobs
1444 I Street, NW
Suite 850
Washington, DC 20005

State Fair Community College
Sedalia, MO 65301

Indian Resources Development
New Mexico State University
Box 30001, Dept. 3 IRD
Las Cruces, NM 88003-8001

Southeast Missouri State University
Dept. of Mass Communications
One University Plaza, MS2750
Cape Girardeau, MO 63701

San Carlos Apache Tribe
Carilyn Bread
PO Box 0
San Carlos, AZ 85550

Tribal Employment Rights Organization
Joy McKenzie or Andy Patricio
PO Box 837
Sells, AZ 85634

Tucson Indian Center
Alma Aquirre
PO Box 2307
Tucson, AZ 85702-2307

Cal Chicano News Media Assoc.
USC School of Journalism
3502 Watts Way.
Los Angeles, CA 90089-0054

Western Iowa Communications College
PO Box 5199
4647 State Avenue
Sioux City, IA 51102

Peter Froehlich & Co.
PO Box 339
Weatherford, TX 76086

Minority Media & Telecommunications
Counsel
3636 16th. Street, NW B-366
Washington, DC 20010

American Women in Radio & TV, Inc.
1760 Old Meadow Rd., Suite 500
McLean, VA 22102

National Urban League, Inc.
120 Wall Street, Fl. 7
New York, NY 10005

Latin Americans for Social Economic
Development (LASED)
4138 W. Vernor Highway
Detroit, MI 48209

Connecticut Puerto Rican Forum
95 Park Street, 3rd. Floor
Hartford, CT 06106-2520

Nat'l Academy of Television Arts and
Sciences
111 W. 57th. St. #1020
New York, NY 10019

Mississippi Minority Skills Bank
3825 Ridgewood Drive
Jackson, MS 39211

National Puerto Rican Forum
95 Park Street
Hartford, CT 06106-2520

Nebraska Mexican/American Commission
State Capital
PO Box 94965
Lincoln, NE 68509

KRGV-TV – Rick Diaz
900 E. Expressway
Weslaco, TX 78596

Temple University
Career Center
220 Mitten Hall
1913 N. Broad Street
Philadelphia, PA 19122-6092

Rio Grande Assoc. of Hispanic Journalists
San Juan Center
1363 Main Street
Hartford, CT 06103

Tucson YMCA
PO Box 1111
Tucson, AZ 85702-1111

San Antonio Assoc. of Hispanic Journalists
Javier Rodriguez
PO Box 2171
San Antonio, TX 78297-2171

S A M A
95 Park Street
Hartford, CT 06106

Nat'l Assoc. of Negro Business & Pro.
Women's Club
1806 New Hampshire Ave. NW
Washington, DC 20009

NAACP
2160 N. 6th. Avenue
Tucson, AZ 85705

Nat'l Assoc. of Black Journalists (NABJ)
525 W. Broadway
Louisville, KY 40202

Tucson Urban League
Marilyn Sullivan
2305 S. Park Avenue
Tucson, AZ 85713

KSAT-TV
Chad Craig
1408 St. Mary
San Antonio, TX 78215

Broward Community College
North Campus-Provost
National Council on Black American Affairs
1000 Coconut Creek Blvd
Coconut Creek, FL 33066

Japanese American Citizens League
1765 Suter Street
San Francisco, CA 94115

Virginia Union University
Personnel Office
1500 N. Lombardy Street
Richmond, VA 23220

Asian American Studies
Dept. of Ethnic Studies
University of California Berkeley
3407 Dwinelle Hall
Berkeley, CA 94720

NCNW-GAMS
Attn: HR Department
P.O. Box 55158
Atlanta, GA 30308

Mississippi University of Women
1100 College Street, W – 1603
Columbus, MS 39701- 5800

Nat'l Assoc. of University Women
1001 East Street SE
Washington, DC 20003-2847

Cleveland Institute of Electronics
1776 E. 17th. Street
Cleveland, OH 44114

WICI Jobline
3031 Iroquois
Detroit, MI 48214

Central Missouri State College
Warrenburg, MO 64093

Grambling State University
Personnel Office
Grambling, LA 71245

Southwest Missouri State University
901 S. National Avenue
Springfield, MO 65804

Florida A & M University
Personnel Office
Tallahassee, FL 32307

Kentucky State University
Personnel Office
Frankfort, KY 40601

Hampton University
Career Planning Director
Hampton, VA 23668

Iowa State University
Director of Placement
Dept. of Journalism & Mass Comm.
Ames, IA 50011

Medaill College
Job Placement
18 Agassiz Circle
Buffalo, NY 14214

Lawson State Community College
Personnel Office
3060 Wilson Rd. SW
Birmingham, AL 35221

Lincoln University
Personnel Office
1570 Baltimore Pike
Lincoln University, PA 19352

Cassata Learning Center
1400 Hemphill
Fort Worth, TX 76104

Morgan State University
Personnel Office
Cold Spring Lane & Hillen Road
Baltimore, MD 21239

Paine College
Personnel Office
1235 15th. Street
Augusta, GA 30910

HCROA
Attn: Human Resources
10 Chestnut Street
Salem, MA 01970

University of Illinois at Springfield
Television Office
One University Plaza
Springfield, IL 62703

S.I. Newhouse School of Public Comm.
Alumni Relations & Career Develop.
215 University Place
Syracuse, NY 13244-2100

Hispanic Assoc. on Corp. Responsibility
Attn: Human Resources – Jobs
1444 I Street, NW
Suite 850
Washington, DC 20005

Appendix 5

Highland Telephone Cooperative



7840 Morgan County Hwy.
P.O. Box 119
Sunbright, TN 37872

EMAIL
highland@highland.net

voice 423/628 2121
423/663 3939
606/376 5311

Fax 423/628 2409

January 29, 2013

Mr. Jerry Kettles
Tennessee Regulatory Authority
460 James Robertson Parkway
Nashville, TN 37243

**RE: *Response of Highland Telephone Cooperative, Inc.
Minority Owned Business Participation Plan***

Dear Mr. Kettles:

In response to your letter of January 9, 2013, please find enclosed the Minority Owned Business Participation Plan previously established by Highland Telephone Cooperative, Inc. This Plan was enacted to conform to the requirements of *Tennessee Code Annotated 7-59-301* through *7-59-318* in 2009 and continues in force and effect as a policy of the Cooperative.

If you have any questions, please do not hesitate to contact me.

Sincerely,

HIGHLAND TELEPHONE COOPERATIVE, INC.

A handwritten signature in black ink, appearing to read 'G. Mark Patterson', is written over a horizontal line.

G. Mark Patterson
General Manager

GMP/slj
Enclosure

EXHIBIT B

HIGHLAND TELEPHONE COOPERATIVE, INC.

MINORITY OWNED BUSINESS PARTICIPATION PLAN

Pursuant to Section 313 of the Tennessee Competitive Cable and Video Services Act (“Act”), Tenn. Code Ann. §7-59-313, Highland Telephone Cooperative, Inc. (“Highland”) submits this Minority Owned Business Participation Plan (“Plan”) as an exhibit to its Application for a State-Issued Certificate of Franchising Authority (“Application”).

I. OBJECTIVES

Highland is committed to the objectives stated in Section 313 of the Act with respect to minority-owned business participation. Highland will endeavor to promote participation of minority-owned businesses through business contracting opportunities. In addition, Highland will attempt to identify and inform minority-owned businesses that are qualified and capable of providing goods and services to Highland of such opportunities.

II. DEFINITIONS

For the purposes of this Plan, the following terms shall have the following meanings:

A. “Minority-Owned Business” means a business that is solely owned, or at least fifty-one percent (51%) of the assets or outstanding stock of which is owned, by an individual who personally manages and controls the daily operations of such business and who is impeded from normal entry into the economic mainstream because of:

1. Past practices of discrimination based on race, religion, ethnic background, or sex including, but not limited to, women;
2. A disability as defined in Tenn. Code Ann. §4-26-102 including, but not limited to, disabled veterans; or
3. Past practices of racial discrimination against African-Americans.

B. “Minority-Owned Business Participation Plan” means a business plan for actively soliciting bids from minority-owned businesses and letting contracts to such

businesses when establishing, providing or expanding cable or video services and related support facilities. Such plan shall include the following information:

1. A proposal for purchasing goods and services from minority-owned businesses;
2. Information on programs to provide technical assistance to such businesses; and
3. A statement of intent to follow its minority-owned business participation plan.

III. ADMINISTRATION

The Plan will be overseen by the individual named below, hereinafter referred to as the Administrator. The Administrator of the Plan will be:

G. Mark Patterson
General Manager
Highland Telephone Cooperative, Inc.
7840 Morgan County Highway
P. O. Box 116
Sunbright, TN 37872

The Administrator's responsibilities will include:

1. Maintaining and updating the Plan in full compliance with Section 313 of the Act and the rules and orders of the Tennessee Regulatory Authority ("TRA").
2. Ensuring that policies and procedures necessary for the successful implementation of the Plan are in place.
3. Preparing and submitting such forms as may be required by the TRA, including the filing of required annual updates.
4. Serving as the primary liaison with the TRA, other applicable agencies of the State of Tennessee, and minority-owned businesses.

5. Monitoring opportunities to use minority-owned businesses and encourage qualified minority-owned businesses to participate in and bid on contracts and subcontracts.
6. Managing a record keeping system to track qualified minority-owned businesses and efforts to engage such businesses.
7. Overseeing informational and educational activities within and outside Highland to identify, encourage and promote the use of minority-owned businesses.

In performance of such duties, the Administrator will utilize a number of resources, including, but not limited to, the following:

Chambers of Commerce
Tennessee Department of Economics and Community Development
Tennessee Department of Labor and Workforce Development
Small Business Administration, Office of Women's Business Ownership
Tennessee Minority Supplier Development Council
National Association of Minority Contractors, Memphis, TN
National Association of Women Business Owners, Nashville, TN

Highland will maintain records of qualified minority-owned businesses and efforts to use the goods and services of such businesses. In addition, Highland will maintain records of informational and educational activities with respect to minority-owned businesses. Highland will submit a report to the TRA by January 31 of each year concerning Highland's minority-owned business participation plan and its compliance with such plan. Highland will cooperate fully with any additional informational requests by the TRA. Finally, it is Highland's intent to follow the Plan as described herein.

HIGHLAND TELEPHONE COOPERATIVE, INC.

By: 
G. Mark Patterson, General Manager

Date: 1-29-13

Appendix 6

Comcast



Comcast Cable
2925 Courtyards Dr.
Norcross, GA 30047

VIA FACSIMILE & OVERNIGHT MAIL

January 28, 2013

Mr. Jerry Kettles, Chief, Economic Analysis and Policy Division
Tennessee Regulatory Authority
460 James Robertson Parkway
Nashville, TN 37243-0505

Re: Minority Owned Business Plan Annual Report- 2012

In accordance with Section 7-59-313 (d) of The Competitive Cable and Video Services Act, Comcast Cable Communications Management, LLC ("Comcast") submits this annual report on its Minority Owned Business Participation Plan ("Plan") performance.

Enclosed is a copy of the Plan filed as Exhibit E to Comcast's applications for state-issued certificates of franchise authority contained in Docket No. 09-00137.

Comcast continues to comply with the Plan. For 2012, 7.8% of the total supplier expenditures made by the Comcast operating entities holding state certificates went to diverse vendors.

Sincerely,

A handwritten signature in black ink that reads "J. C. Barrett".

John C. Barrett
Regional Senior Vice President

encl.

cc: Andy Macke
Tim Gage

MINORITY-OWNED BUSINESS PREPARATION PLAN

Comcast hereby sets forth its business plan for actively soliciting bids from minority-owned businesses and awarding contracts to such businesses when establishing, providing or expanding cable services and related support facilities in Tennessee. This business plan includes information regarding promoting, increasing, and improving the quality of the overall participation of minority, women, and service-disabled veteran-owned business enterprises in its purchases of materials and services.

1. TERMS AND TERMINOLOGY

For purposes of this plan, unless the context otherwise requires:

- A. "Comcast" refers to the Comcast entities listed in Exhibit A to the Application. Except where otherwise indicated, the information in this Plan is provided with respect to Comcast as a whole.
- B. "Minority-Owned Business(es)" means a business that is solely owned, or at least fifty-one percent (51%) of the assets or outstanding stock of which is owned, by an individual(s) who personally manages and controls the daily operations of such business and who is impeded from normal entry into the economic mainstream because of:
 - 1) past practices of discrimination based on race, religion, ethnic background, or sex including, but not limited to, women;
 - 2) a disability as defined in T.C.A. Section 4-26-201 including, but not limited to, disabled veterans; or
 - 3) past practices of racial discrimination against African-Americans.
- C. "Minority-Owned Business Participation Plan" means a business plan for actively soliciting bids from Minority-Owned Businesses and awarding contracts to such businesses when establishing, providing or expanding cable services and related support facilities. Such Plan includes the following information:
 - 1) A proposal for purchasing goods and services from Minority-Owned Businesses;
 - 2) Information on programs to provide technical assistance to such businesses; and
 - 3) A statement of intent to follow its Minority-Owned Business Plan.

2. SUPPLIER DIVERSITY POLICY STATEMENT

Qualified, dependable, diverse partners provide Comcast with the goods and services needed to continue growing and serving our customers. Small and diverse suppliers provide us with new perspectives, insights, and understandings that enable us to innovate, compete, and tailor our business to existing and emerging markets. Comcast believes that small and diverse suppliers, who instill competitiveness into the bidding process, make all of our vendors work harder to give us their best possible product. Ultimately, our diverse supplier partnerships

empower both parties to create jobs, strengthen communities, and build value for our shareholders. As such, it is the policy of Comcast:

- A. to promote, increase, and improve the quality of the overall participation of minority, women, veteran, and service-disabled veteran-owned business enterprises in its purchases of materials and services;
- B. to provide maximum practical opportunity to minority, women, veteran, and disabled veteran-owned business enterprises to participate as suppliers of materials and services to Comcast; and
- C. to encourage subcontracting opportunities for minority, women, veteran, and disabled veteran-owned business enterprises by requiring Supplier Diversity Participation Plans from its prime suppliers.

3. PROPOSAL FOR PURCHASING GOODS AND SERVICES FROM MINORITY-OWNED BUSINESSES

Comcast promotes the purchasing of goods and services from Minority-Owned Businesses through its comprehensive Small and Minority Owned Business Preparation Plan which incorporates the following:

- A. Comcast employs a full-time Senior Manager of Supplier Diversity who reports to Comcast's Executive Director of Procurement. This individual is responsible for coordinating and managing Comcast's supplier diversity program and providing leadership, relationship management, and tactical direction to vendors looking to conduct business with Comcast.
- B. Comcast employs Directors of Purchasing along with procurement support staff in each of Comcast's four operating divisions who actively participate in advancing Comcast's supplier diversity initiatives and who are responsible for encouraging the inclusion of minority-owned vendors in the competitive bid process accomplished through the use of the following tactics:
 - 1) Training programs for procurement personnel that emphasize the importance of diversity initiatives and techniques to find qualified minority-owned suppliers to compete on bid opportunities.
 - 2) Establishment of supplier diversity goals.
 - 3) Development and use of a "score card" to measure actual versus goal for supplier diversity efforts.
 - 4) Partner with minority-owned and women business organizations. (See Section 4, below)
 - 5) Regularly update external communications regarding supplier diversity.
- C. To assist potential vendors in determining their eligibility to participate in Comcast's Supplier Vendor Diversity Program, Comcast publishes the Program's criteria and qualifications on its website, www.comcast.com.¹

¹ Comcast's "Criteria and Qualifications document can be accessed on the web using the following link: <http://www.comcast.com/corporate/about/diversity/suppliers/criteria.htm>

4. BUSINESS PARTNERSHIP INITIATIVES

Comcast is partnering with the following organizations, in an effort to identify qualified Minority-Owned Businesses.

- A. National Minority Supplier Diversity Council ("NMSDC"): Comcast is a national member of this organization. Additionally, we partner with eight of the local councils in order to find qualified minority-owned businesses with which to partner.
- B. Women's Business Enterprise National Council ("WBENC"): Comcast actively participates with WBENC nationally, Additionally, we partner with six local councils in order to find qualified women-owned business with which to partner.
- C. Women in Cable and Telecommunications ("WICT"): This is a cable-specific organization that assists Comcast in identifying and developing female leaders within the cable & telecommunications industries.
- D. National Association for Minorities in Cable ("NAMIC"): This is a cable-specific organization that assists Comcast in identifying and developing minority leaders within the cable industry.
- E. National Veteran Owned Business Association ("NaVOBA")
- F. Walter Kaitz Foundation: advocates for diversity in the cable and telecommunications industries. Comcast is an annual sponsor of the Walter Kaitz Fundraising Dinner and the Supplier Diversity Connection seminars at the National Cable Television Association ("NCTA") and Society of Cable Television Engineers ("SCTE") conferences.
- G. National Association of Women Business Owners ("NAWBO").
- H. Comcast also partners with numerous Chambers of Commerce that work to support supplier diversity.
- I. Member of Mid-South Minority Business Council which provides access to their database of certified minority-owned businesses.
- J. Member of Memphis Chapter of Black Business Association ("BBA")
- K. Member of Memphis Chapter of Hispanic Business Alliance ("HBA").

5. STATEMENT OF INTENT TO FOLLOW THE MINORITY-OWNED BUSINESS PARTICIPATION PLAN

Pursuant to this plan, Comcast shall strive to maximize participation of Minority-Owned Businesses through both prime and second tier contracting opportunities and shall strive to achieve a level of minority business participation representative of the population demographics of the state of Tennessee. On or before January 31 of each year, Comcast will prepare and submit an annual report to the Tennessee Regulatory Authority concerning Comcast's Minority-Owned Business Participation Plan and compliance with such plan.

Inquiries concerning this Plan may be directed to the Plan Administrator:

Ajamu Johnson
Comcast Cable
One Comcast Center
Philadelphia, PA 19103
(215) 286-4052

Appendix 7

Electric Power Board of Chattanooga



February 22, 2013

Tennessee Regulatory Authority
Attn: Jerry Kettles
460 James Robertson Parkway
Nashville, TN 37243

RE: Annual Report on Compliance with Minority Owned Business Participation Plan

Dear Mr. Kettles:

Pursuant to the requirements of Tenn. Code Ann. § 7-59-313, please find enclosed EPB Fiber Optics' report regarding compliance with the minority owned business plan during calendar year 2012. The plan has not changed since last year's submission.

If you have any questions or concerns, please do not hesitate to call me at (423) 648-1322 or email me at kingks@epb.net.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kathryn S. King', is written over the typed name.

Kathryn S. King
Staff Counsel, EPB Legal Services Division



2012 Annual Report

Minority Business Participation Plan Compliance

Competitive Cable and Video Services Act

EPB is proud to support minority and women owned companies within the Tennessee area for many years. EPB's Minority and Women Owned Business Development Program has five (5) key objectives:

1. Identify goods and services for which minority and women owned businesses have the capability of becoming a source of supply;
2. Seeking out minority and women owned businesses capable of supplying goods and services for EPB's operations;
3. Using minority and women owned business whenever possible in order to increase the volume of expenditures into the minority business community;
4. Nurturing minority and women owned businesses and help them to become competitive, viable and self-sustaining enterprises; and
5. Foster relationships within the minority and women owned business community.

EPB has designated a Manager to oversee its Minority and Women Owned Business Development Program. Our MWOB Manager works closely with the Purchasing Department and members of leadership to ensure the continual success of the program.

In 2012, EPB's Fiber Optics Division had an on-going contract with one minority owned company in Tennessee and spent in excess of \$108,000 with this company.

Additionally, EPB participated in outreach to continue developing and building relationships with minority and women owned businesses. These outreach efforts included:

- Hosting several MWOB networking events at EPB throughout 2012;
- Participating in outreach efforts with the Chattanooga Urban League, the Chattanooga Area Chamber of Commerce and the African American Business Development Board to encourage minority and women owned businesses to bid on EPB projects;
- Participation by EPB's MWOB Manager and Purchasing Manager in development events hosted by the Tennessee Minority Diversity Council in Nashville and the Mid-South Minority Supply Development Council in Memphis.

As always, EPB Fiber Optics will continue to seek out qualified minority and women owned businesses to support and utilize, and find ways to increase opportunities for minority and women owned businesses in the future.

Appendix 8
Twin Lakes Communications, Inc.



P.O. Box 696
Gainesboro, TN 38562-0696
Telephone 931/476-2151

January 29, 2013

Tennessee Regulatory Authority
Attn: Jerry Kettles
460 James Robertson Parkway
Nashville, TN 37243

Dear Mr. Kettles,

In Re: Minority Owned Business Plan Annual Report

As required in the Competitive Cable & Video Services Act, Twin Lakes Communications, Inc., provides this annual report concerning Twin Lakes Communications' Minority Owned Business Plan and Twin Lakes Communications' compliance with that plan. The Plan, which was provided as part of Twin Lakes Communications' franchise application is attached.

Twin Lakes Communications continues to comply with the Minority Owned Business Plan.

If you have any questions or concerns, please do not hesitate to contact me.

Very truly yours,

TWIN LAKES COMMUNICATIONS, INC.

A handwritten signature in black ink that reads 'Jonathan West'. The signature is written in a cursive, flowing style.

Jonathan West,
General Manager/CEO

JW/ef

Attachment

EXHIBIT 2
TO
APPLICATION OF TWIN LAKES COMMUNICATIONS, INC. FOR
A STATE-ISSUED CERTIFICATE OF FRANCHISE AUTHORITY

MINORITY-OWNED BUSINESS PLAN

Pursuant to T.C.A. §§ 7-59-305(c)(11) and 7-59-313, Twin Lakes Communications, Inc. ("TLCI") submits this minority-owned Telecommunications business participation plan (the "Plan") along with its Application for a State-Issued Certificate of Franchise Authority.

I. PURPOSE

The purpose of § 7-59-313 is to provide opportunities for small and minority-owned businesses to provide goods and services to video service providers. TLCI is committed to the goals of § 7-59-313 and to taking steps to support the participation of minority-owned businesses in the video-cable industry. TLCI will endeavor to provide opportunities for minority-owned businesses to compete for contracts and subcontracts for goods and services. As part of its procurement process, TLCI will make efforts to identify and inform minority-owned businesses that are qualified and capable of providing goods and services to TLCI of such opportunities. TLCI's representatives have already contacted the Department of Economic and Community Development to obtain a list of qualified vendors. Moreover, TLCI will seek to increase awareness of such opportunities so that companies not otherwise identified will have sufficient information to participate in the procurement process.

II. DEFINITIONS

As defined in § 7-59-313:

Minority-Owned Business. Minority-owned business means a business that is solely owned, or at least fifty-one percent (51%) of the assets or outstanding stock of which is owned, by an individual who personally manages and controls the daily operations of the business and

who is impeded from normal entry into the economic mainstream because of past practices of discrimination based on race, religion, ethnic background or sex, including, but not limited to, women; a disability as defined in § 4-26-102, including, but not limited to, disabled veterans; or past practices of racial discrimination against African-Americans.

III. ADMINISTRATION

TLCI's Plan will be overseen and administered by the individual named below, hereinafter referred to as the Administrator, who will be responsible for carrying out and promoting TLCI's full efforts to provide equal opportunities for minority-owned businesses. The Administrator of the Plan will be:

Wayne Gassaway
Twin Lakes Communications, Inc.
201 West Gore Avenue
Gainesboro, Tennessee 38562
Telephone: (931) 268-2151
Facsimile: (931) 268-2734.

The Administrator's responsibilities will include:

- (1) Maintaining an updated Plan in full compliance with § 7-59-313 and the rules and orders of the Tennessee Regulatory Authority;
- (2) Establishing and developing policies and procedures necessary for the successful implementation of the Plan;
- (3) Preparing and submitting such forms as may be required by the Tennessee Regulatory Authority, including the filing of required annual updates;
- (4) Serving as the primary liaison to and cooperating with the Tennessee Regulatory Authority, other agencies of the State of Tennessee, and minority-owned businesses to locate and use qualified minority-owned businesses as defined in § 7-59-313;

- (5) Searching for and developing opportunities to use minority-owned businesses and encouraging such businesses to participate in and bid on contracts and subcontracts;
- (6) Providing records and reports and cooperating in any authorized surveys as required by the Tennessee Regulatory Authority;
- (7) Establishing a record-keeping system to track qualified minority-owned businesses and efforts to use such businesses; and
- (8) Providing information and educational activities to persons within TLCI and training such persons to seek out, encourage, and promote the use of small and minority-owned businesses.

In performance of these duties, the Administrator will utilize a number of resources, including:

Chambers of Commerce
The Tennessee Department of Economic and Community Development
The United States Department of Commerce
Small Business Administration, Office of Minority Business
The National Minority Supplier Development Counsel
The National Association of Women Business Owners
The National Association of Minority Contractors
Historically Black Colleges, Universities, and Minority Institutions.

The efforts to promote and ensure equal opportunities for minority-owned businesses are primarily spelled out in the Administrator's duties above. Additional efforts to provide opportunities to minority-owned businesses will include offering, where appropriate and feasible, minority-owned businesses assistance with technical, insurance, bonding, licensing, production, and deadline requirements.

IV. RECORDS AND COMPLIANCE REPORTS

TLCI will maintain records of qualified minority-owned business and efforts to use the goods and services of such businesses. In addition, TLCI will maintain records of educational and training activities conducted or attended and of the internal procurement procedures adopted

to support this plan. TLCI will submit records and reports required by the Tennessee Regulatory Authority concerning the Plan. Moreover, TLCI will cooperate fully with any surveys and studies required by the Tennessee Regulatory Authority.

Twin Lakes Communications, Inc.

By: _____
Wayne Gassaway

Dated: May ____, 2010.

Appendix 9

North Central Telephone Cooperative



Lafayette

872 Highway 52 Bypass East
P.O. Box 70
Lafayette, TN 37083
(615) 666-2151

Scottsville

1630 Bowling Green Rd
P.O. Box 96
Scottsville, KY 42164
(270) 622-7500

A subsidiary company of North Central Telephone Cooperative.

Tennessee Regulatory Authority
ATTN: Jerry Kettles
460 James Robertson Parkway
Nashville, Tennessee 37243

Via US Mail

Re: Annual report on compliance with minority and business participation plan

January 16, 2013

Dear Mr. Kettles:

Please accept this letter as a report of North Central Communications, Inc., ("NCC") compliance with its minority owned business participation plan required under T.C.A. §7-59-313.

NCC was granted its certificate of public convenience and necessity on November 23, 2010. A copy of the company's minority and business participation plan was filed as part of that application and is included here.

NCC continues to adhere to the plan and remains confident that our plan meets the expectations of T.C.A. §7-59-313.

Should you have any questions, please contact Johnny McClanahan at 615-666-2151.

Sincerely,

A handwritten signature in black ink, appearing to read "Nancy J. White".

Nancy J. White, President/CEO

Enclosures

All for One! Making Possible New Options in Telecommunications.

Pursuant to T.C.A. §7-59-313, as amended, North Central Telephone Cooperative (“NCTC”) submits this minority-owned business participation plan (the “Plan”) along with its Application of North Central Telephone Cooperative for a State-Issued Certificate of Franchise Authority in Tennessee.

I. Purpose

The purpose of §7-59-313 is to provide opportunities for minority-owned businesses to provide goods and services to video and cable service providers. NCTC is committed to the goals of §7-59-313 and to taking steps to support the participation of minority-owned businesses in the video and cable industry. NCTC will endeavor to provide opportunities for minority-owned businesses to compete for contracts and subcontracts for goods and services. As part of its procurement process, NCTC will make efforts to identify and inform minority-owned businesses that are qualified and capable of providing goods and services to NCTC of such opportunities to do so. NCTC will seek to increase awareness of such opportunities so that companies not otherwise identified will have sufficient information to participate in the procurement process.

II. Definitions

As defined in §7-59-313.

Minority-Owned Business: Minority-owned business shall mean a business which is solely owned, or at least fifty-one percent (51%) of the assets or outstanding stock of which is owned, by an individual who personally manages and controls daily operations of such business, and who is impeded from normal entry into the economic mainstream because of race, religion, sex, national origin, or disability.

III. Administration

NCTC’s Plan will be overseen and administered by the individual named below, hereinafter referred to as the Administrator, who will be responsible for carrying out and promoting NCTC’s full efforts to provide equal opportunities for small and minority-owned businesses. The Administrator of the Plan will be:

Ms. Penny Barnes, Human Resources Manager
North Central Telephone Cooperative
872 Highway 52 By Pass East, PO Box 70
Lafayette, TN 37083
Telephone: 615-666-2151; fax: 615-666-6244

The Administrator’s responsibilities will include:

1. Maintaining an updated Plan in full compliance with §7-59-313 and the rules and orders of the Tennessee Regulatory Authority.

III. Administration (continued)

2. Establishing and developing policies and procedures necessary for the successful implementation of the Plan.
3. Preparing and submitting such forms as may be required by the Tennessee Regulatory Authority, including the filing of updates as may be required.
4. Serving as the primary liaison to and cooperate with the Tennessee Regulatory Authority, other agencies of the State of Tennessee, and small and minority-owned businesses to locate and use qualified small and minority-owned businesses as defined in §7-59-313.
5. Searching for and developing opportunities to use minority-owned businesses and encouraging such businesses to participate in and bid on contracts and subcontracts.
6. Providing records and reports and cooperating in any authorized surveys as required by the Tennessee Regulatory Authority.
7. Establishing a record-keeping system to track qualified minority-owned businesses and efforts to use such businesses.
8. Providing information and educational activities to persons within NCTC and training such persons to seek out, encourage, and promote the use of small and minority-owned businesses.

In performance of these duties, the Administrator will utilize a number of resources, including:

- Chambers of Commerce
- The Tennessee Department of Economic and Community Development
- The United States Department of Commerce
- Small Business Administration
- Office of Minority Business
- The National Minority Supplier Development Counsel
- The National Association of Women Business Owners
- The National Association of Minority Contractors
- Historically Black Colleges, Universities, and Minority Institutions

The efforts to promote and ensure equal opportunities for small and minority-owned businesses are primarily spelled out in the Administrator's duties above. Additional efforts to provide opportunities to small and minority-owned businesses will include offering, where appropriate and feasible, small and minority-owned businesses assistance with technical, insurance, bonding, licensing, production, and deadline requirements.

IV. Records and Compliance Reports

NCTC will maintain records of qualified minority-owned business and efforts to use the goods and services of such businesses. In addition, NCTC will maintain records of educational and training activities conducted or attended and of the internal procurement procedures adopted to support this plan.

NCTC will submit records and reports required by the Tennessee Regulatory Authority concerning the Plan when requested. Moreover, NCTC will cooperate fully with surveys and studies required by the Tennessee Regulatory Authority.

Appendix 10
TDS Telecom Service Corporation

TDS Telecom
Tennessee Telephone Company

SMALL AND MINORITY-OWNED TELECOMMUNICATIONS
BUSINESS PARTICIPATION PLAN

SUBMITTED TO THE
TENNESSEE REGULATORY AUTHORITY

January 30, 2013

**SMALL AND MINORITY-OWNED TELECOMMUNICATIONS BUSINESS
PARTICIPATION PLAN**

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7.0 PLAN REPORTING

SMALL AND MINORITY-OWNED TELECOMMUNICATIONS BUSINESS PARTICIPATION PLAN

1.0 PLAN

1.1 This small and minority-owned telecommunications business participation plan (Plan) is submitted by TDS Telecom as required by Section 16 of the Tennessee Telecommunications Act of 1995, now codified as T.C.A. § 65-5-212.

1.2 The Administration of this Plan is the responsibility of TDS Telecom. It is the policy of TDS Telecom to provide an opportunity for Small Business, and Minority-Owned Businesses to compete for subcontracts awarded by TDS Telecom on a fair and equitable basis with certified telecommunications suppliers and contractors.

1.3 This plan is a statement of objectives and is not intended to create any legal obligation of TDS Telecom to any person or organization.

2.0 DEFINITIONS

2.1 Small Business - For the purpose of this Plan, "small business" means a business with annual gross receipts of less than four million dollars (\$4,000,000) per T.C.A. &65-5-212.

2.2 Minority Business - For the purpose of this Plan, "minority business" means a business that is solely owned, or at least fifty-one (51%) of the assets or outstanding stock of which is owned by an individual who personally manages and controls the daily operations of such business, and who is impeded from non entry into the economic mainstream because of race, religion, sex or national origin and such business has annual gross receipts of less than four million dollars (\$4,000,000) per T.C.A.&65-5-212.

3.0 PLAN RESPONSIBILITY AND POLICY STATEMENT

3.1 It is the policy of TDS Telecom to afford Small and Minority-Owned Telecommunications Businesses an opportunity to participate in the performance of contracts in accordance with T.C.A. 665- 5-212.

3.2 As a purchaser of goods and services, it is TDS Telecom – responsibility to:

- Identify and maintain a pool of qualified Telecommunications suppliers.

- Provide opportunities for Small and Minority Owned Businesses to bid in those solicitations for telecommunications products or services which they are capable of providing, and which meet RUS (Rural Utility Service) standards.

4.0 PLAN PERIOD OF EFFECTIVENESS

4.1 TDS Telecom is committed to providing affirmative access to contracting opportunities for Small and Minority-Owned Telecommunications Businesses. TDS Telecom is proactive and will move toward inclusion of such firms in the telecommunications supplier base. This plan represents an on-going commitment by the Company, and has no fixed time period for effectiveness.

5.0 PLAN ADMINISTRATION

5.1 TDS Telecom Plan Administrator is:

Mr. Jon Finseth
Manager - Procurement
525 Junction Road
Madison, WI 53717
Telephone: 608-664-4067 FAX: 608-664-4519

5.2 The Administrator manages the Plan as described below.

5.3 The Administrator's specific job duties, as they relate to this Plan are as follows:

- (a) Develops and maintains a Supplier Master List which is a listing of Small and Minority-Owned Telecommunications Businesses who are deemed eligible to be telecommunications suppliers for TDS Telecom.
- (b) Establishes and maintains policies and procedures to ensure that Small and Minority-Owned Telecommunications Businesses have an equitable opportunity to be awarded contracts.
- (c) Ensures inclusion of Small and Minority-Owned Telecommunications Businesses in those solicitations for telecommunications products or services which they are capable of providing, and which meet United States Department of Agriculture Rural Utility Service (RUS) standards.
- (d) Maintains Small and Minority-Owned Telecommunications Businesses related correspondence and record keeping.
- (e) Coordinates activities during the conduct of any compliance review by the Tennessee state agencies.
- (f) Attends or arranges for attendance by appropriate members of management at Small Business workshops, Minority Business Enterprise Seminars, Trade Fairs, and Conventions.

6.0 PLAN TO ASSURE EQUITABLE OPPORTUNITY

6.1 The Administrator shall ensure that appropriate source listings and services are properly utilized in support of the Plan. Sources/listings include, but are not limited to the following:

- (a) The TDS Telecom approved Master Supplier List.
- (b) Information received from the Small Business Administration Procurement Automated Source System (PASS).
- (c) Information sources received from the TN Department of Economic Development's Office of Minority Business Enterprise and Small Business Office.
- (d) Information received from the local Chamber of Commerce.

6.2 Outreach efforts will be made as follows:

- (a) The Administrator shall cultivate and maintain relationships with Small Business trade associations and business development organizations in an effort to locate and qualify capable Small and Minority-Owned Telecommunications Businesses for participation in contracting opportunities.
- (b) The Administrator shall ensure that TDS Telecom assists Small and Minority-Owned Telecommunications Businesses by arranging solicitations, time for the preparation of bids, quantities, specifications, and delivery schedules so as to facilitate the participation by such concerns.
- (c) The Administrator shall ensure that TDS Telecom provides adequate and timely consideration of the potentialities of Small and Minority-Owned Telecommunications Businesses in "make or buy" decisions.
- (d) Appropriate members of management will attend seminars and trade fairs in order to develop sources.

7.0 PLAN REPORTING

7.1 TDS Telecom will submit such periodic reports and cooperate in those studies or surveys as may be required to determine the extent of compliance with this Plan.

7.2 TDS Telecom will maintain, if required, the following types of records:

- (a) Source lists, guides, and other data that identify Small and Minority-Owned Telecommunications Businesses.
- (b) Lists of organizations contacted in an attempt to locate sources that are Small and Minority-Owned Telecommunications Businesses.
- (c) Records of any outreach efforts to contact trade associations, business development organizations, and conferences and trade fairs attended.

7.3 TDS Telecom's Supplier Master List identifies Small and Minority-Owned Telecommunications Businesses. The Supplier List shall be utilized in identifying potential contractors. A Summary Sheet shall be maintained in each supplier's file and shall be reviewed and evaluated by the Plan Administrator.

TDS Telecom
Humphreys County Telephone Company

SMALL AND MINORITY-OWNED TELECOMMUNICATIONS
BUSINESS PARTICIPATION PLAN

SUBMITTED TO THE
TENNESSEE REGULATORY AUTHORITY

January 30, 2013

**SMALL AND MINORITY-OWNED TELECOMMUNICATIONS BUSINESS
PARTICIPATION PLAN**

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7.0 PLAN REPORTING

SMALL AND MINORITY-OWNED TELECOMMUNICATIONS BUSINESS PARTICIPATION PLAN

1.0 PLAN

1.1 This small and minority-owned telecommunications business participation plan (Plan) is submitted by TDS Telecom as required by Section 16 of the Tennessee Telecommunications Act of 1995, now codified as T.C.A. § 65-5-212.

1.2 The Administration of this Plan is the responsibility of TDS Telecom. It is the policy of TDS Telecom to provide an opportunity for Small Business, and Minority-Owned Businesses to compete for subcontracts awarded by TDS Telecom on a fair and equitable basis with certified telecommunications suppliers and contractors.

1.3 This plan is a statement of objectives and is not intended to create any legal obligation of TDS Telecom to any person or organization.

2.0 DEFINITIONS

2.1 Small Business - For the purpose of this Plan, "small business" means a business with annual gross receipts of less than four million dollars (\$4,000,000) per T.C.A. &65-5-212.

2.2 Minority Business - For the purpose of this Plan, "minority business" means a business that is solely owned, or at least fifty-one (51%) of the assets or outstanding stock of which is owned by an individual who personally manages and controls the daily operations of such business, and who is impeded from non entry into the economic mainstream because of race, religion, sex or national origin and such business has annual gross receipts of less than four million dollars (\$4,000,000) per T.C.A.&65-5-212.

3.0 PLAN RESPONSIBILITY AND POLICY STATEMENT

3.1 It is the policy of TDS Telecom to afford Small and Minority-Owned Telecommunications Businesses an opportunity to participate in the performance of contracts in accordance with T.C.A. 665- 5-212.

3.2 As a purchaser of goods and services, it is TDS Telecom – responsibility to:

- Identify and maintain a pool of qualified Telecommunications suppliers.

- Provide opportunities for Small and Minority Owned Businesses to bid in those solicitations for telecommunications products or services which they are capable of providing, and which meet RUS (Rural Utility Service) standards.

4.0 PLAN PERIOD OF EFFECTIVENESS

4.1 TDS Telecom is committed to providing affirmative access to contracting opportunities for Small and Minority-Owned Telecommunications Businesses. TDS Telecom is proactive and will move toward inclusion of such firms in the telecommunications supplier base. This plan represents an on-going commitment by the Company, and has no fixed time period for effectiveness.

5.0 PLAN ADMINISTRATION

5.1 TDS Telecom Plan Administrator is:

Mr. Jon Finseth
Manager - Procurement
525 Junction Road
Madison, WI 53717
Telephone: 608-664-4067 FAX: 608-664-4519

5.2 The Administrator manages the Plan as described below.

5.3 The Administrator's specific job duties, as they relate to this Plan are as follows:

- (a) Develops and maintains a Supplier Master List which is a listing of Small and Minority-Owned Telecommunications Businesses who are deemed eligible to be telecommunications suppliers for TDS Telecom.
- (b) Establishes and maintains policies and procedures to ensure that Small and Minority-Owned Telecommunications Businesses have an equitable opportunity to be awarded contracts.
- (c) Ensures inclusion of Small and Minority-Owned Telecommunications Businesses in those solicitations for telecommunications products or services which they are capable of providing, and which meet United States Department of Agriculture Rural Utility Service (RUS) standards.
- (d) Maintains Small and Minority-Owned Telecommunications Businesses related correspondence and record keeping.
- (e) Coordinates activities during the conduct of any compliance review by the Tennessee state agencies.
- (f) Attends or arranges for attendance by appropriate members of management at Small Business workshops, Minority Business Enterprise Seminars, Trade Fairs, and Conventions.

6.0 PLAN TO ASSURE EQUITABLE OPPORTUNITY

- 6.1 The Administrator shall ensure that appropriate source listings and services are properly utilized in support of the Plan. Sources/listings include, but are not limited to the following:
- (a) The TDS Telecom approved Master Supplier List.
 - (b) Information received from the Small Business Administration Procurement Automated Source System (PASS).
 - (c) Information sources received from the TN Department of Economic Development's Office of Minority Business Enterprise and Small Business Office.
 - (d) Information received from the local Chamber of Commerce.

6.2 Outreach efforts will be made as follows:

- (a) The Administrator shall cultivate and maintain relationships with Small Business trade associations and business development organizations in an effort to locate and qualify capable Small and Minority-Owned Telecommunications Businesses for participation in contracting opportunities.
- (b) The Administrator shall ensure that TDS Telecom assists Small and Minority-Owned Telecommunications Businesses by arranging solicitations, time for the preparation of bids, quantities, specifications, and delivery schedules so as to facilitate the participation by such concerns.
- (c) The Administrator shall ensure that TDS Telecom provides adequate and timely consideration of the potentialities of Small and Minority-Owned Telecommunications Businesses in "make or buy" decisions.
- (d) Appropriate members of management will attend seminars and trade fairs in order to develop sources.

7.0 PLAN REPORTING

7.1 TDS Telecom will submit such periodic reports and cooperate in those studies or surveys as may be required to determine the extent of compliance with this Plan.

7.2 TDS Telecom will maintain, if required, the following types of records:

- (a) Source lists, guides, and other data that identify Small and Minority-Owned Telecommunications Businesses.
- (b) Lists of organizations contacted in an attempt to locate sources that are Small and Minority-Owned Telecommunications Businesses.
- (c) Records of any outreach efforts to contact trade associations, business development organizations, and conferences and trade fairs attended.

7.3 TDS Telecom's Supplier Master List identifies Small and Minority-Owned Telecommunications Businesses. The Supplier List shall be utilized in identifying potential contractors. A Summary Sheet shall be maintained in each supplier's file and shall be reviewed and evaluated by the Plan Administrator.

TDS Telecom
Tellico Telephone Company

SMALL AND MINORITY-OWNED TELECOMMUNICATIONS
BUSINESS PARTICIPATION PLAN

SUBMITTED TO THE
TENNESSEE REGULATORY AUTHORITY

January 30, 2013

**SMALL AND MINORITY-OWNED TELECOMMUNICATIONS BUSINESS
PARTICIPATION PLAN**

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7.0 PLAN REPORTING

SMALL AND MINORITY-OWNED TELECOMMUNICATIONS BUSINESS PARTICIPATION PLAN

1.0 PLAN

1.1 This small and minority-owned telecommunications business participation plan (Plan) is submitted by TDS Telecom as required by Section 16 of the Tennessee Telecommunications Act of 1995, now codified as T.C.A. § 65-5-212.

1.2 The Administration of this Plan is the responsibility of TDS Telecom. It is the policy of TDS Telecom to provide an opportunity for Small Business, and Minority-Owned Businesses to compete for subcontracts awarded by TDS Telecom on a fair and equitable basis with certified telecommunications suppliers and contractors.

1.3 This plan is a statement of objectives and is not intended to create any legal obligation of TDS Telecom to any person or organization.

2.0 DEFINITIONS

2.1 Small Business - For the purpose of this Plan, "small business" means a business with annual gross receipts of less than four million dollars (\$4,000,000) per T.C.A. &65-5-212.

2.2 Minority Business - For the purpose of this Plan, "minority business" means a business that is solely owned, or at least fifty-one (51%) of the assets or outstanding stock of which is owned by an individual who personally manages and controls the daily operations of such business, and who is impeded from non entry into the economic mainstream because of race, religion, sex or national origin and such business has annual gross receipts of less than four million dollars (\$4,000,000) per T.C.A.&65-5-212.

3.0 PLAN RESPONSIBILITY AND POLICY STATEMENT

3.1 It is the policy of TDS Telecom to afford Small and Minority-Owned Telecommunications Businesses an opportunity to participate in the performance of contracts in accordance with T.C.A. 665- 5-212.

3.2 As a purchaser of goods and services, it is TDS Telecom – responsibility to:

- Identify and maintain a pool of qualified Telecommunications suppliers.

- Provide opportunities for Small and Minority Owned Businesses to bid in those solicitations for telecommunications products or services which they are capable of providing, and which meet RUS (Rural Utility Service) standards.

4.0 PLAN PERIOD OF EFFECTIVENESS

4.1 TDS Telecom is committed to providing affirmative access to contracting opportunities for Small and Minority-Owned Telecommunications Businesses. TDS Telecom is proactive and will move toward inclusion of such firms in the telecommunications supplier base. This plan represents an on-going commitment by the Company, and has no fixed time period for effectiveness.

5.0 PLAN ADMINISTRATION

5.1 TDS Telecom Plan Administrator is:

Mr. Jon Finseth
Manager - Procurement
525 Junction Road
Madison, WI 53717
Telephone: 608-664-4067 FAX: 608-664-4519

5.2 The Administrator manages the Plan as described below.

5.3 The Administrator's specific job duties, as they relate to this Plan are as follows:

- (a) Develops and maintains a Supplier Master List which is a listing of Small and Minority-Owned Telecommunications Businesses who are deemed eligible to be telecommunications suppliers for TDS Telecom.
- (b) Establishes and maintains policies and procedures to ensure that Small and Minority-Owned Telecommunications Businesses have an equitable opportunity to be awarded contracts.
- (c) Ensures inclusion of Small and Minority-Owned Telecommunications Businesses in those solicitations for telecommunications products or services which they are capable of providing, and which meet United States Department of Agriculture Rural Utility Service (RUS) standards.
- (d) Maintains Small and Minority-Owned Telecommunications Businesses related correspondence and record keeping.
- (e) Coordinates activities during the conduct of any compliance review by the Tennessee state agencies.
- (f) Attends or arranges for attendance by appropriate members of management at Small Business workshops, Minority Business Enterprise Seminars, Trade Fairs, and Conventions.

6.0 PLAN TO ASSURE EQUITABLE OPPORTUNITY

- 6.1 The Administrator shall ensure that appropriate source listings and services are properly utilized in support of the Plan. Sources/listings include, but are not limited to the following:
- (a) The TDS Telecom approved Master Supplier List.
 - (b) Information received from the Small Business Administration Procurement Automated Source System (PASS).
 - (c) Information sources received from the TN Department of Economic Development's Office of Minority Business Enterprise and Small Business Office.
 - (d) Information received from the local Chamber of Commerce.

6.2 Outreach efforts will be made as follows:

- (a) The Administrator shall cultivate and maintain relationships with Small Business trade associations and business development organizations in an effort to locate and qualify capable Small and Minority-Owned Telecommunications Businesses for participation in contracting opportunities.
- (b) The Administrator shall ensure that TDS Telecom assists Small and Minority-Owned Telecommunications Businesses by arranging solicitations, time for the preparation of bids, quantities, specifications, and delivery schedules so as to facilitate the participation by such concerns.
- (c) The Administrator shall ensure that TDS Telecom provides adequate and timely consideration of the potentialities of Small and Minority-Owned Telecommunications Businesses in "make or buy" decisions.
- (d) Appropriate members of management will attend seminars and trade fairs in order to develop sources.

7.0 PLAN REPORTING

7.1 TDS Telecom will submit such periodic reports and cooperate in those studies or surveys as may be required to determine the extent of compliance with this Plan.

7.2 TDS Telecom will maintain, if required, the following types of records:

- (a) Source lists, guides, and other data that identify Small and Minority-Owned Telecommunications Businesses.
- (b) Lists of organizations contacted in an attempt to locate sources that are Small and Minority-Owned Telecommunications Businesses.
- (c) Records of any outreach efforts to contact trade associations, business development organizations, and conferences and trade fairs attended.

7.3 TDS Telecom's Supplier Master List identifies Small and Minority-Owned Telecommunications Businesses. The Supplier List shall be utilized in identifying potential contractors. A Summary Sheet shall be maintained in each supplier's file and shall be reviewed and evaluated by the Plan Administrator.

TDS Long Distance Corporation, Inc.

SMALL AND MINORITY-OWNED TELECOMMUNICATIONS
BUSINESS PARTICIPATION PLAN

SUBMITTED TO THE
TENNESSEE REGULATORY AUTHORITY

January 30, 2013

**SMALL AND MINORITY-OWNED TELECOMMUNICATIONS BUSINESS
PARTICIPATION PLAN**

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7.0 PLAN REPORTING

SMALL AND MINORITY-OWNED TELECOMMUNICATIONS BUSINESS PARTICIPATION P

1.0 PLAN

- 1.1 This small and minority-owned telecommunications business participation plan (Plan) is submitted by TDS Long Distance Corporation as required by Section 16 of the Tennessee Telecommunications Act of 1995, now codified as T.C.A. § 65-5-212.
- 1.2 The Administration of this Plan is the responsibility of TDS Long Distance Corporation. It is the policy of TDS Long Distance Corporation to provide an opportunity for Small Business, and Minority-Owned Businesses to compete for subcontracts awarded by TDS Long Distance Corporation on a fair and equitable basis with certified telecommunications suppliers and contractors.
- 1.3 This plan is a statement of objectives and is not intended to create any legal obligation of TDS Long Distance Corporation to any person or organization.

2.0 DEFINITIONS

- 2.1 Small Business - For the purpose of this Plan, "small business" means a business with annual gross receipts of less than four million dollars (\$4,000,000) per T.C.A. &65-5-212.
- 2.2 Minority Business - For the purpose of this Plan, "minority business" means a business that is solely owned, or at least fifty-one (51%) of the assets or outstanding stock of which is owned by an individual who personally manages and controls the daily operations of such business, and who is impeded from non entry into the economic mainstream because of race, religion, sex or national origin and such business has annual gross receipts of less than four million dollars (\$4,000,000) per T.C.A.&65-5-212.

3.0 PLAN RESPONSIBILITY AND POLICY STATEMENT

3.1 It is the policy of TDS Long Distance Corporation to afford Small and Minority-Owned Telecommunications Businesses an opportunity to participate in the performance of contracts in accordance with T.C.A. 665- 5-212.

3.2 As a purchaser of goods and services, it is TDS Long Distance Corporation's responsibility to:

- Identify and maintain a pool of qualified Telecommunications suppliers.

- Provide opportunities for Small and Minority Owned Businesses to bid in those solicitations for telecommunications products or services which they are capable of providing, and which meet RUS (Rural Utility Service) standards.

4.0 PLAN PERIOD OF EFFECTIVENESS

4.1 TDS Long Distance Corporation is committed to providing affirmative access to contracting opportunities for Small and Minority-Owned Telecommunications Businesses. TDS Long Distance Corporation is proactive and will move toward inclusion of such firms in the telecommunications supplier base. This plan represents an on-going commitment by the Company, and has no fixed time period for effectiveness.

5.0 PLAN ADMINISTRATION

5.1 TDS Long Distance Corporation's Plan Administrator is:

Mr. Jon Finseth
Manager - Procurement
525 Junction Road
Madison, WI 53717
Telephone: 608-664-4067 FAX: 608-664-4519

5.2 The Administrator manages the Plan as described below.

5.3 The Administrator's specific job duties, as they relate to this Plan are as follows:

- (a) Develops and maintains a Supplier Master List which is a listing of Small and Minority-Owned Telecommunications Businesses who are deemed eligible to be telecommunications suppliers for TDS Long Distance Corporation.
- (b) Establishes and maintains policies and procedures to ensure that Small and Minority-Owned Telecommunications Businesses have an equitable opportunity to be awarded contracts.
- (c) Ensures inclusion of Small and Minority-Owned Telecommunications Businesses in those solicitations for telecommunications products or services which they are capable of providing, and which meet United States Department of Agriculture Rural Utility Service (RUS) standards.
- (d) Maintains Small and Minority-Owned Telecommunications Businesses related correspondence and record keeping.
- (e) Coordinates activities during the conduct of any compliance review by the Tennessee state agencies.
- (f) Attends or arranges for attendance by appropriate members of management at Small Business workshops, Minority Business Enterprise Seminars, Trade Fairs, and Conventions.

6.0 PLAN TO ASSURE EQUITABLE OPPORTUNITY

- 6.1 The Administrator shall ensure that appropriate source listings and services are properly utilized in support of the Plan. Sources/listings include, but are not limited to the following:
- (a) The TDS Long Distance Corporation approved Master Supplier List.
 - (b) Information received from the Small Business Administration Procurement Automated Source System (PASS).
 - (c) Information sources received from the TN Department of Economic Development's Office of Minority Business Enterprise and Small Business Office.
 - (d) Information received from the local Chamber of Commerce.

6.2 Outreach efforts will be made as follows:

- (a) The Administrator shall cultivate and maintain relationships with Small Business trade associations and business development organizations in an effort to locate and qualify capable Small and Minority-Owned Telecommunications Businesses for participation in contracting opportunities.
- (b) The Administrator shall ensure that TDS Long Distance Corporation assists Small and Minority-Owned Telecommunications Businesses by arranging solicitations, time for the preparation of bids, quantities, specifications, and delivery schedules so as to facilitate the participation by such concerns.
- (c) The Administrator shall ensure that TDS Long Distance Corporation provides adequate and timely consideration of the potentialities of Small and Minority-Owned Telecommunications Businesses in "make or buy" decisions.
- (d) Appropriate members of management will attend seminars and trade fairs in order to develop sources.

7.0 PLAN REPORTING

7.1 TDS Long Distance Corporation will submit such periodic reports and cooperate in those studies or surveys as may be required to determine the extent of compliance with this Plan.

7.2 TDS Long Distance Corporation will maintain, if required, the following types of records:

- (a) Source lists, guides, and other data that identify Small and Minority-Owned Telecommunications Businesses.
- (b) Lists of organizations contacted in an attempt to locate sources that are Small and Minority-Owned Telecommunications Businesses.
- (c) Records of any outreach efforts to contact trade associations, business development organizations, and conferences and trade fairs attended.

7.3 TDS Long Distance Corporation's Supplier Master List identifies Small and Minority-Owned Telecommunications Businesses. The Supplier List shall be utilized in identifying potential contractors. A Summary Sheet shall be maintained in each supplier's file and shall be reviewed and evaluated by the Plan Administrator.

Appendix 11
Spring City Cable TV, Inc.

FARRIS MATHEWS BOBANGO, PLC

ATTORNEYS AT LAW

Nashville · Memphis

HISTORIC CASTNER-KNOTT BUILDING
618 CHURCH STREET, SUITE 300
NASHVILLE, TENNESSEE 37219

(615) 726-1200 telephone · (615) 726-1776 facsimile

Charles B. Welch, Jr.
cwelch@farrismathews.com

Direct Dial:
(615) 687-4230

January 14, 2013

Tennessee Regulatory Authority
ATTN: Jerry Kettles
460 James Robertson Parkway
Nashville, TN 37243

Dear Mr. Kettles:

In accordance with T.C.A. §7-59-313 which requires holders of state-issued Certificates of Franchise Authority to submit an annual report each year to the Tennessee Regulatory Authority, please find the minority business participation plan for Spring City Cable TV, Inc. attached hereto.

If you should have any questions, please do not hesitate to contact me.

Very truly yours,

FARRIS MATHEWS BOBANGO PLC



Charles B. Welch, Jr.

Enclosure

Cc: Walter E. Hooper III

MINORITY-OWNED BUSINESS PARTICIPATION PLAN

1.0 PLAN

- 1.1 This Minority-Owned Business Plan ("Plan") is submitted by Spring City Cable TV, Inc. ("Spring City Cable") as required by the Competitive Cable & Video Service Act of 2008, codified as T.C.A. § 7-59-313.
- 1.2 The Administration of this Plan is the responsibility of Spring City Cable. It is the policy of Spring City Cable to provide an opportunity for Minority Owned Businesses to compete for subcontracts awarded by Spring City Cable on a fair and equitable basis with certified suppliers and contractors.
- 1.3 This plan is a state of objectives and is not intended to create any legal obligation of Spring City Cable of any person or organization.

2.0 DEFINITIONS

- 2.1 Minority Business -- For the purpose of this Plan, "minority business" means a business that is solely owned, or at least fifty-one percent (51%) of the assets of outstanding stock of which is owned by an individual who personally manages and controls the daily operations of such business, and who is impeded from non-entry into the economic mainstream per T.C.A. § 7-59-313(1)(A-C).

3.0 PLAN RESPONSIBILITY AND POLICY STATEMENT

- 3.1 It is the policy of Spring City Cable to afford Minority-Owned Businesses an opportunity to participate in the performance of contracts in accordance with T.C.A. § 7-59-313(b).
- 3.2 As a purchase of goods and services, it is Spring City Cable's responsibility to:
 - Identify and maintain a pool of qualified suppliers.
 - Provide opportunities for Minority Owned Businesses to bid in those solicitations for products or services which they are capable of providing, and which meet RUS (Rural Utility Service) standards.

4.0 PLAN PERIOD OF EFFECTIVENESS

- 4.1 Spring City Cable is committed to providing affirmative access to contracting opportunities for Minority-Owned Businesses. Spring City Cable is proactive and will move toward inclusion of such firms in the supplier base. This Plan represents an ongoing commitment by Spring City Cable and has no fixed time period for effectiveness.

5.0 PLAN ADMINISTRATION

5.1 Spring City Cable Plan Administrator is:

Walter Hooper
President & CEO
Spring City Cable TV, Inc.
140 Ellis Street
Spring City, Tennessee 37381
Telephone: (423) 365-7288
Fax: (423) 799-0900
Walter3@springcitycable.com

5.2 The Administrator manages the Plan as described below.

5.3 The Administrator's specific job duties, as they related to this Plan, are as follows:

- (a) Develop, establish and maintain policies and procedures to ensure Minority-Owned Businesses have an equitable opportunity to be awarded contracts.
- (b) Ensure inclusion of Minority-Owned Businesses in those solicitations for products or services which they are capable of providing and which meet United States Department of Agricultural Rural Utility Service (RUS) standards.
- (c) Maintain Minority-Owned Businesses related correspondence and record keeping.
- (d) Coordinate activities during the conduct of any compliance review by Tennessee state agencies.
- (e) Attend or arrange for attendance by appropriate members of management at Minority Business Enterprise Seminars, Trade Fairs and Conventions.

6.0 PLAN TO ASSURE EQUITABLE OPPORTUNITY

6.1 The Administrator shall ensure appropriate source listings and services are properly utilized in support of the Plan. Sources/listings include, but are not limited to, the following:

- (a) The Spring City Cable approved Master Supplier List.
- (b) Information received from the Small Business Administration Procurement Automated Source System (PASS).
- (c) Information sources received from the Tennessee Department of Economic Development's Office of Minority Business Enterprise and Small Business Office.
- (d) Information received from the local Chamber of Commerce.

6.2 Outreach efforts will be made as follows:

- (a) The Administrator shall cultivate and maintain relationships with Small Business trade associations and business development organizations in an effort to locate and qualify capable Minority-Owned Businesses for participation in contracting opportunities.
- (b) The Administrator shall ensure Spring City Cable assists Minority-Owned Businesses by arranging solicitations, time for the preparation of bids, quantities, specifications, and delivery schedules so as to facilitate the participation by such concerns.
- (c) The Administrator shall ensure Spring City Cable provides adequate and timely consideration of the potentialities of Minority-Owned Businesses in "make or buy" decisions.
- (d) Appropriate members of management will attend seminars and trade fairs in order to develop sources.

7.0 PLAN REPORTING

- 7.1 Spring City Cable will submit periodic reports and cooperate in those studies or surveys as may be required to determine the extent of compliance with this Plan.
- 7.2 Spring City Cable will maintain, if required, the following types of records:
 - (a) Source lists, guides and other data that identify Minority-Owned Businesses.
 - (b) Lists of organizations contacted in an attempt to locate sources that are Minority-Owned Businesses.
 - (c) Records of any outreach efforts to contact trade associations, business development organizations, and conferences and trade fairs attended.
- 7.3 Spring City Cable's Supplier Master List identifies Minority-Owned Businesses. The Supplier Master List shall be utilized in identifying potential contractors. A summary sheet shall be maintained in each supplier's file and shall be reviewed and evaluated by the Plan Administrator.

Appendix 12

United Communications



Chapel Hill, Tennessee 37034

January 22, 2013

Mr. Jerry Kettles, Chief
Economic Analysis and Policy Division
Tennessee Regulatory Authority
460 James Robertson Parkway
Nashville, TN 37243

Re: Annual Report on Compliance with the Minority Business Participation Plan

Dear Mr. Kettles,

Pursuant to §7-59-313 of the Tennessee Code, please find United Telephone Company's, d/b/a United Communications Minority Owned Telecommunications Business Participation Plan for 2013 is unchanged from 2012. We are enclosing an original and one copy for your convenience. If you have any questions, please contact me at 931/364-4322.

Sincerely,

A handwritten signature in black ink, appearing to read 'W. H. Bradford', with a long, sweeping underline.

William H. Bradford
President and CEO

Enclosures

EXHIBIT D

**SMALL AND MINORITY-OWNED TELECOMMUNICATIONS BUSINESS
PARTICIPATION PLAN**

(see attached plan)

UNITED TELEPHONE COMPANY
And
UTC VIDEO CONCEPTS, LLC
Chapel Hill, Tennessee

TENNESSEE

SMALL AND MINORITY-OWNED TELECOMMUNICATIONS BUSINESS
PARTICIPATION PLAN

SUBMITTED TO THE
TENNESSEE REGULATORY AUTHORITY

SMALL AND MINORITY-OWNED TELECOMMUNICATIONS BUSINESS
PARTICIPATION PLAN

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- 6.0 PLAN TO ENSURE EQUITABLE OPPORTUNITY
- 7.0 PLAN REPORTING

**SMALL AND MINORITY-OWNED TELECOMMUNICATIONS BUSINESS
PARTICIPATION PLAN**

1.0 PLAN

- 1.1 This Small and Minority-Owned Telecommunications Business Participation Plan (Plan) is submitted by United Telephone Company as required by Section 16 of the Tennessee Telecommunications Act of 1995, now codified as T.C.A. § 65-5-112.
- 1.2 The Administration of this Plan is the responsibility of United Telephone Company. It is the policy of United Telephone Company to provide an opportunity for Small Business, and Minority Businesses to compete for subcontracts awarded by United Telephone on a fair and equitable basis with Telecommunications suppliers and contractors.

2.0 DEFINITIONS

- 2.1 Small Business – For the purpose of this Plan, “small business” means a business with annual gross receipts of less than four million dollars (\$4,000,000) per T.C.A. § 65-5-112.
- 2.2 Minority Business – For the purpose of this Plan, “minority business” means a business that is solely owned, or at least fifty-one (51%) of the assets or outstanding stock of which is owned by an individual who personally manages and controls the daily operations of such business, and who is impeded from normal entry into the economic mainstream because of race, religion, sex or national origin and such business has annual gross receipts of less than four million dollars (\$4,000,000) per T.C.A. § 65-5-112.
- 2.3 United Telephone Company – For the purpose of this Plan, “United Telephone Company” includes both United Telephone Company and its wholly-owned subsidiary, UTC Video Concepts, LLC.

3.0 PLAN RESPONSIBILITY AND POLICY STATEMENT

- 3.1 It is the policy of United Telephone Company to afford Small and Minority-Owned Telecommunications Businesses and opportunity to participate in the performance of contracts in accordance with T.C.A. § 65-5-112.
- 3.2 As a purchaser of goods and services, it is United Telephone’s responsibility to:
 - Identify and maintain a pool of qualified Telecommunications suppliers.
 - Provide opportunities for Small and Minority-Owned Telecommunications Businesses to bid in those solicitations for products or services which they are capable of providing and which meet RUS (Rural Utilities Service) standards.

4.0 PLAN PERIOD OF EFFECTIVENESS

- 4.1 United Telephone Company is committed to providing affirmative access to contracting opportunities for Small and Minority-Owned Telecommunications Businesses. United Telephone Company is proactive and will move toward inclusion of such firms in the supplier base. This plan represents an on-going commitment by the Company, and has no fixed time period for effectiveness.

5.0 PLAN ADMINISTRATION

5.1 United Telephone Company's Plan Administrator is:

Mr. William Bradford
President & CEO
120 Taylor Street
P. O. Box 38
Chapel Hill, Tennessee 37034
Telephone: 931/364-4355 Fax: 931/364-7202

5.2 The Administrator manages the Plan as described below.

5.3 The Administrator's specific job duties, as they relate to this Plan are as follows:

- (a) Develops and maintains a Supplier Master List, which is a listing of Small and Minority-Owned Telecommunications Businesses who are deemed eligible to be suppliers for United Telephone Company.
- (b) Establishes and maintains policies and procedures to ensure that Small and Minority-Owned Telecommunications Businesses have an equitable opportunity to be awarded contracts.
- (c) Ensures inclusion of Small and Minority-Owned Telecommunications Businesses in those solicitations for products or services which they are capable of providing, and which meet RUS standards.
- (d) Ensures that United Telephone Company documents its reasons for not awarding contracts in response to the bids submitted by Small and Minority-Owned Telecommunications Businesses.
- (e) Maintains Small and Minority-Owned Telecommunications Businesses related correspondence and record keeping.
- (f) Coordinates activities during the conduct of any compliance review by the Tennessee state agencies.
- (g) Attends or arranges for attendance by appropriate members of management of Small Business workshops, Minority Business Enterprise Seminars, Trade Fairs, and Conventions.
- (h) Reviews performance on Small and Minority-Owned Telecommunications Businesses contracting.
- (i) Prepares and submits periodic contracting reports as necessary.

6.0 PLAN TO ENSURE EQUITABLE OPPORTUNITY

6.1 The Administrator shall ensure that appropriate source listings and services are properly utilized in support of the Plan. Sources/listings include, but are not limited to the following:

- (a) The United Telephone Company approved Master Supplier List.
- (b) Information received from the Small Business Administration Procurement Automated Source System (PASS).

- (c) Information sources received from the TN Department of Economic Development's Office of Minority Business Enterprise and Small Business Office.
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- (d) Appropriate members of management will attend seminars and trade fairs in order to develop sources.

7.0 PLAN REPORTING

- 7.1 United Telephone Company will submit such periodic reports and cooperate in those studies or surveys as may be required to determine the extent of compliance with this Plan.
- 7.2 United Telephone Company will maintain, if required, the following types of records:
 - (a) Source lists, guides, and other data that identify Small and Minority-Owned Telecommunications Businesses.
 - (b) Lists of organizations contacted in an attempt to locate sources that are Small and Minority-Owned Telecommunications Businesses.
 - (c) Records of any outreach efforts to contact trade associations, business development organizations, and conferences and trade fairs attended.
- 7.3 United Telephone Company's Supplier Master List identifies Small and Minority-Owned Telecommunications Businesses. The Supplier List shall be utilized in identifying potential contractors. A Summary Sheet shall be maintained in each supplier's file and shall be reviewed and evaluated by the Plan Administrator.

Appendix 13
West Kentucky Rural Telephone
Cooperative



January 16, 2013

Jerry Kettles
Chief, Economic Analysis and Policy Division
Tennessee Regulatory Authority
460 James Robertson Parkway
Nashville, Tennessee 37243-0505

Subject: Cable TV - Small and Minority-Owned Telecommunications
Business Participation Plan; §7-59-313

Dear Mr. Kettles,

Please find the Small and Minority-Owned Telecommunications Business Participation Plan, labeled West Kentucky Networks, Inc. West Kentucky Networks, Inc. is a wholly owned subsidiary of West Kentucky Rural Telephone Cooperative Corporation, Inc. d/b/a "WK&T.

If you have any further questions, please contact me at 270-674-1000, x279.

Sincerely,

A handwritten signature in black ink that reads "Martin Clift". The signature is written in a cursive, flowing style with a small loop at the end of the last name.

Martin Clift
Regulatory Manager
West Kentucky Rural Telephone Cooperative Corporation, Inc.

WEST KENTUCKY NETWORKS, INC.

SMALL AND MINORITY -OWNED
TELECOMMUNICATIONS
BUSINESS PARTICIPATION PLAN

Pursuant to T.C.A. 65-5-212, as amended, West Kentucky Networks, Inc. submits this small and minority-owned Telecommunications business participation plan (the "Plan").

I. PURPOSE

The purpose of 65-5-212 is to provide opportunities for small and minority-owned businesses to provide goods and services to Telecommunications service providers. West Kentucky Networks, Inc. is committed to the goals of 65-5-212 and to taking steps to support the participation of small and minority-owned Telecommunications businesses in the Telecommunications industry. West Kentucky Networks, Inc. will endeavor to provide opportunities for small and minority-owned Telecommunications businesses to compete for contracts and subcontracts for goods and services. As part of its procurement process, West Kentucky Networks, Inc. will make efforts to identify and inform minority-owned and small businesses that are qualified and capable of providing goods and services to West Kentucky Networks, Inc. West Kentucky Networks, Inc. will seek to increase awareness of such opportunities so that companies will have sufficient information to participate in the procurement process.

II. DEFINITIONS

As defined in 65-5-212.

Minority-Owned Business. Minority-owned business shall mean a business which is solely owned, or at least fifty-one percent (51%) of the assets or outstanding stock of which is owned, by an individual who personally manages and controls daily operations of such business, and who is impeded from the normal entry into the economic mainstream because of race, religion, sex or national origin and such business has annual gross receipts of less than four million dollars (\$4,000,000).

Small Business. Small Business shall mean a business with annual gross receipts of less than four million dollars (\$4,000,000).

III. ADMINISTRATION

West Kentucky Network's Plan will be overseen and administered by the individual named below, hereinafter referred to as the Administrator, who will be responsible for carrying out and promoting full efforts to provide equal opportunities for small and minority-owned businesses. The Administrator of the Plan will be:

Trevor Bonnstetter, CEO
West Kentucky Networks, Inc.
237 North 8th Street
Mayfield, Kentucky 42066
Telephone: 270-674-1000
Facisimile: 270-856-3035

The Administrator's responsibilities will include:

- (1) Maintaining an updated Plan in full compliance with 65-5-212 and the rules and orders of the Tennessee Regulatory Authority.
- (2) Establishing and developing policies and procedures necessary for the successful implementation of the Plan.
- (3) Preparing and submitting such forms as may be required by the Tennessee Regulatory authority, including the filing of required annual updates.
- (4) Serving as the primary liaison to and cooperate with the Tennessee Regulatory Authority, other agencies of the State of Tennessee, and small and minority-owned businesses to locate and use qualified small and minority-owned businesses as defined in 65-5-212.
- (5) Searching for and developing opportunities to use small and minority-owned businesses and encouraging such businesses to participate in and bid on contracts and subcontracts.
- (6) Providing records and reports and cooperate in any authorized surveys as required by the Tennessee Regulatory Authority.
- (7) Establishing a record-keeping system to track qualified small and minority-owned businesses and efforts to use such businesses.

In performance of these duties, the Administrator will utilize a number of resources, including,

Chambers of Commerce

The Tennessee Department of Economic and Community Development

The United States Department of Commerce

Small Business Administration

Office of Minority Business

The National Minority Supplier Development Counsel

The National Association of Women Business Owners

The National Association of Minority Contractors

Historically Black Colleges, Universities and Minority Institutions

The efforts to promote and ensure equal opportunities for small and minority-owned businesses are primarily spelled out in the Administrator's duties above. Additional efforts to provide opportunities to small and minority-owned businesses will include offering, where appropriate and feasible, small and minority-owned businesses assistance with technical, insurance, bonding, licensing, production, and deadline requirements.

IV. RECORDS AND COMPLIANCE REPORTS

West Kentucky Networks, Inc. will maintain records of qualified small and minority-owned business and efforts to use the goods and services of such businesses. In addition, West Kentucky Networks, Inc. will submit records and reports required by the Tennessee Regulatory Authority concerning the plan. Moreover, West Kentucky Networks, Inc. will cooperate fully with any surveys and studies required by the Tennessee Regulatory authority.

West Kentucky Networks, Inc.

By: 

Trevor Bonnstetter
CEO

May 30, 2007

Appendix 14

Millington CATV



phone 870.336.2300 fax 870.336.2301 office P.O. Box 17040, Jonesboro, AR 72403

January 30, 2013

Tennessee Regulatory Authority
ATTN: Jerry Kettles
460 James Robertson Parkway
Nashville, TN 37243

RE: TCA 65-5-212 Small and Minority-Owned Telecommunications Business Participation Plan

Dear Mr. Kettles:

Enclosed please find the existing Minority-Owned Business Participation Plan of Millington CATV, Inc. This plan has recently been implemented for Millington CATV.

If there are any questions or if you need anything else in regard to this matter, I can be reached at 870-336-2345 or at John.Strode@RitterCommunications.com.

Sincerely,

A handwritten signature in black ink, appearing to read "John Strode". The signature is fluid and cursive, with the first and last names being the most prominent.

John Strode
Vice President-External Affairs

Enclosure

Millington CATV, Inc.

**MINORITY-OWNED
BUSINESS PARTICIPATION PLAN**

MILLINGTON CATV, INC.
MINORITY-OWNED
BUSINESS PARTICIPATION PLAN
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7.0 PLAN REPORTING

MINORITY-OWNED BUSINESS PARTICIPATION PLAN

1.0 PLAN

- 1.1 This Minority-Owned Business Participation Plan ("Plan") is submitted by Millington CATV, Inc. ("Millington"), as required by the Competitive Cable & Video Service Act of 2008, relevant provisions of which are codified at Tenn. Code Ann. § 7-59-313.
- 1.2 The Administration of this Plan is the responsibility of Millington. It is the policy of Millington to provide an opportunity for Minority-Owned Businesses to compete for subcontracts awarded by Millington on a fair and equitable basis with certified suppliers and contractors.
- 1.3 This Plan is a statement of objectives and is not intended to create any legal obligation on behalf of Millington or any person or organization.

2.0 DEFINITIONS

- 2.1 **Minority Business:** For the purpose of this Plan, "Minority-Owned Business" means a business that is solely owned, or at least fifty-one percent (51%) of the assets or outstanding stock of which is owned, by an individual who personally manages and controls the daily operations of such business, and who is impeded from non-entry into the economic mainstream as defined in Tenn. Code Ann. § 7-59-313(a)(1)(A-C).

3.0 PLAN RESPONSIBILITY AND POLICY STATEMENT

- 3.1 It is the policy of Millington to afford Minority-Owned Businesses an opportunity to participate in the performance of contracts in accordance with T.C.A 7-59-313(b).
- 3.2 As a purchaser of goods and services, it is Millington's responsibility to:
 - (a) Identify and maintain a pool of qualified suppliers.
 - (b) Provide opportunities for Minority-Owned Businesses to bid in those solicitations for products or services which they are capable of providing, and which meet RUS (Rural Utility Service) standards.

4.0 PLAN PERIOD OF EFFECTIVENESS

- 4.1 Millington is committed to providing affirmative access to contracting opportunities for Minority-Owned Businesses. Millington is proactive and will move toward inclusion of such firms in the supplier base. This plan represents an on-going commitment by Millington, and has no fixed time period for effectiveness.

5.0 PLAN ADMINISTRATION

- 5.1 Millington's Plan Administrator is:

Mr. Michael K. Chesney
PO Box 399
Millington, Tennessee 38083-0399
Phone: 901-872-5100

- 5.2 The Administrator manages the Plan as described below.

- 5.3 The Administrator's specific job duties, as they relate to this Plan are as follows:

- (a) Develops and maintains policies and procedures to ensure that Minority-Owned Businesses have an equitable opportunity to be awarded contracts.
- (b) Establishes and maintains policies and procedures to ensure that Minority-Owned Businesses have an equitable opportunity to be awarded contracts.
- (c) Ensures inclusion of Minority-Owned Businesses in those solicitations for products or services which they are capable of providing.
- (d) Maintains Minority-Owned Business related correspondence and record keeping.
- (e) Coordinates activities during the conduct of any compliance review by the Tennessee state agencies.
- (f) Attends or arranges for attendance by appropriate members of management at, Minority Business Enterprise Seminars, Trade Fairs, and Conventions.

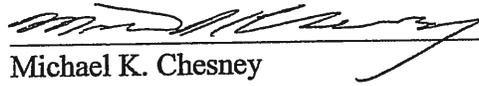
6.0 PLAN TO ASSURE EQUITABLE OPPORTUNITY

- 6.1 The Administrator shall ensure that appropriate source listings and services are properly utilized in support of the Plan. Sources/listings include, but are not limited to the following:
- (a) The Millington-approved Master Supplier list.
 - (b) Information received from the Small Business Administration Procurement Automated Source System (PASS).
 - (c) Information sources received from the TN Department of Economic Development's Office of Minority Business Enterprise and Small Business Office.
 - (d) Information received from the local Chamber of Commerce.
- 6.2 Outreach efforts will be made as follows:
- (a) The Administrator shall cultivate and maintain relationships with Small Business trade associations and business development organizations in an effort to locate and qualify capable Minority-Owned Businesses for participation in contracting opportunities.
 - (b) The Administrator shall ensure that Millington assists Minority-Owned Businesses by arranging solicitations, time for the preparation of bids, quantities, specifications, and delivery schedules so as to facilitate the participation by such concerns.
 - (c) The Administrator shall ensure that Millington provides adequate and timely consideration of the potentialities of Minority-Owned Businesses in "make or buy" decisions.
 - (d) Appropriate members of management will attend seminars and trade fairs in order to develop sources.

7.0 PLAN REPORTING

- 7.1 Millington will submit such periodic reports and cooperate in those studies or surveys as may be required to determine the extent of compliance with this Plan.
- 7.2 Millington will maintain, if required, the following types of records:
- (a) Source lists, guides, and other data that identify Minority-Owned Businesses.
 - (b) Lists of organizations contacted in an attempt to locate sources that are Minority-Owned Businesses.
 - (c) Records of any outreach efforts to contact trade associations, business development organizations, and conferences and trade fairs attended.
- 7.3 Millington's Supplier Master List identifies Minority-Owned Businesses. The Supplier List shall be utilized in identifying potential contractors. A Summary Sheet shall be maintained in each supplier's file and shall be reviewed and evaluated by the Plan Administrator.

FURTHER AFFIANT SAYETH NOT.


Michael K. Chesney

State of Tennessee)
 Shelby)
County of ~~Davidson~~)

Sworn to and subscribed before me, this 13th day of November, 2012.




Mary B. Carver

Notary Public

MY COMMISSION EXPIRES

My Commission Expires: FEBRUARY 15, 2016