

**BEFORE THE PUBLIC UTILITIES COMMISSION
OF THE STATE OF CALIFORNIA**

Order Instituting Rulemaking into)
Implementation of Public Utilities Code)
Sections 8281-8285 relating to Women)
Minority - Disabled Veteran)
Business Enterprises)
_____)

**LIBERTY UTILITIES (CALPECO ELECTRIC) LLC
UTILITY SUPPLIER DIVERSITY PROGRAM REPORT
FOR CALENDAR YEAR 2016**

March 1, 2017

**Liberty Utilities (CalPeco Electric) LLC
2016 Annual Report & 2017 Annual Plan**

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ANNUAL REPORT

This filing, in compliance with the requirements of California Public Utilities Commission (CPUC) General Order 156 Sections 9 and 10 and Decision 88-04-057, as modified by Decision Nos. 88-09-024, 89-08-041, 90-11-053, 90-12-027, 92-06-030, 95-12-045, 96-12-081, 98-11-030, 03-11-024, 05-12-023, 06-08-031, includes the 2016 Annual Report of Liberty Utilities (CalPeco Electric) LLC (“Liberty CalPeco”), and 2017 Annual Plan of Utility Supplier Diversity Program. The annual report describes the program activities and results achieved by Liberty CalPeco for the period January 1 through December 31, 2016.

INTRODUCTION AND EXECUTIVE SUMMARY

Liberty CalPeco is an investor-owned corporation with operating subsidiaries engaged in energy and utility services. The Service Area for which electricity will be served by Liberty CalPeco is serving more than 49,000 customers in the Lake Tahoe basin. Liberty CalPeco supplies electric distribution service in portions of the counties of Nevada, Placer, Sierra, Plumas, Eldorado, Mono, and Alpine in the State of California.

Summary of Results:

Liberty CalPeco achieved a Diverse Spend of 30.54% with verified diverse business enterprises against the targeted goal of 22.5%.

Liberty Utilities spent \$8.1 million with diverse business enterprises. This represents an increase of \$3.24 million from the amount spent with diverse business in 2015.

Sec. 9.1.1 – Description of Utility Supplier Diversity Program activities engaged in during the previous calendar year. This description shall include both internal and external activities.

Internal Activities

The Liberty CalPeco Supplier Diversity Policy that was written and implemented effective January, 2011 is formally reviewed on an annual basis for regulatory consistency and updated accordingly. Liberty CalPeco's Purchasing Department continues to actively identify which active and current suppliers fall within Liberty's Supplier Diversity Policy. To this end, Liberty CalPeco's Purchasing Department developed and distributed a diversity questionnaire to all existing and new suppliers. All new suppliers are presented with the questionnaire as part of the qualification packet. These efforts confirm the Supplier Diversity status of many of Liberty CalPeco suppliers and also identify uncertified suppliers as we reach out with information to become certified. The group of existing uncertified suppliers continues to be the primary focus of Liberty CalPeco 2016 Supplier Mentoring Program. The Purchasing Department routinely checks The Supplier Clearinghouse in order to bid within a more diverse group. The Purchasing Department continues to include a brief outline of Liberty CalPeco's diversity policy on the back of their business cards. Other departments continue to follow this practice and it has allowed Liberty CalPeco staff to continue to engage vendors in meaningful conversation regarding the program's benefits.

External Activities

The Liberty CalPeco's management team continues to use their affiliation with local community business groups (Rotary, Elks Club, etc.) as an opportunity to educate local businesses about General Order 156 as well as Liberty CalPeco's Supplier application process. Business relationships at these events were initiated and communications regarding future engagements are on-going.

Sec. 9.1.2 – Utility Supplier Diversity Program Annual Results – Statistical Reports

Liberty CalPeco		Report for 2016		G.O. #156 Sec. 9.1.2		
WMDVLGBTBE Annual Results by Ethnicity						
		2016				
		Direct	Sub	Total \$	%	
1	Minority Male	Asian Pacific American	\$1,886	\$0	\$0	0.01%
2		African American	\$433,334	\$0	\$0	1.63%
3		Hispanic American	\$4,056,921	\$0	\$0	15.30%
4		Native American	\$0	\$0	\$0	0.00%
5		Total Minority Male	\$4,492,141	\$0	\$0	16.95%
6	Minority Female	Asian Pacific American	\$95,161	\$0	\$0	0.36%
7		African American	\$0	\$0	\$0	0.00%
8		Hispanic American	\$0	\$0	\$0	0.00%
9		Native American	\$0	\$0	\$0	0.00%
10		Total Minority Female	\$95,161	\$0	\$0	0.36%
11	Total Minority Business Enterprise (MBE)		\$4,587,301	\$0	\$0	17.30%
12	Women Business Enterprise (WBE)		\$3,452,153	\$0	\$0	13.02%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$0	\$0	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		\$23,290	\$0	\$0	0.09%
15	Other 8(a)*		\$32,812	\$0	\$0	0.12%
16	TOTAL WMDVLGBTBE		\$8,095,556	\$0	\$0	30.54%
17	Net Procurement**		\$26,508,824			
NOTE: * FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE ** NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS Direct - DIRECT PROCUREMENT Sub - SUBCONTRACTOR PROCUREMENT % - PERCENTAGE OF NET PROCUREMENT						

			Products		Services		Total		
			\$	%	\$	%	\$	%	
1	Minority Male	Asian Pacific American	Direct	\$1,886	0.01%	\$0	0.00%	\$1,886	0.01%
2		African American	Direct	\$83,590	0.32%	\$349,744	1.32%	\$433,334	1.63%
3		Hispanic American	Direct	\$0	0.00%	\$4,056,921	15.30%	\$4,056,921	15.30%
4		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
5		Total Minority Male	Direct	\$85,476	0.32%	\$4,406,664	16.62%	\$4,492,141	16.95%
6	Minority Female	Asian Pacific American	Direct	\$95,161	0.36%	\$0	0.00%	\$95,161	0.36%
7		African American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
8		Hispanic American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
9		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
10		Total Minority Female	Direct	\$95,161	0.36%	\$0	0.00%	\$95,161	0.36%
11	Total Minority Business Enterprise (MBE)		Direct	\$180,637	0.68%	\$4,406,664	16.62%	\$4,587,301	17.30%
12	Women Business Enterprise (WBE)		Direct	\$348,647	1.32%	\$3,103,562	11.71%	\$3,452,229	13.02%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		Direct	\$23,005	0.09%	\$285	0.00%	\$23,290	0.09%
15	Other 8(a)*		Direct		0.00%	\$32,812	0.12%	\$32,812	0.12%
16	TOTAL WMDVLGBTBE		Direct	\$552,289	2.08%	\$7,543,343	28.46%	\$8,095,632	30.54%

17	Total Product Procurement	\$3,339,121
18	Total Service Procurement	\$23,163,702
19	Net Procurement**	\$26,508,824
20	Total Number of WMDVLGBTBEs that Received Direct Spend	28

NOTE: * FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE
 ** NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS
 Direct- DIRECT PROCUREMENT
 S-L- SUBCONTRACTOR PROCUREMENT
 X- PERCENTAGE OF NET PROCUREMENT

Liberty CalPeco	Report for 2016	G.O. #156 Sec. 9.1.2
WMDVLGBTBE Subcontractor Procurement by Product and Service Categories		

				Products		Services		Total	
				\$	%	\$	%	\$	%
1	Minority Male	Asian Pacific American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
2		African American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
3		Hispanic American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
4		Native American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
5		Total Minority Male	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
6	Minority Female	Asian Pacific American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
7		African American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
8		Hispanic American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
9		Native American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
10		Total Minority Female	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
11	Total Minority Business Enterprise (MBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
12	Women Business Enterprise (WBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
15	Other 8(a)*		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
16	TOTAL WMDVLGBTBE		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%

17	Total Product Procurement	\$3,339,121
18	Total Service Procurement	\$23,169,702
19	Net Procurement**	\$26,508,824

NOTE: * FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE
**** NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS**
Direct - DIRECT PROCUREMENT
Sub - SUBCONTRACTOR PROCUREMENT
% - PERCENTAGE OF NET PROCUREMENT

Liberty CalPeco			Report for 2016				G. O. #156 Sec 9.1.2 (D.11-05-019 & D.06-11-028)					
Number of WMDVLGBTBE Suppliers and Revenue Reported to the Clearinghouse												
Data on Number of Suppliers												
# WMDVLGBTBEs	Revenue Reported to CHS						Utility-Specific 2016 Summary					
	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	6	17		2	1	26	1	6			1	8
Under \$5 million	1	1				2	1	1				2
Under \$10 million						0						0
Above \$10 million						0						0
TOTAL	7	18	0	2	1	28	2	7	0	0	1	10
Revenue and Payment Data												
# WMDVLGBTBE \$M	Revenue Reported to CHS						Utility-Specific 2016 Summary					
	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	\$ 535,881	\$ 1,767,050	\$ -	\$ 23,290	\$ 32,812	\$ 2,359,033	\$ 83,590	\$ 1,292,790			\$ 32,812	\$ 1,409,192
Under \$5 million	\$ 4,051,421	\$ 1,685,178	\$ -	\$ -	\$ -	\$ 5,736,599	\$ 4,051,421	\$ 1,685,178				\$ 5,736,599
Under \$10 million	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -						\$ -
Above \$10 million	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -						\$ -
TOTAL	\$ 4,587,301	\$ 3,452,229	\$ -	\$ 23,290	\$ 32,812	\$ 8,095,632	\$ 4,135,011	\$ 2,977,969	\$ -	\$ -	\$ 32,812	\$ 7,145,791
NOTE: * FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE												
CHS: SUPPLIER CLEARINGHOUSE												

Sec. 9.1.3 – An itemization of WMDVBE Program Expenses.

Liberty CalPeco	Report for 2016	G.O. #156 Sec. 9.1.3
WMDVLGBTBE Program Expenses		

Expense Category	Year (Actual)
Wages	\$10,510
Other Employee Expenses	\$6,306
Program Expenses	\$1,782
Reporting Expenses	\$600
Training	\$0
Consultants	\$0
Other (Clearinghouse)	\$1,960
TOTAL	\$19,199

Sec. 9.1.4 – Description of progress in meeting or exceeding set goals and an explanation of any circumstances that may have caused the utility to fall short of its goals.

Liberty CalPeco	Report for 2016	G.O. #156 Sec. 9.1.4
WMDVLGBTBE Results and Goals		

Category	2016 Results	2016 Goals	2017 Goals
Minority Men	16.95%	13.50%	13.50%
Minority Women	0.36%	4.00%	4.00%
Minority Business Enterprise (MBE)	17.43%	17.50%	17.50%
Women Business Enterprise (WBE)	13.02%	4.00%	4.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.00%	0.00%	1.00%
Disabled Veteran Business (DVBE)	0.09%	1.00%	1.00%
TOTAL WMDVLGBTBE	30.54%	22.50%	23.50%

% - PERCENTAGE OF NET PROCUREMENT

In 2016, Liberty CalPeco spent 30.54% of our discretionary spend with diverse businesses. Liberty CalPeco exceeded the Women Business Enterprise (WBE) target of 4% with a result of 13.02%, which was 42.6% of Liberty CalPeco's total Diverse Business Enterprise spend. Liberty CalPeco's Women Minority Business Enterprise (WMBE) goal of 4% was not met and will continue to be a focus for Liberty CalPeco for 2017. Liberty CalPeco did not meet the Service Disabled Veteran Business Enterprise (DVBE) target; Liberty CalPeco has 2 vendors in this category and continually strives to add additional DVBE vendors. Liberty CalPeco continues to make this under-performing segment a priority in its 2017 educational and outreach efforts.

The table below shows the trend in procurement dollars and WMDVBE spend:

Liberty CalPeco	Report for 2016	G.O. #156 Sec. 9.1.4
Description of Progress in Meeting or Exceeding Set Goals		

	2013	2014	2015	2016
Total Procurement	\$ 16,845,383	\$ 22,172,440	\$ 21,717,901	\$ 26,508,824
% change		24%	-2%	18%
Total WMDVBE \$	\$ 4,155,327	\$ 6,198,028	\$ 4,860,315	\$ 8,095,632
% change		33%	-28%	40%

Sec. 9.1.5 – A summary of prime contractor utilization of WMDVBE subcontractors.

Liberty CalPeco	Report for 2016	G.O. #156 Sec. 9.1.5
Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors		

	Minority Male	Minority Female	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	Other 8(a)*	TOTAL WMDVLGBTBE
Direct \$	\$4,492,141	\$95,161	\$4,587,301	\$3,452,229	\$0	\$23,290	\$32,812	\$8,095,632
Subcontracting \$	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total \$	\$4,492,141	\$95,161	\$4,587,301	\$3,452,229	\$0	\$23,290	\$32,812	\$8,095,632

Direct %	16.95%	0.36%	17.30%	13.02%	0.00%	0.09%	0.12%	30.54%
Subcontracting %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total %	16.95%	0.36%	17.30%	13.02%	0.00%	0.09%	0.12%	30.54%

Net Procurement**	\$26,508,824
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Gathering data on the utilization of subcontractors continues to be a difficult task for Liberty. Our existing ERP software solution doesn't provide the ability to capture this activity, so Liberty Purchasing Staff uses a manual spreadsheet to record this information. Additionally, many of our requests to our limited number of prime contractors are left unanswered due to presumable time constraints. Liberty CalPeco's Purchasing Staff will continue to reach out to the other investor-owned utilities (IOUs) to obtain a better understanding of best practices in this area and adopt a viable solution. Liberty CalPeco continues to educate our existing vendors on our need to track subcontractor utilization. This issue will remain a focus throughout 2017 so a manageable data gathering process can be determined.

Sec. 9.1.6 – List of diverse supplier complaints received during the past year, accompanied by a brief description of the nature of each complaint and its resolution or current status.

No complaints were filed with Liberty CalPeco or with the California Public Utilities Commission regarding Liberty Utilities in 2016.

Sec. 9.1.7 – A summary of purchases and /or contracts for products and services in excluded categories.

Liberty CalPeco's 2016 accounts payable activity totaled approximately \$77.2 million. The majority of our accounts payable activity is concentrated with NV Energy and our purchase power agreement. Our purchase power totaled \$34.1 million (44.2%) of our total accounts payable activity. Purchased power, along with employee expense reimbursements, employee benefits, fleet lease payments, fees and taxes, were not considered applicable in identifying or quantifying our discretionary spend total.

Sec. 9.1.8 – Description of any efforts made to recruit diverse suppliers of products or services in procurement categories where diverse supplier utilization has been low, such as legal and financial services, fuel procurement, and areas that are considered highly technical in nature.

In 2016, Liberty CalPeco continued to stress the importance of building supplier relationships with DVBE organizations. Our local presentations yielded 2 new vendors, however Liberty CalPeco did not utilize their services in 2016. We've transitioned to usage of a DVBE vendor for nearly all office supply purchases.

Sec. 9.1.9 – Justification for continued existence of any “excluded category”.

Liberty continues to strive to achieve relationships across all categories.

Sec 9.1.11– General Fuel Procurement

Liberty CalPeco	Report for 2016	G.O. #156 Sec. 9.1.11
WMDVLGBTBE Fuel Procurement		

Origin and Fuel Type	Volume	Cost	Term of Sale	Diverse Classification
Unleaded	5155.99	\$ 12,890.95		
Diesel	6856.68	\$ 17,143.00		
Total From Vendor	12012.67	\$ 30,034.00	CMP	WBE

In the 2nd quarter of 2016, Liberty CalPeco was able to convert to a WBE fuel supplier for both diesel and unleaded vehicle fuel purchases. Liberty CalPeco continues to pursue a transition for its bulk fuel purchases that supply our onsite fueling stations and backup energy generation at its Kings Beach Substation.

Sec. 10.1.1 – WMDVBE Annual Short-, Mid- and Long-Term Goals

Liberty Utilities (CalPeco Electric) LLC WMDVBE Goals					
	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Disabled Veteran Business Enterprise (DVBE)	Lesbian Gay Bisexual-Transsexual Business Enterprises (LGBTBE)	Total Minority Business Enterprises (WMDVLGBTBE)
2012	8.50%	7.50%	0.50%		16.50%
2014	13.00%	7.50%	1.00%		21.50%
2015	13.00%	7.50%	1.00%		21.50%
2016	13.5%	8%	1.00%		22.50%
Short-Term (2017)	13.5	8%	1.0%	1.0%	23.5%

Liberty CalPeco has exceeded its overall spend percentage goal; however, not all subcategory goals were met. Our DVBE research and outreach activities will continue to be enhanced and brought to the forefront in internal educational opportunities, as well as striving to add LGBTBE vendors so that Liberty CalPeco can continue to grow its spend within these diverse classifications. Liberty CalPeco remains committed to supplier development and in increasing competitiveness in sourcing products and services.

Sec. 10.1.2 – Description of Utility Supplier Diversity Program planned for the next calendar year, internal/external program activities.

For 2017, Supplier Diversity's plans include the following strategies to strengthen the program's results:

- Maintain implemented policies and processes that strengthen the alignment of strategic sourcing, Supplier Diversity, and Supply Chain Management.
- Educate and recruit all Liberty CalPeco employees by including Supplier Diversity awareness in monthly meeting agendas.
- Communicate Supplier Diversity's plans and goals to key customers and business units to facilitate win-win outcomes.
- Utilize developed processes to maximize participation of diverse suppliers for commodities identified to be competitively bid.
- Continue to promote Liberty CalPeco's Supplier Diversity Program goals at local and regional group meetings and functions.
- Mentor existing non-certified suppliers on The Supplier Clearinghouse certification process.

Sec. 10.1.3 – Plans for recruiting diverse suppliers of products or services where diverse supplier utilization has been low or were listed as excluded, such as legal and financial services, fuel procurement, areas considered highly technical in nature, and sole sourcing (transformers, cable/wire).

Procurement will leverage the additional supplier diversity champions achieved from within the non-traditional areas of spend to champion and communicate Supplier Diversity's goals and strategies within their departments.

Additional plans include:

- Continuing to partner with leadership to plan and develop strategies for increasing the utilization of diverse suppliers.
- Continuing to execute best practices within our supply chain and strategic sourcing strategies to identify commodities where diverse suppliers exist, but are underutilized within the company.
- Increasing emphasis of our company's expectations of inclusion and opportunity during pre- and post-award bid meetings.
- Reviewing sole source awards and where possible seeking to competitively bid as new suppliers enter the market or internal requirements are modified, thus increasing the opportunities for qualified diverse suppliers to receive an opportunity to bid.
- Continuing to leverage the successes of our sister California companies, Park Water and Apple Valley Water to glean the best practices from these additional resources to better utilize diverse suppliers, especially where we currently fall short of our goals, such as the DVBE and LGBTBE categories.

Sec. 10.1.4 – Plans for recruiting Diverse Vendors Where Unavailable.

- Liberty CalPeco continues to identify opportunities to convert discretionary spend to Diverse Vendors as new Diverse Vendors come on line with Supplier Clearinghouse. In addition, we continue to attend community events and tabletops to identify diverse suppliers for goods and services.

Sec. 10.1.5 – Plans for encouraging both prime contractors and grantees to engage diverse suppliers in all categories which provide subcontracting opportunities.

Liberty CalPeco urges its prime contractors to include women, minority, and disabled veteran business enterprises for subcontracting opportunities. Although the award of any subcontracting activities rests in the final discretion of the prime contractor, Procurement will work closely with its prime contractors in helping to identify specific commodities within Liberty CalPeco projects where there are known diverse suppliers for inclusion, making accessible our listing of approved diverse contractors, and advocating for diverse supplier inclusion to the maximum extent possible.

Sec. 10.1.6 – Plans for complying with the Utility Supplier Diversity Program established by the Commission as required by Public Utilities Sections 8283 (c). The Executive Director’s Office will be responsible for developing, periodically refining, and recommending such guidelines for the Commission’s adoption.

Liberty CalPeco will continue to comply with General Order 156 and its guidelines and requirements as well as continue to work with the Commission and its staff and the California Joint Utilities Group in pursuing new strategies to continually advance the Utility Supplier Diversity Program objectives. Liberty will comply with all revisions of General Order 156 and all other requirements of the CPUC.