



**Suburban
Water Systems**

2022

Suburban's MBE vendor, Doty Bros. Construction Co., replacing a deteriorated water main.

Suburban replaced 1.07% of pipelines in 2022 that were in poor condition.

49% of the pipelines replaced in 2022 were in disadvantaged communities.

Suburban is committed to reinvesting in our communities, consistently delivering safe, high-quality water.



SUPPLIER DIVERSITY
ANNUAL REPORT

In 2022, Suburban celebrated another strong performance accomplishing 67% diverse spend. Suburban’s 2022 total expenditures with certified diverse suppliers reached \$24,101,624. We are pleased with our 2022 results and the collaborative contributions that Suburban’s team members made to achieve these results.



CRAIG GOTT **PRESIDENT**
Suburban Water Systems

Our vendors delivered exceptional service in 2022 despite global supply chain and inflation challenges.

Our goal is to collaborate with businesses, large and small, that can help us fulfill our mission of serving our customers safe, reliable, high-quality water in a cost-effective manner that maximizes company resources and minimizes costs to Suburban’s customers. We seek out diverse companies that share our mission.

A Supplier Diversity program must provide opportunities for all vendors to succeed. Our committed leadership management, and team members are the key to our success. I am proud of their effort to understand our purchasing needs and fairly apply our fair and rigorous contract, insurance, and safety policies to all vendors.

YEAR	DIVERSE SPEND (Millions)	% SPEND	NUMBER OF DIVERSE FIRMS
2022	\$24.1	67.61%	45
2021	\$21.0	55.24%	44
2020	\$14.1	51.64%	45
2019	\$13.8	49.81%	50
2018	\$15.8	49.75%	37
2017	\$8.7	38.29%	29
2016	\$6.9	37.09%	32
2015	\$5.1	24.72%	27
2014	\$4.3	23.88%	23
2013	\$3.0	32.18%	28
2012	\$7.2	32.87%	33

An organization needs to have a disciplined procurement approach that requires the participation of those who use its products and services.

OUR PURPOSE

Strengthen and broaden
our network of suppliers to
add resiliency and value.

Provide equal
opportunity to all
vendors for the benefit
of our community

Help diverse vendors
grow and play on a
level field with other
suppliers innovative
solutions

Believe in and value
the benefits of
diversity and inclusion

Commit to
matching spending
to our community
demographics

Encourage
partnerships to
access cost-efficient,
flexible, and
innovative solutions

Meet guidelines set
by California Public
Utilities Commission
(CPUC)



OUR COMMITTMENT

Supplier Diversity
is not just a “program.”

It is our way of doing business.

Suburban Water Systems (Suburban) is
committed to:

>> Developing mutually beneficial
business relationships with **Women,
Minority, Disabled Veteran, Lesbian, Gay,
Bisexual, and Transgender Business
Enterprises (WMDVLGBTBE)** that can
meet or exceed our requirements for
products and services.

>> Identifying these businesses, providing
them opportunities to do business with us,
and helping them succeed is essential for
our success. These actions align with our
mission and core values.

OUR POLICY



It is Suburban's policy to:

Support Supplier Diversity and increase business opportunities for certified diverse business enterprises. We recognize the value of creating opportunities for all suppliers to participate in sourcing of products and services as they arise within our company.

*"WE APPRECIATE THE GREAT
WORK OUR VENDORS DO FOR US."*

Encourage our employees to provide support and opportunities for diverse suppliers who may also be valued customers.

Those throughout our organization with procurement responsibilities play an important role in achieving our corporate Supplier Diversity objectives.



Seek certified vendor referrals from Supplier Diversity Manager.



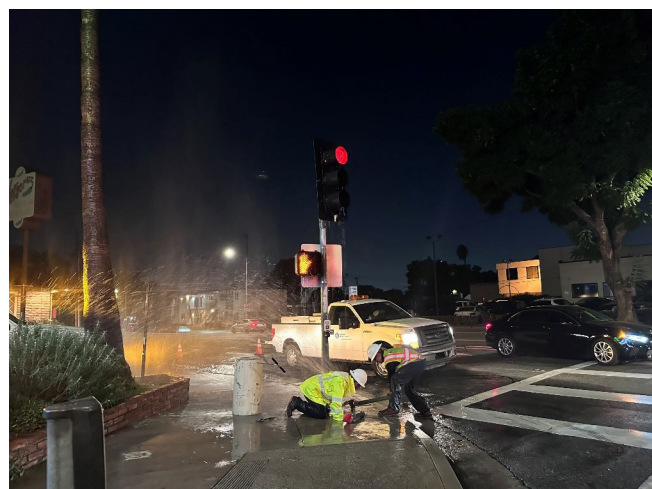
Understand the need for the vendors.



Understand standards and specifications of work to be performed.



Create small/low-risk opportunities for vendors to demonstrate their quality of work and customer service.



ANNUAL REPORT



TABLE OF CONTENTS

Message From Our President

2022 Program Highlights

9.1.1	Description of Supplier Diversity Program Activities During the Previous Calendar Year	16
9.1.1	Diversity Supplier Spotlight and Success Story	17
9.1.2	Supplier Diversity Annual Results by Ethnicity	20
9.1.2	Supplier Diversity Direct Procurement by Product and Service Categories	21
9.1.2	Number of Supplier Diversity Suppliers and Revenue Reported to the Clearinghouse	23
9.1.2	Supplier Diversity Procurement by Standard Industrial Categories	24
9.1.2	Description of Number of Supplier Diversity Suppliers with CA Majority Workforce	25
9.1.3	Supplier Diversity Program Expenses	25
9.1.4	Description of Progress in Meeting or Exceeding Set Goals	25
9.1.4	Supplier Diversity Results and Compared to Set Goals	25
9.1.5	Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors	26
9.1.6	A List of Supplier Diversity Complaints Received and Current Status	27
9.1.7	Description of Efforts to Recruit WMDVLGBTBE Suppliers in Low Utilization Categories	27

ANNUAL PLAN

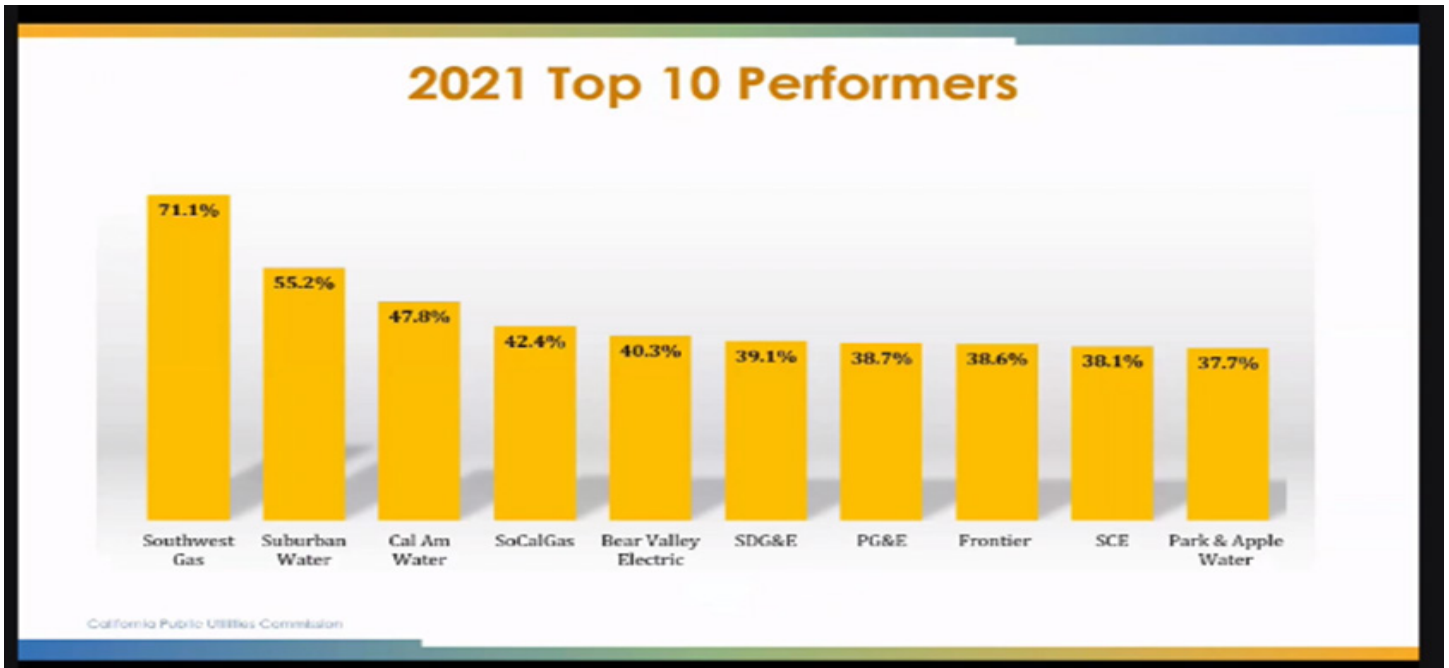


TABLE OF CONTENTS

10.1.1	Supplier Diversity Annual SHORT, MID, AND LONG-TERM Goals	29
10.1.2	Description of WMDVLGBTBE Planned Program Activities for the Next Calendar Year	31
10.1.3	Plans for Recruiting Supplier Diversity Suppliers in Low Utilization Areas	32
10.1.4	Plans for Recruiting Supplier Diversity Suppliers Where Unavailable	33
10.1.5	Plans for Encouraging Prime Contractors to Subcontract Supplier Diversity Suppliers	33
10.1.6	Plans for Complying with Supplier Diversity Program Guidelines	33



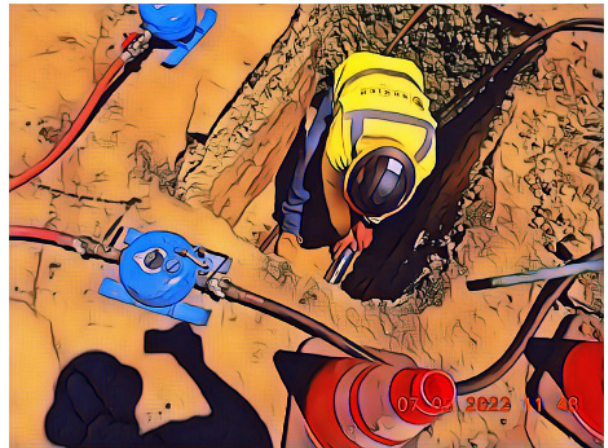
We crushed our goals! 67% in 2022!



October 13- Suburban Water Systems attended the California Public Utilities Commission (CPUC) 20th Annual Supplier Diversity En Banc. Suburban Water Systems was highlighted as a 2021 Top Performer (#2) with 55.2%.

Suburban remains committed to Supplier Diversity

Our goal in 2023 is to continue to expand opportunities for diverse vendors.



2022 PROGRAM HIGHLIGHTS



Lauren James

Director, Communications

Suburban Water

Suburban had great results again in 2022, achieving 67%, the highest in company history. We attribute our success to our dedication to our Supplier Diversity program and the communities we serve.

The critical elements of our year-over-year success are our executive and management team's commitment, inclusive procurement process (including diverse vendors in our competitive proposal and bidding opportunities), monthly employee communication about our purpose-driven goals, celebrating our internal and external Supplier Diversity champions, and collaboration with community partners and prime contractors to bridge the gap between vendor and buyer.

This report highlights our efforts in 2022 and outlines our plan for 2023.

PARTNERSHIPS

California Water
Association **W.A.T.E.R.**

CONNECTIONS

Pipeline to Procurement

GLAAAC in the AM

CWA Meet the Primes

SOCIAL

CWA R.I.S.E.

**Water Education for
Latino Leaders (WELL)**

SUSTAINABILITY

Water Conservation Webinars

9.1.1 INTERNAL AND EXTERNAL ACTIVITIES

Spotlights

Expanded supply chain with supplier outreach



Suburban's buyers, led by management and leadership, seek referrals for certified diverse vendors when they have a bidding opportunity.



Focused involvement in the sourcing of diverse suppliers for bid opportunities. We held individual meetings with diverse suppliers.



Suburban's Procurement Specialist and managers identified diverse vendors already working with Suburban that were not certified.



In 2022, several vendors became certified with the Supplier Clearinghouse expanding their opportunities with other utilities.



Continued collaboration at the front end of buying decisions to ensure diverse businesses are included in bid opportunities.

HIGHLIGHT

WE-Xcel

Vendor Showcase

Lauren represented Suburban Water at WBEC-Pacific's WE-Xcel - a 2-month cohort of African American WBENC certified women business owners.

She evaluated several highly successful businesses that ranged from construction apprentice programs that support utility projects to a company that builds out new stores for major retail brands.



Supplier inclusion teams that attended WBEC-Pacific's WE-Xcel vendor showcase

CALIFORNIA WATER ASSOCIATION

Water Acumen Training Entrepreneur Refinement (W.A.T.E.R.)



**Suburban
Water Systems**

The CWA Utility Supplier Diversity Program (USDSP) hosted our annual CWA W.A.T.E.R. (Water Acumen Training Entrepreneur Refinement) training cohort to prepare diverse vendors for opportunities in the water industry.

Vendors were selected based on their potential to contribute to upcoming projects. This mentoring forum provided insights into how to navigate industry procurement standards. We are excited about the economic impact throughout the state with job creation and local re-investment.

In a surprising twist for the 2022 cohort, an open forum discussion turned into a “joint venture” with the graduates preparing to collaborate to pursue a major water infrastructure project.

The CWA Utility Supplier Diversity Program (USDSP) is proud of the accomplishments from their growing W.A.T.E.R. alumni base. One of the first cohort members, David Ramil with Pivotal Adaptive Services, not only earned lucrative contracts in California, but he also expanded into other states and countries.



CALIFORNIA WATER ASSOCIATION

Meet the Primes

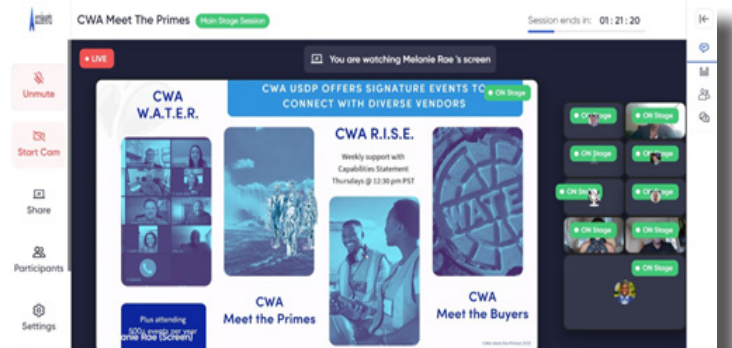
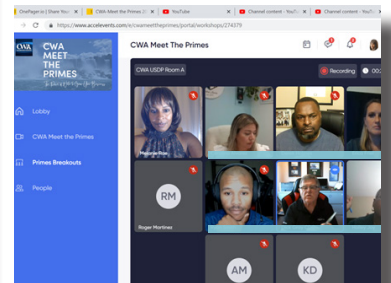


**Suburban
Water Systems**

September 28, 2022

Prime Contractors shared their upcoming opportunities with subcontractors. Vendors participated in matchmaking activities to connect and build relationships that would strengthen their 2nd tier spend.

Guided Business Plan produced and moderated the virtual event that broke attendance records and created an evergreen way for subcontractors to introduce their value to Primes.



- ♦ Almost 500 RSVPs
- ♦ 77% of RSVPs had not attended a CWA Meet the Primes before
- ♦ The registration survey showed that 40% were exploring contracts in the water industry; 31% were already aware of opportunities and wanted to make connections; and 21% have or had water industry contracts
- ♦ 14 Primes participated – 12 of them participated in the pre-recording and/or attended the actual event

2nd Tier Reporting

Suburban's Engineering team continued to hold our Prime contractors accountable for 2nd tier spending by requiring reporting in contracts. The Prime's contract is not considered complete until Suburban's Procurement Specialist receives the 2nd tier spend report. These efforts supported an overall increase in 2nd tier reports, spending, and diverse vendor utilization.

CALIFORNIA WATER ASSOCIATION Outreach to Affinity Groups



**Suburban
Water Systems**

Pipeline to Procurement

October 19 - Lauren James (Director, Communications), Kalei Muñoz (Communications Specialist), and Belinda Robles (Procurement Specialist) attended CWA Supplier Diversity's Pipeline Into Procurement event at the California Country Club (Whittier, CA).

Pipeline to Procurement connects each utility and its Procurement departments with vendors in the categories they are sourcing. Vendors are hand selected by



each member agency based on member needs. Vendors get a chance to introduce themselves and do matchmaking with the interested procurement buyers.

The luncheon was filled with networking opportunities to connect with diverse businesses. We are thankful for the opportunity to connect and continue our efforts to increase our diverse spend each year!

Water Education for Latino Leaders (WELL)

In partnership with the WELL (Water Education for Latino Leaders), this webinar reviewed what steps to take to partner with regulated water companies, partnership opportunities, and examples of success stories.

Lauren James presented on behalf of Suburban Water.

Well CWA
CALIFORNIA WATER ASSOCIATION

In 5 days!
FREE LIVE WEBINAR

**DIVERSIFYING
SUPPLIERS**
IN THE WATER INDUSTRY

**WEDNESDAY, AUGUST 31, 2022
12:00 PM - 1:30 PM**

How can I expand my business portfolio?
What opportunities are there in the water industry for diverse business owners?



Suburban Water Systems

GLAAACC

Suburban connected with potential diverse suppliers participating in CWA's and Greater Los Angeles African American Chamber of Commerce (GLAAACC) two-part "Doing Business With" webinar series.

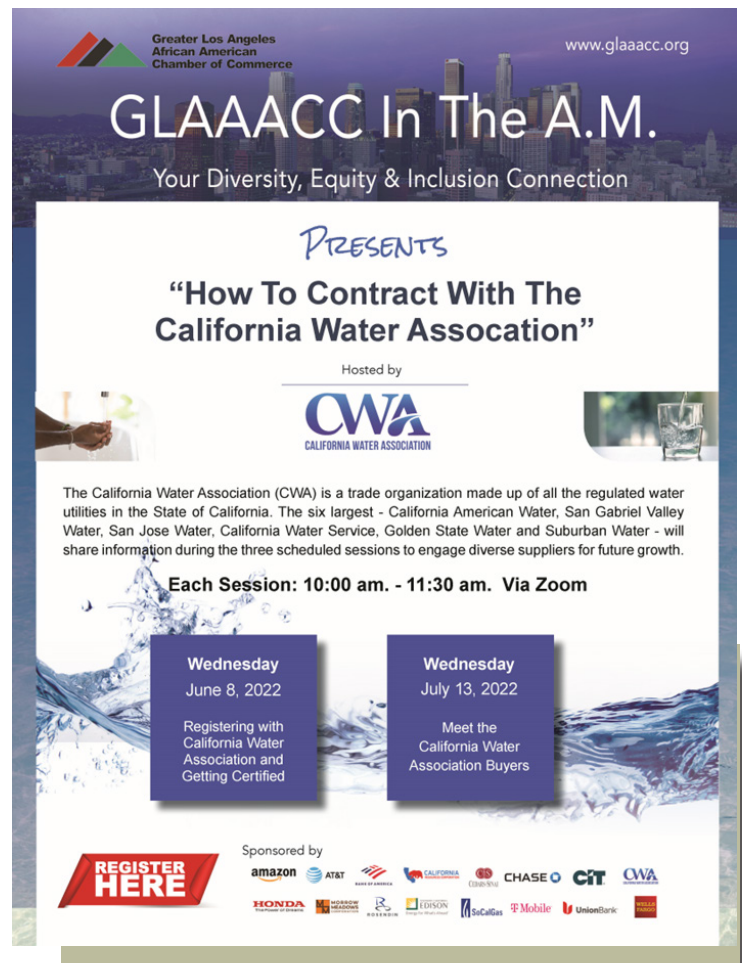
Lauren James was a panelist and provided tips to GLAAACC members on how to do business with Suburban.

June 8

Suburban partnered with GLAAAC and CWA to host a session on how to register with CWA and get certified.

July 13

Suburban partnered with GLAAAC and CWA to host a session that involved meeting with the CWA buyers. Belinda Robles (Procurement Specialist, Engineering) joined the call on behalf of Suburban's buyers.



CALIFORNIA WATER ASSOCIATION

Resources to Increase Sustainable Enterprises



**Suburban
Water Systems**

CWA partnered with Guided Business Plan to expand our R.I.S.E workshop series for African American businesses.

GUIDED
BUSINESS PLAN™



Weekly Outreach

CWA R.I.S.E. Statement Review Sessions

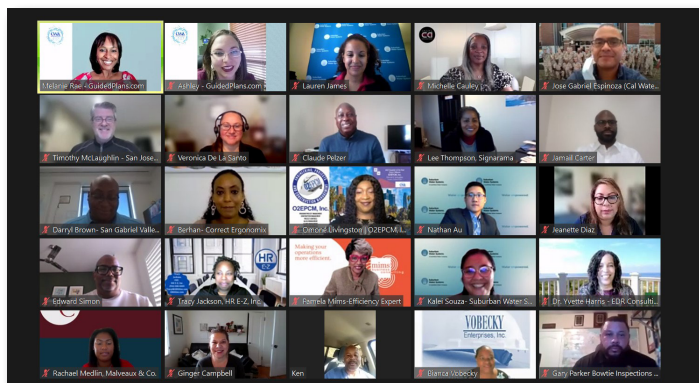
In 2022, the Utility Supplier Diversity Program piloted a new approach to reach a broad audience on an ongoing basis. They sponsored GUIDED Capabilities Statement Review Sessions to help vendors create the document that procurement buyers generally request.

It is essential to have the best version of a Capabilities Statement available to capture the attention of prospective buyers. Hosted on Thursdays, these free Review Sessions are a chance for businesses to learn about procurement in the water industry.

Guided Business Plan, the host of these sessions, reached out to Black Chambers of Commerce throughout the state who represent thousands of business owners to introduce the program. CWA RISE will promote industry opportunities each week as it continues into 2023.

In early 2022, we were excited to continue a new format that resulted in contracts won! Instead of hosting a 3-hour session, we had a 3-part series where vendors learned about opportunities in the water industry; drafted a 60-sec Intro Script; and then showcased their recorded 60-Sec Intro Video to prospective buyers. Suburban's Nathan Au, a project engineer attended.

It was phenomenal to see the growth of the vendors in such a short time period.



9.1.1 INTERNAL AND EXTERNAL ACTIVITIES

INTERNAL ACTIVITIES

Suburban continuously promotes the importance of the Supplier Diversity program and our annual goals to our employees. We want to meet and exceed the CPUC goal of 21.5%. Information about Suburban's Supplier Diversity program is shared by email, at the following meetings, and in conversations throughout the year. We focus on creating an organizational culture that includes diverse vendors in all contract opportunities.

- ◇ Mid-manager meetings
- ◇ Executive staff meetings
- ◇ District and departmental meetings
- ◇ Company internal newsletter and weekly announcements
Luncheon Celebration
- ◇ Quarterly luncheons
- ◇ Monthly Supplier Diversity Champion email showcasing our YTD spend in each category alongside our goals and employee champion spotlights

Information included in these forums:

- ◇ The purpose of the Supplier Diversity program and how we accomplish our goals
- ◇ Award of contracts to new or existing diverse firms
- ◇ Introduction of new diverse firms to operations personnel
- ◇ Review of bidding opportunities and discussion of outcomes of bidding opportunities
- ◇ Updates on YTD spend and measurements of success



9.1.1 INTERNAL AND EXTERNAL ACTIVITIES

INTERNAL

Efforts to involve diverse businesses in bid opportunities include:

- ◇ Software and technology services
- ◇ Employee Engagement Training
- ◇ Pump & Motor Installations (wells and boosters)
- ◇ SCADA instrumentation and hardware (equipment & services)
- ◇ Meter Replacements
- ◇ Engineering Design Services (civil, mech, elec, arch, struct, geotech, water quality and treatment)
- ◇ Construction Management Services (inspection, project management)
- ◇ Electrical (instrumentation, conduits and wiring, switchgear and MCC)
- ◇ Sitework (chainlink fencing, wrought iron fencing, CMU block walls)
- ◇ AC and Concrete surface restoration
- ◇ Landscaping, Well Drilling, Demolition
- ◇ Pipeline and appurtenances including valves, blow offs, services, fire hydrants
- ◇ Steel tank construction (welding and painting)
- ◇ Steel tank retrofits (welding and painting)
- ◇ Earthwork and grading



**Suburban
Water Systems**

***Suburban is still actively searching for qualified vendors in these categories**



Leadership Development Network (LDN)

Clint Camac

Executive Leadership Training



Clint Camac is President of the Leadership Development Network (LDN), a Sacramento-based, 26-year company that delivers leadership development training for a variety of both public and private organizations.

LDN bases all of its leadership training in the areas of character and connection, and specializes in developing values-based leaders who do the right thing, treat others with respect, and pursue excellence in all they do.

To date, LDN has helped develop more than 20,000 values-based leaders in more than 150 organizations across the nation. Clint is also a retired, disabled veteran who served 27 years in the U.S. Air Force.



“Through Leadership Development’s Network training, Suburban managers and leaders learn how to create a vision for their team and how to inspire others to achieve it. They also learn how to delegate tasks, build trust, and handle conflict.”

Lauren James, Director, Communication

Managers and leaders are taught that a good leader should motivate, inspire and help develop those who report to them while also ensuring the team’s goals align with the organization’s larger goals.

The skills training program offers Suburban managers and leaders multiple benefits. The training encourages our managers and leaders to:

- Find new, innovative ways of developing and managing people
- Challenge themselves and identify who they want to be as a leader
- Tackle the broader societal issues they face and how leaders contribute to that to develop the emotional intelligence to handle different situations

“Suburban management and leadership are very pleased with the training from Leadership Development Network and Clint. Clint does a great job aligning with our organization’s goals and effectively utilizes his training to deliver lasting results.”

Alison Loukey & Associates

Alison Loukeh

Water industry expert



Alison Loukeh is the founder of Alison Loukeh & Associates, an Inland Empire based company that focuses on water efficiency programs and projects, landscape classes, education, writing, legislation, grants, and communications.

Alison Loukeh founded the company with the goal of assisting residents to reduce their water use and improve their own lives.

Having worked with multiple agencies, districts, cities, and educational institutions, this broad knowledge enables her company to respond quickly and intelligently to the challenges water purveyors face as the population increases, regulations tighten, and droughts reoccur.

“Nothing is more powerful than taking a relatively complex subject like water and explaining it in a way that is easy to understand. Residents want to be more water efficient and a little basic knowledge coupled with encouragement will help them succeed.”

Lauren James, Director, Communication

IMPACT

A severe drought was declared in 2022 by Governor Newsom. All water agencies were required to go to Stage 2 while educating their customers on the drought conditions and mandates to save 20%.

Alison Loukeh and Associates were crucial to Suburban’s conservation efforts and outreach success. Alison provided in-person and virtual drought and landscape workshops, met with HOAs, and provided educational material.

Alison’s insight, approach, and expertise resonated well with our community and customers. Suburban is grateful to have her expertise as we work to meet the Governor’s conservation goal.



**Suburban
Water Systems**

WATER CONSERVATION

Virtual and In-Person Webinars



**Suburban
Water Systems**

WBE vendor, Alison Loukeh and Associates, presented our Drought Response and Landscape Workshops.

Suburban has collaborated with Allison Loukeh with Alison Loukeh and Associates along with Carmina Bautisa-Ortiz with ACP Publications to inform consumers on the need to conserve water.

We provided forums to hear how water restrictions may have impacted consumers and our vendors...directly or indirectly.

West Covina Drought Response & Landscape Workshop



La Mirada Landscape Workshop



Hacienda Heights Improvement Association HOA



SECTION 9.1.2

SUPPLIER DIVERSITY RESULTS BY ETHNICITY

Annual Results By Ethnicity					
	Ethnicity	Direct \$ ¹	Sub \$ ²	Total \$	Percent %
Minority Male	Asian-Pacific	10,700	-	10,700	0.03%
	African-American	352,228	-	352,228	0.99%
	Hispanic	12,612,768	5,436	12,618,203	35.40%
	Native American	-	-	-	0.00%
	Total	\$12,975,696	\$5,436	\$12,981,132	36.41%
Minority Female	Asian-Pacific	6,585	-	6,585	0.02%
	African-American	36,878	-	36,878	0.10%
	Hispanic	3,278,608	-	3,278,608	9.20%
	Native American	-	-	-	0.00%
	Total	\$3,322,071	-	\$3,322,071	9.32%
	MBE	16,297,767	5,436	16,303,202	45.73%
	WBE	3,647,253	-	3,647,253	10.23%
	LGBTBE	3,934,962	-	3,934,962	11.04%
	DVBE	216,207	-	216,207	0.61%
	Persons with Disabilities Business Enterprise (DBE)	-	-	-	0.00%
	Other 8A*	-	-	-	0.00%
	Total Supplier Diversity Spend	\$24,096,189	\$5,436	\$24,101,624	67.61%
	Net Procurement**	\$35,648,853			

Note: * 8(a) - Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C. 637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

** Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

1 Direct - Means Direct Procurement: when a utility directly procures from a supplier.

2 Sub - Means Subcontractor Procurement: when a prime contractor, in contract with a utility, procures from a subcontractor to fulfil its contractual obligation(s). % - Percentage of Net Procurement.

SECTION 9.1.2 SUPPLIER DIVERSITY DIRECT PROCUREMENT RESULTS BY PRODUCT AND SERVICE CATEGORIES

Annual Results By Products And Services - Direct								
	ETHNICITY		Products \$	%	Services \$	%	TOTAL \$	%
Minority Male	Asian-Pacific	Direct ¹	-	0.00%	10,700	0.04%	10,700	0.03%
	African-American	Direct	16,396	7.81%	335,832	1.41%	352,228	0.99%
	Hispanic	Direct	185,054	88.18%	12,427,713	52.03%	12,612,768	35.38%
	Native American	Direct	-	0.00%	-	0.00%	-	0.00%
	Total	Direct	\$201,451	95.99%	\$12,774,245	53.48%	\$12,975,696	36.40%
Minority Female	Asian-Pacific	Direct	2,585	1.23%	4,000	0.02%	6,585	0.02%
	African American	Direct	-	0.00%	36,878	0.15%	36,878	0.10%
	Hispanic	Direct	-	0.00%	3,278,608	13.73%	3,278,608	9.20%
	Native American	Direct	-	0.00%	-	0.00%	-	0.00%
	Total	Direct	\$2,585	1.23%	\$3,319,486	13.90%	\$3,322,071	9.32%
Total MBE		Direct	204,036	97.22%	16,093,731	67.38%	16,297,767	45.72%
WBE		Direct	5,830	2.78%	3,641,424	15.24%	3,647,253	10.23%
LGBTBE		Direct	-	0.00%	3,934,962	16.47%	3,934,962	11.04%
DVBE		Direct	-	0.00%	216,207	0.91%	216,207	0.61%
Persons with Disabilities		Direct	-	0.00%	-	0.00%	-	0.00%
Other 8(a)*		Direct	-	0.00%	-	0.00%	-	0.00%
Total Supplier Diversity Spend		Direct	\$209,866	100.00%	\$23,886,323	100.00%	\$24,096,189	67.59%
Net Product Procurement	\$209,866	<p>NOTE: * 8(a) - Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C. 637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).</p> <p>** Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.</p> <p>¹ Direct - means Direct Procurement: when a utility directly procures from a supplier.</p> <p>% - Percentage of Net Procurement.</p>						
Net Service Procurement	\$23,886,323							
Net Procurement**	\$35,648,853							
Total Number of Diverse Suppliers that Received Direct Spend	44	<p>MBE - Minority Business Enterprise</p> <p>WBE - Women Business Enterprise</p> <p>DVBE - Disabled Veteran Business Enterprise</p> <p>LGBTBE - Lesbian, Gay, Bisexual, Transgender Business Enterprise</p>						

SECTION 9.1.2

SUPPLIER DIVERSITY SUBCONTRACTOR PROCUREMENT BY PRODUCT AND SERVICE CATEGORIES

	ETHNICITY		Products \$	%	Services \$	%	TOTAL \$	%
Minority Male	Asian-Pacific	Sub ¹	-	0.00%	-	0.00%	-	0.00%
	African-American	Sub	-	0.00%	-	0.00%	-	0.00%
	Hispanic	Sub	5,436	100.00%	-	0.00%	5,436	0.02%
	Native American	Sub	-	0.00%	-	0.00%	-	0.00%
	Total	Sub	\$5,436	100.00%	-	0.00%	5,436	0.02%
Minority Female	Asian-Pacific	Sub	-	0.00%	-	0.00%	-	0.00%
	African American	Sub	-	0.00%	-	0.00%	-	0.00%
	Hispanic	Sub	-	0.00%	-	0.00%	-	0.00%
	Native American	Sub	-	0.00%	-	0.00%	-	0.00%
	Total	Sub	-	0.00%	-	0.00%	-	0.00%
Total MBE		Sub	\$5,436	100.00%	-	0.00%	\$5,436	0.02%
WBE		Sub	-	0.00%	-	0.00%	-	0.00%
LGBTBE		Sub	-	0.00%	-	0.00%	-	0.00%
DVBE		Sub	-	0.00%	-	0.00%	-	0.00%
Persons with Disabilities		Sub	-	0.00%	-	0.00%	-	0.00%
8(a)*		Sub	-	0.00%	-	0.00%	-	0.00%
Total Supplier Diversity Spend		Sub	\$5,436	100.00%	-	0.00%	\$5,436	0.02%
Net Product Procurement	\$5,436							
Net Service Procurement	\$0							
Net Procurement**	\$35,648,853							

* 8(a) - Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C. 637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

** Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

¹ Sub - means Subcontractor Procurement: when a prime contractor, in contract with a utility, procures from a subcontractor

% - Percentage of Net Procurement.

MBE - Minority Business Enterprise

WBE - Women Business Enterprise

DVBE - Disabled Veteran Business Enterprise

LGBTBE - Lesbian, Gay, Bisexual, Transgender Business Enterprise

SECTION 9.1.2

NUMBER OF DIVERSE SUPPLIERS AND REVENUE REPORTED TO THE SUPPLIER CLEARINGHOUSE

Number of Diverse Suppliers	Number of Diverse Suppliers Data													
	Revenue Reported to the Supplier Clearinghouse							Utility-Specific [Year] Summary						
	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	Total	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	Total
Under \$1 million	13	1		1			15	28	7		5			40
Under \$5 million	9	4		1			14	1	1	1				3
Under \$10 million	1	2					3	1						1
Above \$10 million	7	1	1	1			10							0
No revenue designation				2			2							0
Total	30	8	1	5			44	30	8	1	5			44

Revenue of Diverse Suppliers	Revenue and Payment Data													
	Revenue Reported to the Supplier Clearinghouse (figures in millions of dollars)							Utility-Specific [Year] Summary (figures in millions of dollars)						
	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	Total	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	Total
Under \$1 million	\$3.36	\$0.01		\$0.10			\$3.47	\$0.88	\$0.01		\$0.04			\$0.92
Under \$5 million	\$8.76	\$11.61		\$3.00			\$23.37	\$6.52	\$3.09	\$4	\$0.02			\$13.63
Under \$10 million	\$14.30	\$13.01					\$27.31	\$6.10	\$0.06					\$6.16
Above \$10 million	\$279.30	\$16.67	\$15	\$47.20			\$358.17	\$3.27	\$0.00		\$0.15			\$3.42
No revenue designation							\$0.00				\$0.01			\$0.01
Total	\$305.72	\$41.30	\$15	\$50.3			\$412.32	\$16.30	\$3.64	\$4	\$0.22			\$24.10

* 8(a) - Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C. 637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

SECTION 9.1.2 SUPPLIER DIVERSITY RESULTS BY STANDARD INDUSTRIAL CLASSIFICATION (SIC) CODES

SIC Code		African American		Asian Pacific American		Hispanic American		Native American		Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	Total Supplier Diversity Spend	Total Procurement
		Male	Female	Male	Female	Male	Female	Male	Female								
782	\$	-	-	-	-	291,814	-	-	-	291,814	-	-	-	-	-	291,814	291,814
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.79%	0.00%	0.00%	0.00%	0.00%	-	1.21%	1.21%
1623	\$	-	-	-	-	9,553,843	-	-	-	9,553,843	3,049,587	3,934,962	151,308	-	-	16,690,286	16,690,286
	%	0.00%	0.00%	0.00%	0.00%	75.75%	0.00%	0.00%	0.00%	58.62%	83.61%	100.00%	70.36%	0.00%	0.00%	69.27%	69.27%
1629	\$	-	-	-	-	11,756	-	-	-	11,756	-	-	-	-	-	11,756	11,756
	%	0.00%	0.00%	0.00%	0.00%	0.09%	0.00%	0.00%	0.00%	0.07%	0.00%	0.00%	0.00%	0.00%	0.00%	0.05%	0.05%
1731	\$	-	-	-	-	722,287	-	-	-	722,287	-	-	-	-	-	722,287	722,287
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.43%	0.00%	0.00%	0.00%	0.00%	0.00%	3.00%	3.00%
1771	\$	-	-	-	-	1,484,746	-	-	-	1,484,746	-	-	-	-	-	1,484,746	1,484,746
	%	0.00%	0.00%	0.00%	0.00%	11.77%	0.00%	0.00%	0.00%	9.11%	0.00%	0.00%	0.00%	0.00%	0.00%	6.16%	6.16%
1795	\$	-	-	-	-	88,377	-	-	-	88,377	-	-	-	-	-	88,377	88,377
	%	0.00%	0.00%	0.00%	0.00%	0.70%	0.00%	0.00%	0.00%	0.54%	0.00%	0.00%	0.00%	0.00%	0.00%	0.37%	0.37%
1796	\$	-	-	-	-	89,244	-	-	-	89,244	-	-	-	-	-	89,244	89,244
	%	0.00%	0.00%	0.00%	0.00%	0.71%	0.00%	0.00%	0.00%	0.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.37%	0.37%
1799	\$	-	-	-	-	58,911	-	-	-	58,911	-	-	-	-	-	58,911	58,911
	%	0.00%	0.00%	0.57%	0.00%	0.47%	0.00%	0.00%	0.00%	0.37%	0.00%	0.00%	0.00%	0.00%	0.00%	0.25%	0.25%
2752	\$	-	-	-	-	336,510	-	-	-	336,510	-	-	-	-	-	336,510	336,510
	%	0.00%	0.00%	0.00%	0.00%	2.67%	0.00%	0.00%	0.00%	2.06%	0.00%	0.00%	0.00%	0.00%	0.00%	1.40%	1.40%
3713	\$	-	-	-	-	16,396	-	-	-	16,396	-	-	-	-	-	16,396	16,396
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.07%	0.07%
3799	\$	-	-	-	-	-	-	-	-	-	2,992	-	-	-	-	2,992	2,992
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.08%	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%
4019	\$	-	-	-	-	-	-	2,551,291	-	2,551,291	-	-	-	-	-	2,551,291	2,551,291
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	77.82%	0.00%	15.65%	0.00%	0.00%	0.00%	0.00%	0.00%	10.59%	10.59%
5063	\$	-	-	-	-	-	-	-	-	-	2,838	-	-	-	-	2,838	2,838
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.08%	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%
5113	\$	-	-	-	-	53,199	-	-	-	53,199	-	-	-	-	-	53,199	53,199
	%	0.00%	0.00%	0.00%	0.00%	0.42%	0.00%	0.00%	0.00%	0.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.22%	0.22%
5172	\$	-	-	-	-	-	-	-	-	-	583,669	-	-	-	-	583,669	583,669
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	16.00%	0.00%	0.00%	0.00%	0.00%	2.42%	2.42%
5883	\$	-	-	-	-	8,180	-	-	-	8,180	-	-	-	-	-	8,180	8,180
	%	0.00%	0.00%	0.00%	0.00%	0.06%	0.00%	0.00%	0.00%	0.05%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	0.03%
7215	\$	-	-	-	-	21,252	-	-	-	21,252	-	-	-	-	-	21,252	21,252
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.13%	0.00%	0.00%	0.00%	0.00%	0.00%	0.09%	0.09%
7342	\$	-	-	-	-	5,030	-	-	-	5,030	-	-	-	-	-	5,030	5,030
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.02%
7371	\$	-	-	-	-	70,280	-	-	-	70,280	-	-	-	-	-	70,280	70,280
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.43%	0.00%	0.00%	0.00%	0.00%	0.00%	0.29%	0.29%
7374	\$	-	-	-	-	35,678	-	-	-	35,678	-	-	-	-	-	35,678	35,678
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.15%	0.15%
7381	\$	-	-	-	-	-	-	-	-	-	-	-	22,984	-	-	22,984	22,984
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	10.66%	0.00%	0.00%	0.10%	0.10%
7549	\$	-	-	-	-	-	-	-	-	-	4,358	-	-	-	-	4,358	4,358
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.12%	0.00%	0.00%	0.00%	0.00%	0.02%	0.02%
7819	\$	-	-	-	-	1,200	-	-	-	1,200	-	-	-	-	-	1,200	1,200
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
8299	\$	10,700	4,000	-	-	-	-	-	-	14,700	-	-	4,715	-	-	19,415	19,415
	%	100.00%	60.74%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.09%	0.00%	0.00%	2.18%	0.00%	0.00%	0.08%	0.08%
8711	\$	-	-	-	-	242,285	-	-	-	242,285	-	-	38,300	-	-	280,585	280,585
	%	0.00%	0.00%	0.00%	0.00%	1.76%	0.00%	0.00%	0.00%	1.85%	0.00%	0.00%	15.61%	0.00%	0.00%	2.08%	2.08%
8734	\$	-	-	-	-	123,675	-	-	-	123,675	-	-	-	-	-	123,675	123,675
	%	0.00%	0.00%	0.00%	0.00%	0.98%	0.00%	0.00%	0.00%	0.76%	0.00%	0.00%	0.00%	0.00%	0.00%	0.51%	0.51%
8741	\$	-	-	-	-	-	-	-	-	-	2,585	-	-	-	-	2,585	2,585
	%	0.00%	38.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%
8742	\$	-	-	-	-	290,967	-	-	-	290,967	3,240	-	-	-	-	294,207	294,207
	%	0.00%	0.00%	0.00%	0.00%	2.31%	0.00%	0.00%	0.00%	1.79%	0.09%	0.00%	0.00%	0.00%	0.00%	1.22%	1.22%
8748	\$	-	-	-	-	-	-	-	-	-	600	-	-	-	-	600	600
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	\$	10,700	6,585	352,228	36,878	12,612,768	3,278,608	-	-	16,297,767	3,647,253	3,934,962	215,907	-	-	24,095,889	24,095,889
	%	0%	0%	1%	0%	52%	14%	0%	0%	68%	15%	16%	1%	0%	0%	100%	100%

* 8(a) - Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C. 637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

\$ = Direct and Sub Spend for the row SIC Code.

% = Direct and Sub Spend Percentage of the row SIC Code Total Procurement.

Total Procurement = Total goods and/or services procurement spend with suppliers (non-diverse and diverse suppliers) for the previous calendar year in the row SIC Code.

% - Percentage of row Total Procurement.

SECTION 9.1.2 DESCRIPTION OF SUPPLIER DIVERSITY WITH CA MAJORITY WORKFORCE

Suburban was proud to partner with 45 diverse vendors in 2022. All 45 vendors are from California, employing individuals from the communities we serve.

SECTION 9.1.3 SUPPLIER DIVERSITY PROGRAM EXPENSE

Expense Category	
Wages	\$ 64,333
Other Employment Expense	\$0
Reporting Expense	\$0
Training	\$8,763
Consulting	\$ 4,148
Program Expense	\$ 9,837
Total Program Expenses	\$ 77,243

SECTION 9.1.4 PROGRESS IN MEETING OR EXCEEDING SET GOALS

Category	2022	2021
Minority Male Business Enterprise	36.40%	29.64%
Minority Female Business Enterprise	9.32%	6.18%
Minority Business Enterprise (MBE)	45.72%	35.81%
Women Business Enterprise (WBE)	10.23%	4.25%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	11.04%	13.90%
Disabled Veteran Business Enterprise (DVBE)	0.61%	1.27%
Persons with Disabilities Business Enterprise (DBE)	0.00%	0.00%
Total	67.59%	55.24%

SECTION 9.1.4 SUPPLIER DIVERSITY RESULTS COMPARED TO SET GOALS

Category	2022 Results	2021
Minority Men Business Enterprise	36.40%	29.64%
Minority Female Business Enterprise	9.32%	6.18%
Minority Business Enterprise (MBE)	45.72%	35.81%
Women Business Enterprise (WBE)	10.23%	4.25%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	11.04%	13.90%
Disabled Veteran Business (DVBE)	0.61%	1.27%
Persons with Disabilities Business Enterprise (DBE)	0.00%	0.00%
TOTAL WMDVLGBTBE	67.59%	55.24%

% - PERCENTAGE OF NET PROCUREMENT

SECTION 9.1.5 SUMMARY OF PRIME CONTRACTORS UTILIZATION OF DIVERSE SUBCONTRACTORS

Subcontracting remains critical to the success of our Supplier Diversity program. Each time we enter a Master Service Agreement (MSA) with a Prime we require them to complete Suburban's subcontracting form that aids our annual reporting. Suburban remains committed to subcontracting.

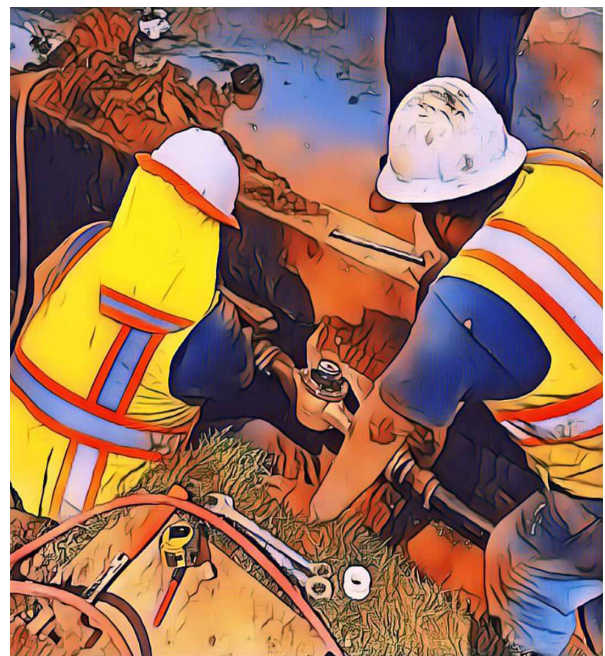
	Minority Male	Minority Female	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Summary of Prime Contractors Utilization of Diverse Subcontractors	Disabled Veterans Business Enterprise (DVBE)	Other 8(a)*	Total Supplier Diversity Spend
Direct ¹ \$	\$12,975,696	\$3,322,071	\$16,297,767	\$3,647,253	\$3,934,962	\$216,207	\$0	\$0	\$24,096,189
Subcontracting ² \$	\$0	\$0	\$5,436	\$0	\$0	\$0	\$0	\$0	\$5,436
Total \$	\$12,975,696	\$3,322,071	\$16,303,202	\$3,647,253	\$3,934,962	\$216,207	\$0	\$0	\$24,101,624
Direct ¹ %	36.40%	9.32%	45.73%	10.23%	11.04%	0.61%	0.00%	0.0%	67.61%
Subcontracting ² %	0.00%	0.00%	0.02%	0.00%	0.00%	0.00%	0.00%	0.0%	0.00%
Total %	36.40%	9.32%	45.75%	10.23%	11.04%	0.61%	0.00%	0.0%	67.61%
Net Procurement**		\$35,648,853							

* 8(a) - Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C. 637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

** Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

¹Direct - means Direct Procurement: when a utility directly procures from a supplier.

²Sub - means Subcontractor Procurement: when a prime contractor, in contract with a utility, procures from a subcontractor to fulfil its contractual obligation(s).



% - Percentage of Net Procurement.

SECTION 9.1.6 SUPPLIER DIVERSITY COMPLAINTS RECEIVED

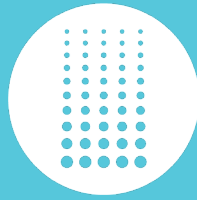
No Supplier Diversity complaints were received.

SECTION 9.1.7 RECRUITMENT EFFORTS IN UNDERUTILIZED AREAS

Recruitment efforts for WMDVLGBTBE firms remain part of Suburban's ongoing business strategy. Our effort to attract innovative suppliers who provide exceptional value, safety, quality service, and pricing is part of our day-to-day procurement sourcing. We continue to recruit and build capacity for new diverse firms successfully. Suburban carefully monitors the successes and challenges of sourcing business opportunities with diverse firms.

We believe it is important to seek feedback about the need for vendors from both the internal buyer and field operations representatives. Our field representatives serve as our eyes and ears; their first-hand experience with the vendor renders feedback necessary to the relationship and growth of our procurement processes and vendor opportunities.





Suburban
Water Systems



SUPPLIER DIVERSITY
ANNUAL PLAN
2023

2023 ANNUAL PLAN

SECTION 10.1.1

SUPPLIER DIVERSITY SHORT-, MID- AND LONG-TERM GOALS

Category	Results	Short Term Goals	Mid Term Goals	Long Term Goals
Minority Business Enterprise (MBE)	36.40%	10.00%	15.00%	20.00%
Women Business Enterprise (WBE)	9.32%	5.00%	10.00%	15.00%
Lesbian, Gay, Bisexual and Transgender Business Enterprise (LGBTBE)	11.04%	5.00%	7.00%	10.00%
Disabled Veteran Business Enterprise (DVBE)	0.61%	1.50%	3.50%	5.00%
Persons with Disabilities (PDBE)	0.00%	0.20%	0.50%	0.50%
Total WMDVLGBTBE	67.59%	21.70%	36.00%	50.50%

In 2023, Suburban's goal will continue to strive to exceed the CPUC's stated goal of 21.5% spend with diverse businesses.

Drawing on our operational expertise and long-range planning, our strategic approach identified below will help ensure the best possible inclusion of diverse businesses in procuring our goods and services in the future.

2023 Strategic Program Goals

In 2023, Suburban will focus on carefully selected areas for maximum results:

- Focused and intentional events with Primes and buyers (vendor showcases with buyers and matchmaking).
- Partnerships with community-based organizations (CBO), including meeting with their members to reach a wider audience of potential vendors.

Specific focus on increasing purchases from:

- o Disabled Veteran Businesses
- o African American businesses
- o American Indian Owned Businesses
- o Persons with Disabilities Businesses



Subcontracting Program

Subcontracting is an avenue for creating opportunities for diverse businesses that do not have the scale to serve as the Prime. In 2023 we will focus on the following critical areas of subcontracting:

- Connect eligible diverse subcontractors to Prime contractors to partner on Suburban projects
- Track and monitor compliance with contractual subcontracting requirements
- Continue to mandate Prime supplier's completion of Suburban's subcontracting form

Integration of Sourcing and Planning

Suburban will continue to provide opportunities for diverse suppliers to partner with us to meet our capital expenditure and operational needs.

Suburban remains committed to including diverse vendors on each bid opportunity to support our supplier inclusion effort.

In 2023, Suburban is planning to focus on finding opportunities to increase our spend with DVBE, W/ MBE, American Indian, and African American service providers and work on sustaining our program's successful model.



Enhanced Reporting

Suburban will continue to enhance our reporting capabilities to support our diverse spend tracking and sub-contractors utilization.

Accurate monthly reporting is critical to tracking our overall success.

We track results and compare performance to our goals. Reviewing data from reporting reveals areas of opportunity to support more team discussion and problem-solving.

SECTION 10.1.2 DESCRIPTION OF SUPPLIER DIVERSITY PLANNED PROGRAM ACTIVITIES FOR THE NEXT CALENDAR YEAR

Suburban will continue to engage in the following internal and external activities that have contributed to our program's success:

Planned Internal Activities

Review and analyze procurement processes to ensure Supplier Diversity is a part of the **day-to-day culture**.

Continued **education through communication** with company personnel, buyers, and stakeholders.

Suburban Prime Contractor Luncheon: Networking event promoting the importance of diverse 2nd tier spend.

Suburban 2023 Celebration Luncheon: celebrate our 2022 Supplier Diversity program success, recognize our Supplier Diversity champions, and share our goals for 2023.

Internal presentations and meetings with employees and managers.

Monthly email announcements showcasing our Year to Date (YTD) Supplier Diversity spend numbers, champions, and success stories.

Planned External Activities



CWA W.A.T.E.R. Program

The W.A.T.E.R Program is 4-part workshop (one workshop per quarter), for a total of 22 hours of training focused on increasing the vendors' chances of being viewed as a "safe choice" to be a prime or subcontractor on multi-million dollar utility projects.

Vendors are able to connect with the 7 participating water companies, including Suburban Water Systems.

After completing the program, each participant receives a certificate that differentiates their company as having the skills and knowledge to do business with water companies.

SECTION 10.1.2

PLANNED INTERNAL / EXTERNAL ACTIVITIES

Planned External Activities

CWA Meet the Primes

(prime contractor event)

Prime Contractors present upcoming subcontractor opportunities to potential subcontractors.

Pipeline Into Procurement

The event connects each utility and its Procurement departments with vendors in the categories they are sourcing. Vendors are hand selected by each member agency based on member needs and get a chance to introduce themselves and do matchmaking with the interested procurement buyers.

Communication campaigns in the supplier community to raise awareness of Suburban's program to enlarge the company's footprint in the diverse supplier community:

- Participate in various outreach events and meetings.
- Collaborate with other utilities and CBOs on the identification of suppliers.
- Host outreach events and meetings.

SECTION 10.1.3

PLANS TO SEEK AND RECRUIT WMDVLGBTBE SUPPLIERS IN UNDERUTILIZED AREAS (FINANCIAL, LEGAL, ETC.)

Suburban will continue to identify opportunities to source diverse firms in underutilized areas. Suburban will continue to build new relationships with diverse suppliers through communication and collaboration with key stakeholders in the community.

Suburban will be intentional in 2023 when procuring suppliers in underutilized areas. We plan to host a buyer showcase focused on connecting with diverse businesses to expand our vendor pool.

We will utilize our CBO partnerships to identify their members with offerings that align with our buyers' needs.

We will also identify registered vendors on the CPUC Supplier Clearinghouse to create a list for event promotion. These two deliberate approaches will garner increased vendor visibility and relationships in underutilized areas.

SECTION 10.1.4

PLANS FOR SEEKING OR RECRUITING SUPPLIER DIVERSITY SUPPLIERS FOR EXCLUDED CATEGORIES

Suburban remains committed to including diverse businesses in all bid opportunities. There are some excluded categories where this is not possible, including but not limited to purchased water, government payments, employee costs, waste removal, and customer refunds.

Suburban will share our core values and experience with our diversity success when working with these businesses to inspire their internal processes and 2nd tier outreach and spend.

SECTION 10.1.5

PLANNED SUBCONTRACTING OPPORTUNITIES

Suburban will continue to encourage our prime suppliers to utilize diverse suppliers as sub-contractors, sharing our commitment to diversity and creating more opportunities for diverse, small businesses.

Suburban will host a Prime contractor luncheon focusing on the importance of 2nd tier contracting and submitting their 2nd tier report after job completion. Suburban will also collaborate with CWA and the Joint Utilities to host and participate in Prime contractor events to bring more visibility to subcontracting opportunities.

SECTION 10.1.6

PLANS FOR COMPLYING WITH SUPPLIER DIVERSITY PROGRAM GUIDELINES

Suburban remains committed to Supplier Diversity.

Suburban's program continues to evolve and build on our strengths. Our three-pronged strategic approach of planning, subcontracting, and reporting will enable Suburban to continue successfully supporting the program.

Our leadership and management teams are committed to the Program and have created a culture that supports Suburban's robust Supplier Diversity procurement processes.

Actively seeking the support of external stakeholders will remain a key program element. Suburban looks to procure the best products and services at the best possible cost. Suburban will continue to look to diverse suppliers to meet our business needs.

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