

The Flow of Supplier Diversity

2022 ANNUAL REPORT
AND 2023 ANNUAL PLAN
(Rev. March 20, 2023)

Utilization of Women, Minority, Service-Disabled
Veteran, Lesbian, Gay, Bisexual, Transgender and
Persons with Disabilities Business Enterprises
(WMDVLGBTPDBE)



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Message From the President



I am pleased to share that Liberty's Supplier Diversity Program for our California water locations has had another successful year. I have been with Liberty for thirty years and have witnessed the growth and commitment to supplier diversity year over year. With new regulation and our continued focus to provide safe and reliable water service to our customers, we have increased support of diverse business enterprise utilization and spend.

In 2022, we surpassed the California Public Utilities Commission's (CPUC) diverse enterprise spend goal of 21.5%. Liberty achieved **53.2%** spend with diverse business enterprises. This represents a 15% increase in diverse spend since 2021. Long-term relationships with diverse business enterprises and the addition and utilization of **eight** new diverse business enterprises to our supply chain contributed to this increase. We intend to keep the momentum and **Flow of Supplier Diversity** moving forward as we initiate a more focused effort toward increased structuring of our supply chain, which will help increase opportunities. This new supply chain structuring includes additional support to provide greater focus in maintaining consistent and sustainable practices in our procurement activities. We will challenge ourselves to think and act differently as we work toward a stronger Supplier Diversity Program.

Liberty's Supplier Diversity Program fully embraces and recognizes the various aspects of diversity as it relates to our supply chain, employee engagement, corporate policy and procedures, and communities served. Our Supplier Diversity Program is embedded throughout our business. We believe that a healthy and robust supply chain must include diverse business enterprises working either directly with or alongside established prime contractors to get the work done. We remain committed to expanding and strengthening our relationships and increasing our annual spend with our diverse suppliers. We recognize the importance of the **Flow of Supplier Diversity** as we deliver safe and reliable water service to our customers and communities.

A handwritten signature in black ink, appearing to be 'EJ', written over a light blue background.

Edward Jackson

President, Liberty – California

Message From the Supplier Diversity Program Manager



I joined Liberty in May 2022, and the year has flown by. My supplier diversity experience has surpassed the 10-year mark, but I remain amazed and excited to learn new things in my professional journey. Fortunately, I work with people who are so accepting of my “newness” and have embraced my approaches thus far to learn the business and people of Liberty. Liberty employees have been “all in” regarding my getting to know them and understanding how I can best support them. It didn’t take long for me to identify champions of supplier diversity as they are eager to engage.

The grace provided in educating me about all things Liberty has been helpful as I begin to shape and structure a best-in-class Supplier Diversity Program. This process will rely on support from areas that have a viable intersect with supplier diversity, such as leadership engagement and interaction, knowledge share between operational and engineering teams, communication, finance, legal, human resources, and of course, at the highest level, supply chain. These intersections are critical to our continued success and to goals that will be set and achieved in the future.

A look back in years to come will show that this time and approach will lead to winning outcomes, pushed forward and through by the [Flow of Supplier Diversity](#). I look forward to experiencing this year after year.

A handwritten signature in black ink that reads "Holley Joy". The signature is written in a cursive, flowing style.

Holley Joy

Supplier Diversity Program Manager

About Liberty

Liberty has two water utilities in California—Liberty Utilities (Park Water) Corp. (Liberty Park Water) and Liberty Utilities (Apple Valley Ranchos Water) Corp. (Liberty Apple Valley) (together, Liberty)—that serve a combined 48,000 customers within southeast Los Angeles County and the Town of Apple Valley. With combined capital investments averaging \$23 million dollars each year, Liberty is committed to the efficient delivery of safe and reliable water service to its customers. Liberty invests in the communities it serves through education regarding water utility services and creating sustainable environments to assist in the management of water resources. Liberty maintains strong community relationships to help improve its quality of service provided.



2022 Highlights

Liberty's Supplier Diversity Program stayed visible on the diverse business enterprise landscape through several outlets. Liberty remains committed to increasing utilization of diverse business enterprises that can enhance and strengthen its supply chain. Support of community-based organizations housing diverse business enterprise memberships helps provide immediate access and assistance to identify and potentially offer inclusion into Liberty's sourcing events. Liberty continues to offer hosted outreach events that allow in-person or virtual meetings with diverse business enterprises that can potentially and successfully win contract opportunities for goods and services procured. Lastly, Liberty is fully aware of its greater responsibility to the communities served. Liberty staff are active in organizations, such as local chambers, enabling Liberty to further engage in community needs beyond water delivery and participate in efforts to create inclusive communities through Liberty Days, a company-sponsored benefit to employees wishing to volunteer in the communities served.

New Diverse Supplier Partnerships

In 2022, Liberty added eight new diverse business enterprises to its supply chain. Each new relationship proved successful in meeting expectations for quality, safety, performance, and cost. Liberty's internal team efforts intersected to identify the need, determine the capabilities, and successfully execute on the procurement of goods and services with:

Emergency Rooters Services

Boateng Logistics

Conor Roofing

Fill Good Landscaping

Harbor Pointe HVAC

Underground H₂O

HERCA Telecomm Services

Elite Auto Networks

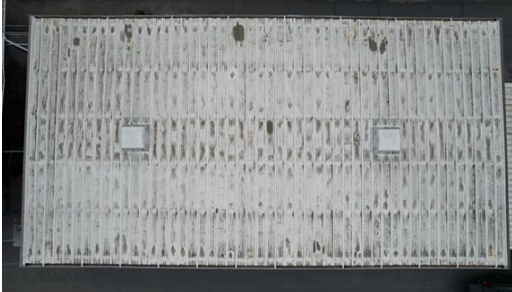
Each of these new relationships has the potential to grow with Liberty as supplier partners.



Liberty Projects – Operations

Liberty successfully completed engineering and operations projects to maintain the efficiency of its water system and infrastructure. As a responsible utility, Liberty is ready to correct and repair issues that may impact its ability to deliver safe and reliable water to customers. In the event of an issue, Liberty’s staff and supplier partners work to address unforeseen and emergency disruptions and/or maintain facility infrastructure.

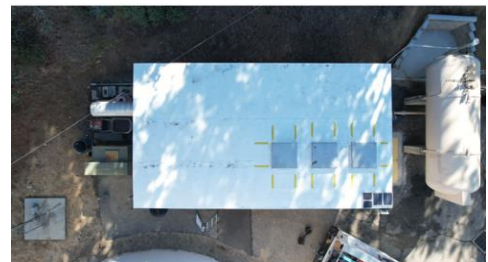
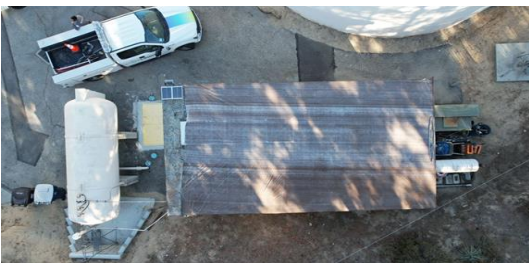
Washburn Office Roof Replacement



Conor Roofing, a diverse business enterprise located in Rancho Cucamonga, CA and added to Liberty’s supply chain in 2022, completed this successful roof replacement. **Conor Roofing** submitted a successful quote to provide services. This project was completed in a timely manner and helps protect critical water materials and supplies.

Forest Green Roof Replacement

Given the excessive rain in 2022, roof damage occurred at another facility housing technical systems used to measure water system delivery. For the safety and protection of Liberty’s systems and employees, the roof needed immediate repair. **Conor Roofing** repaired the roof efficiently and quickly.



Operations Manager Gabriel Gomez stated, “I could not be happier with these two projects. Liberty received a high-quality roof, the communication was outstanding, the jobsite was safe and well-kept, and **Conor Roofing** managed the necessary coordination with the city for permitting. The project passed final inspection without a hitch.”

Liberty Projects – Operations

Emergency Response

Project Scope: Liberty personnel responded to an emergency after a fire hydrant was hit by an RV early one morning. Liberty turned off the water while Liberty’s contractor, **Doty Bros.**, began repairing the hydrant. Doty Bros. completed repairs the day of the emergency, and the hydrant went back in service. Saul Smith, Operator III, stated, “It is great to work alongside our contractor, Doty Bros. They are very professional and safety-oriented, and their work has been superb.” Doty Bros., a diverse business enterprise, has a long-standing and successful partnership with Liberty and can be counted on to respond quickly to any project or emergency while delivering a high-quality performance.

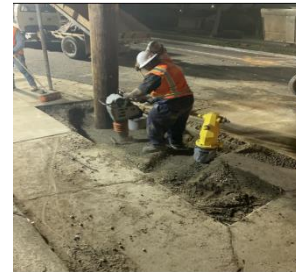
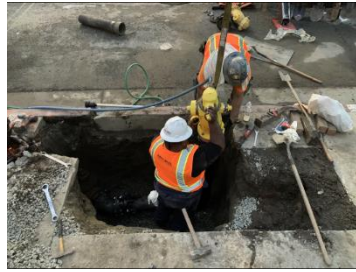


The Emergency



Partnership in Action

Brett Ommen, Operations Supervisor, Distribution and Doty Bros. staff



Getting the Job Done



Complete

Liberty Projects – Capital Expenditures

Rincon Road Main Replacement (Phase 5):

Project Scope: Liberty’s contractor, **High Desert Underground**, a woman-owned business enterprise, removed a 12” steel line that was originally installed in the 1960s and replaced it with a larger 20” ductile iron pipe. This main functions as a transmission main supplying water from the wells to the tanks. Liberty’s water transmission main study recommended installing a 20” main in the area to move water more efficiently and reduce pressure fluctuations, thereby helping to reduce the likelihood of leaks.

Inland Water Works, a local community material supplier, quickly delivered materials to contractors to minimize potential delays in project completion. **High Desert Underground** estimated project completion to take 12 weeks, but the project was completed in only five weeks. The team strictly adhered to quality and safety measures in the efficient completion of this project.



Liberty Projects – Capital Expenditures

80' Faux Water Tank Radio Tower

Project Scope: Liberty recently worked with contractor **Herca Telecomm Services**, a diverse business enterprise located in Perris, California, to install an 80-foot-tall SCADA radio tower that resembles a historic water tank at Liberty's Apple Valley yard. Liberty's SCADA system relies on communication between wells, tanks, and booster pump stations in the field to the SCADA central servers in the office. Prior to the new 80-foot radio tower, communication occurred via antennas mounted on a shorter tower constructed in 2005. This tower was a light-duty structure equipped with radios that are no longer available. The new tower is a stand-alone structure designed and fabricated by **Solar Communications International** from Temecula, California. In addition, a new prefab equipment building was constructed by the base of the tower to house the SCADA equipment. This project also includes wrought iron fencing, landscaping, conduits to the office building, and an assortment of new SCADA equipment.

Greg Miles, Manager, Engineering Projects stated, "**Herca Telecomm Services** was very thorough as they explained all the equipment to our SCADA team member."



Supplier Diversity Program Activities

CWA-Hosted Outreach Events

Liberty collaborates with California Class A water utilities through its membership and active engagement with the California Water Association (CWA). This collaboration supports the creation, development, and delivery of outreach events that further the messaging of the utility industry's collective commitment to supplier diversity. These outreach events facilitate the identification of diverse business enterprises that may compete in Liberty's inclusive sourcing opportunities to provide goods and services necessary to maintain and support business functions and infrastructure needs.

Meet The Primes – October 4, 2022

CWA's Meet the Primes is an annual event that is crucial to building relationships between prime contractors and qualified diverse businesses. This event helps contribute to greater economic equality, as CWA collaborative Class A water utilities introduce diverse business enterprises that are seeking to initiate a relationship with prime utility partners or engage with utility supplier diversity managers. This event was facilitated by **Guided Business Plan**, a diverse business enterprise, and was successfully and efficiently executed. The virtual experience generated 476 registered attendees, while approximately 188 attended on the day of the event – a significant increase compared to 120 attendees in 2021. Please reference the following link for additional insight and information: <https://youtu.be/OHM9Zy1O-WU>



CWA R.I.S.E. 2022

CWA R.I.S.E., a bi-weekly podcast, launched in 2021 with an intentional focus on Black-owned businesses in California to introduce them to the Class A water utilities and potential contracting opportunities at each utility. Through the collaborative efforts of the supplier diversity managers working alongside **Guided Business Plan's** Melanie Rae as podcast creator and facilitator, CWA R.I.S.E. sought to share knowledge of the investor-owned water utility landscape and the opportunities for inclusion in sourcing events.

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

The CWA Utility Supplier Diversity Program (USDSP) managers hosted the annual CWA W.A.T.E.R. Technical Assistance and Capacity Building event, facilitated by Melanie Rae of **Guided Business Plan**. The 2022 cohort began in February 2022 and consisted of 15 diverse business enterprises at varying levels of business maturity with alignment in their desire to learn more about how to obtain knowledge and seek opportunities with the Class A water utilities. Vendors were selected based on their potential to provide goods and services across a variety of industries and their ability to compete on upcoming sourcing events. This mentoring forum provided insight into the various aspects of investor-owned water utility structure, procurement standards, and potential opportunities. In the three years of W.A.T.E.R, approximately 40 cohorts and graduates have completed the course and



are now seeking and successfully winning contract opportunities with several water utilities. One 2021 graduate, **Pivotal Adaptive**, has not only secured contract opportunities with California water utilities but has experienced substantial growth and expansion of services to other states and countries. In 2023, the W.A.T.E.R. experience will continue to be enhanced for interested diverse business enterprises.

Community Based Organization Partners

In addition to these new suppliers and hosted outreach events, Liberty continued to collaborate with its CWA water utility colleagues to support community-based organizations in their efforts to provide technical assistance and capacity building resources to diverse business enterprises seeking to work with water utilities. Liberty assisted in sponsoring and attending some community-based organization events to seek, meet, and offer diverse business enterprises an inclusive opportunity, where aligned, to compete on available sourcing initiatives. The community-based organizations supported include:

American Indian California Chamber of Commerce (Advisory Council Member)

Asian Business Association of Los Angeles (ABALA) (Advisory Council Member)

Black Business Association of Los Angeles (BBA)

Buildout California

Greater Los Angeles African American Chamber of Commerce (GLAAACC)

Los Angeles Gay and Lesbian Chamber of Commerce (LAGLCC)

National Association of Minority Contractors Southern California (NAMCSC) (Advisory Council Member)

Southern California Minority Supplier Diversity Council (SCMSDC)

National Utility Diversity Council (NUDC)

Veterans In Business (VIB NETWORK)

Water Education for Latino Leaders (WELL)

Women Business Enterprise Council – West (WBEC-WEST)

Operation Gobble

Operation Gobble provides holiday meals annually to those in need within the communities served. Liberty coordinates the event with local chambers, government representatives, and other organizations to assist in the identification of need, distribution planning, and more. Liberty employees actively volunteer where needed.

Liberty Days

The Liberty Days program promotes the values of Liberty within the communities served. Employees take paid time off from regular working hours to participate in pre-approved community events or activities that give back to Liberty's customers and communities and promote company values.

WMDVLGBTDBE Annual Results

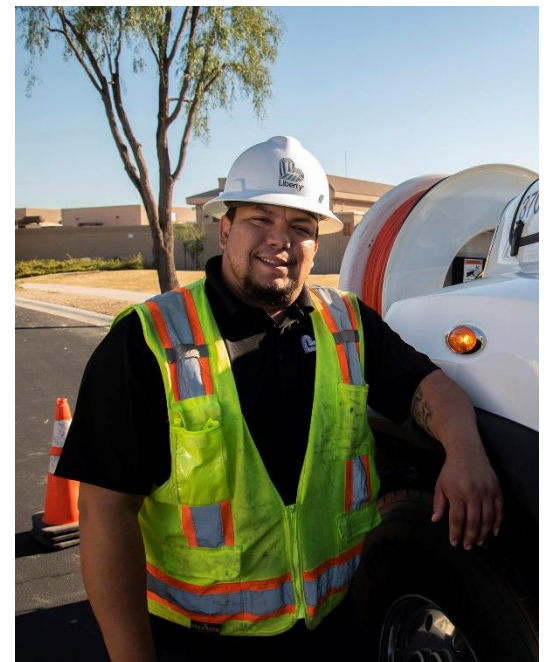
Liberty was successful in its 2022 efforts to make progress in its Supplier Diversity Program goals and objectives to meet or surpass the stated CPUC General Order 156 diverse spend goal of 21.5%. Final diverse business enterprise utilization and spend resulted in the addition of **eight** new diverse suppliers to Liberty’s supply chain and a diverse supplier spend capture of **53.2%**. These results are a **25%** increase compared to 2021 diverse spend reporting. Please see the following pages for detailed results of these efforts.

9.1.2 WMDVLGBTDBE Annual Results – Ethnicity

		Direct Spend ¹ \$	Sub Spend ² \$	Total \$	%
Minority Male	African American	\$ 156,624	\$ -	\$ 156,624	0.05%
	Asian Pacific American	\$ 1,103,623	\$ -	\$ 1,103,623	3.53%
	Hispanic American	\$ 4,740,391	\$ 24,963	\$ 4,765,354	15.23%
	Native American	\$ -	\$ -	\$ -	
	Total Minority Male	\$ 6,000,638	\$ 24,963	\$ 6,025,601	19.25%
Minority Female	African American	\$ -	\$ -	\$ -	0.00%
	Asian Pacific American	\$ -	\$ -	\$ -	0.00%
	Hispanic American	\$ 187,745	\$ 586,028	\$ 773,773	2.47%
	Native American	\$ -	\$ -	\$ -	0.00%
	Total Minority Female	\$ 187,745	\$ 586,028	\$ 773,773	2.47%
Total Minority Business Enterprise (MBE)		\$ 6,188,383	\$ 610,991	\$ 6,799,374	21.73%
Women Business Enterprise (WBE)		\$ 8,817,624	\$ 362,846	\$ 9,180,470	29.34%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$ -		\$ -	0.00%
Disabled Veteran Business Enterprise (DVBE)		\$ 660,025	\$ 1,500	\$ 661,525	2.11
Persons with Disabilities Business Enterprise (PDBE)		\$ -		\$ -	0.00%
8(a)*		\$ -		\$ -	0.00%
Total Supplier Diversity Spend		\$ 15,666,032	\$ 975,337	\$ 16,641,369	53.2%
Net Procurement**		\$ 31,294,875		\$ 31,294,875	

9.1.2 WMDVLGBTBDBE Annual Results – Direct Procurement by Products and Service Categories

			Product		Service		Total	
			\$	%	\$	%	\$	%
Minority Male	African American	Direct	\$ -		\$ 156,023		\$ 156,023	
	Asian Pacific American	Direct	\$ 305,819		\$ 797,805		\$ 1,103,624	
	Hispanic American	Direct	\$ 9,505		\$ 4,400,974		\$ 4,410,479	
	Native American	Direct	\$ -		\$ -			
	Total Minority Male	Direct	\$ 315,324		\$ 5,685,315		\$ 6,000,639	
Minority Female	African American	Direct	\$ -		\$ -			
	Asian Pacific American	Direct	\$ -		\$ -			
	Hispanic American	Direct	\$ 167,490		\$ 20,254		\$ 187,745	
	Native American	Direct	\$ -		\$ -			
	Total Minority Female	Direct	\$ 167,490		\$ 20,254		\$ 187,745	
Total Minority Business Enterprise (MBE)		Direct	\$ 482,814		\$ 5,705,569		\$ 6,188,383	
Women Business Enterprise (WBE)		Direct	\$ 155,196		\$ 8,662,427		\$ 8,817,624	
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Direct	\$ -		\$ -			
Disabled Veteran Business Enterprise (DVBE)		Direct			\$ 660,025		\$ 660,025	
Persons with Disabilities Business Enterprise (DBE)		Direct	\$ -		\$ -		\$ -	
8(a)*		Direct	\$ -		\$ -		\$ -	
Total Supplier Diversity Spend		Direct	\$ 638,011		\$ 15,028,021	\$ -	\$ 15,666,032	
Net Procurement**					31,294,875			
Net Product Procurement					638,011			
Net Service Procurement					15,028,021			
Total Number of Diverse Suppliers that Received Direct Spend					33			



9.1.2 WMDVLGBTDBE Annual Results – Subcontractor Procurement by Product and Service Categories

			Product		Service		Total		
			\$	%	\$	%	\$	%	
Minority Male	African American	Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Asian Pacific American	Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Hispanic American	Sub	\$ -	\$ -	\$ 24,963	\$ -	\$ 24,963	0.08%	
	Native American	Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Total Minority Male	Sub	\$ -	\$ -	\$ -	\$ -	\$ 24,963	0.08%	
Minority Female	African American	Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Asian Pacific American	Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Hispanic American	Sub	\$ 586,028	1.87%	\$ -	\$ -	\$ 586,028	1.87%	
	Native American	Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Total Minority Female	Sub	\$ 586,028	\$ -	\$ 24,963	\$ -	\$ 610,991	1.95%	
Total Minority Business Enterprise (MBE)		Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Minority Business Enterprise (MBE)		Sub	\$ 586,028	\$ -	\$ 24,963	\$ -	\$ 610,991	1.95%	
Women Business Enterprise (WBE)		Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Women Business Enterprise (WBE)		Sub	\$ 170,326	\$ -	\$ 192,520	\$ -	\$ 362,846	1.16%	
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Disabled Veteran Business Enterprise (DVBE)		Sub	\$ -	\$ -	\$ 1,500	\$ -	\$ 1,500	0.0005%	
Disabled Veteran Business Enterprise (DVBE)		Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Persons with Disabilities Business Enterprise (DBE)		Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Persons with Disabilities Business Enterprise (DBE)		Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
8(a)*		Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
8(a)*		Sub	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Supplier Diversity Spend		Sub	\$ 756,354	\$ -	\$ 218,983	\$ -	\$ 975,337	3.11%	
Net Procurement**		\$		31,294,875					
Net Product Procurement		\$		756,354					
Net Service Procurement		\$		218,983					

9.1.2 WMDVLGBTDBE Annual Results – Procurement by Standard Industrial Code (Sic)

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	\$ 37,425	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	0.0012%	%								0.012%						
1542	\$ 292,487	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	0.93%	%														
1611	\$ 264,606	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 264,606	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	0.85%	%								0.68%						
1623	\$ 2,879,004	\$ 753,518	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,632,522	\$ 8,544,733	\$ -	\$ 660,025	\$ -	\$ -	\$ -	\$ -
	7.98%	2.41%							8.45%	23.69%		1.83%				
1761	\$ 28,285	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,285	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	0.08%	%							0.08%							
1799	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,395	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
										0.0044%						
2752	\$ 289,354	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 289,354	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	0.80%	%							0.80%							
2759	\$ 9,505	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,505	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	0.03%	%							0.03%							
3084	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,863	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
										0.09%						
3357	\$ 3,680	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,680	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	0.01%	%							0.01%							
3531	\$ 5,946	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,946	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	0.02%	%							0.0097%							
4789	\$ 601	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 601	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	0.0019%	%														
5074	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,748	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
										0.07%						
5172	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 325,408	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
										1.04%						
5251	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 114	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
										0.0003%						
5511	\$ 127,738	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 127,738	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	0.35%	%							0.35%							
5599	\$ -	\$ -	\$ 305,819	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 305,819	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			0.85%							0.85%						
6411	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 188,262	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
										0.60%						
6781	\$ 97,190	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 97,190	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	0.27%	%							0.27%							
7319	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,949	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
										0.18%						
7322	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,864	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
										0.06%						
7342	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,320	\$ -	\$ 4,320	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
								0.01%		0.01%						
7349	\$ -	\$ -	\$ 30,370	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,370	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			0.08%							0.1%						
7699	\$ -	\$ -	\$ -	\$ -	\$ 616,767	\$ -	\$ -	\$ -	\$ -	\$ 616,767	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
					1.70%					1.71%						
8111	\$ 695,293	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 695,293	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	1.93%	%							1.93%							
8734	\$ 33,306	\$ -	\$ -	\$ -	\$ -	\$ 15,935	\$ -	\$ -	\$ 49,241	\$ 284	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	0.09%	%				0.04%			0.14%	0.00%						
8742	\$ 243,319	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 243,319	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	0.67%	%							0.67%							
8711	\$ 38,835	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,835	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -
	0.11%	%							0.11%			0.0047%				
Total	\$ 156,624		\$ 1,103,623		\$ 4,765,354	\$ 773,773			\$ 6,799,374	\$ 9,180,470		\$ 661,525			\$ 16,641,369	\$ 31,294,875
	0.50%		3.53%		15.23%	2.47%			21.73%	29.34%		2.11%			53.2%	

Net Procurement** | \$ 31,294,875



9.1.2 WMDVLGBTPD BE Annual Results – Number of WMDVLGBTPD BE Suppliers and Revenue Reported to the Supplier Clearinghouse

Number of Diverse Suppliers	Revenue Reported to the Supplier Clearinghouse							Utility-Specific 2022 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	12	1	0	1	0	0	14	22	7	0	1	0	0	30
Under \$5 million	4	5	0	0	0	0	9	1	1	0	0	0	0	2
Under \$10 million	5	1	0	0	0	0	6	0	1	0	0	0	0	1
Above \$10 million	2	2	0	0	0	0	4	0	0	0	0	0	0	0
Total	23	9	0	1	0	0	33	0	0	0	0	0	0	33

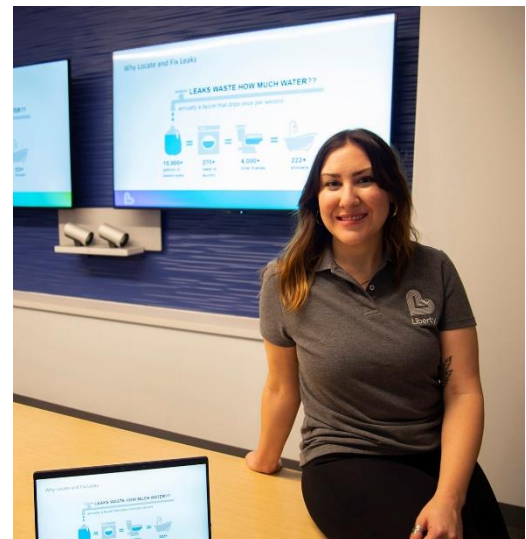
Revenue of Diverse Suppliers	Revenue Reported to the Supplier Clearinghouse							Revenue and Payment Data						
	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with 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	\$ 28,022,210	\$ 1,739,206	\$ -	\$ 660,025	\$ -	\$ -	\$ 30,421,441	\$ 3,645,406	\$ 272,891	\$ -	\$ 660,025	\$ -	\$ -	\$ 4,578,322
Under \$5 million	\$ 9,743,399	\$ 674,646	\$ -	\$ -	\$ -	\$ -	\$ 10,418,045	\$ 2,542,977	\$ 3,201,519	\$ -	\$ -	\$ -	\$ -	\$ 5,744,496
Under \$10 million	\$ 26,388,047	\$ 14,600,000	\$ -	\$ -	\$ -	\$ -	\$ 40,988,047	\$ -	\$ 5,343,214	\$ -	\$ -	\$ -	\$ -	\$ 5,343,214
Above \$10 million	\$ 83,000,000	\$ 22,383,463	\$ -	\$ -	\$ -	\$ -	\$ 105,383,463	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 147,153,656	\$ 39,397,315	\$ -	\$ 660,025	\$ -	\$ -	\$ 187,210,996	\$ 6,188,383	\$ 8,817,624	\$ -	\$ 660,025	\$ -	\$ -	\$ 15,666,032

9.1.2 WMDVLGBTPD BE Annual Results – Number of WMDVLGBTPD BE Suppliers with California Majority Workforce

In 2022, diverse business enterprises identified in this report validated that most of their workforce is based in California. This information is obtained from Supplier Clearinghouse certification records and data as reported by the diverse business enterprise.

9.1.3 Program Expenses

Expense Category	Year 2022
Wages	\$ 93,000.00
Other Employee Expenses	\$ -
Program Expenses	\$ 5,486.00
Reporting Expenses	\$ -
Training Expenses	\$ -
Consultant Expenses	\$ 3,683.00
Other Expenses	\$ 7,781.00
Total	\$ 109,950.00



9.1.4 Description of Progress in Meeting or Exceeding Set Goals

Since 2018, Liberty has consistently surpassed the CPUC stated goal of 21.5% spend with diverse business enterprises. Liberty’s leadership and staff engagement has contributed tremendously to the success of its Supplier Diversity Program. The continued messaging to stakeholders regarding Liberty’s value of and commitment to supplier diversity will lead to increased opportunities for inclusion of diverse business enterprises seeking to compete in procurement activities. Simultaneously, as Liberty continues to support and work alongside community-based organizations that can provide resources and introduction to available suppliers in the diverse marketplace, access to diverse business enterprises will expand.

	2018	2019	2020	2021	2022
Total Procurement	\$33,539,984	\$34,580,097	\$35,783,773	\$26,946,934	\$31,294,875
Total WDVLTBTPDE Spend	\$11,130,099	\$9,517,903	\$9,063,297	\$10,166,026	\$15,666,032
% of Total Procurement	33.18%	27.52%	25.33%	37.73%	53.20%

9.1.4 WMDVLGTBTPDBE Results and Goals

Category	2022 RESULTS	2022 GOALS
Minority Male Business Enterprise	19.25%	0.00%
Minority Female Business Enterprise	2.47%	0.00%
Minority Business Enterprise (MBE)	21.73%	15.00%
Women Business Enterprise (WBE)	29.34%	5.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.00%	0.50%
Disabled Veteran Business Enterprise (DVBE)	2.11%	1.50%
Persons with Disabilities Business Enterprise (DBE)	0.00%	0.00%
Total	53.2%	22.00%

9.1.5 Description of Prime Contractor Utilization of WMDVLGBTPDBE

Subcontractors

Liberty captured \$975,337 prime contractor utilization and spend with WMDVLGBTPDE subcontractors.

9.1.6 List of Supplier Diversity Complaints Received and Status

None.

9.1.7 Description of Efforts to Recruit WMDVLGBTPDBE Suppliers in Low Utilization Areas

Liberty will continue to work closely with internal stakeholders to identify gaps and opportunities for products and service categories in which there has been limited success to identify and include in sourcing opportunities. With this knowledge, Liberty's supplier diversity team will work closely with community-based organizations, water utilities, and other joint utility colleagues to attain references and introductions to diverse business enterprises providing aligned services.

10.1.1 WMDVLGBTPDBE Short-, Mid- and Long-Term Goals

Short-, mid-, and long-term goals for Liberty will be more formally established as part of a deeper level of knowledge share regarding the current state of supply chain policy and enacting Supplier Diversity Program components to support. Goals will have a specific area of focus from a high-level Supplier Diversity Program administration perspective:

Short-Term - 2023

- Understand current state of Liberty areas of work
- Understand level of knowledge for the messaging of supplier diversity with internal staff
- Provide knowledge share of goals, objectives, and the path forward
- Meet with external supplier partners to align supplier diversity messaging
- Create second tier subcontracting program
- Analyze current supply chain

Mid- and Long-Term - 2023 and Beyond

- Formalize structure of Supplier Diversity Program
- Identify gaps and opportunities in diverse business enterprise utilization and opportunities for inclusion across all categories (MBE **(includes ethnic and gender specific analysis within the MBE category)**, WBE LGBTE, DVBE PDBE)

It is anticipated that reporting short-, mid-, and long-term goals specific to SIC categories and low utilization areas will be available with the 2024 report year.

10.1.2 WMDVLGBTPDBE Program Activities for the Next Calendar Year

Liberty will continue to execute on its Supplier Diversity Program structure and set goals and objectives with internal staff to achieve results that are consistent with historical successes.

External activities will include continued collaboration with California Water Association utility supplier diversity managers for creation and development of outreach events.

In addition, Liberty anticipates hosting a Liberty-focused event with external stakeholders, such as community-based organizations and current and potential suppliers working or seeking to work with Liberty.



10.1.3 – Plans for Recruiting WMDVLGBTPDBE Suppliers in Low Utilization Areas

Liberty will continue to seek and develop opportunities to identify low utilization areas (categorical or geographic) to meet available diverse business enterprises that can successfully align to provide specific goods and services. Liberty will continue to work with community-based organizations, colleagues, and other community resources to create, host, and execute focused events to attract diverse business enterprises that can supply goods and services needed to increase utilization in gap areas.

10.1.4 – Plans for Recruiting WMDVLGBTPDBE Suppliers Where Unavailable

Liberty's efforts to recruit **WMDVLGBTPDBE** suppliers will continue to be ongoing.

10.1.5 Plans for Encouraging Prime Contractors to Subcontract

WMDVLGBTPDBE

Liberty plans to encourage prime contractors to consider subcontracting with WMDVLGBTPDBE suppliers by revising messaging regarding procurement and contractual documents and processes. In addition, as change to policy and processes are released, Liberty's supplier diversity team will host an event to educate current suppliers on the changes and expectations.

10.1.6 Plans for Complying with WMDVLGBTPDBE Program Guidelines

Liberty will remain compliant with WMDVLGBTPDBE Guidelines to maintain the integrity of its Supplier Diversity Program. Liberty's commitment to and value for supplier diversity is demonstrated by internal and external champions seeking to move within a variety of circles that exist comfortably in the diverse supplier marketplace.

Moving into 2023 and beyond, Liberty's supplier diversity messaging will become stronger and more visible. ***The Flow of Supplier Diversity*** at Liberty will stay on a course that is confidently sustainable.



Liberty[®]

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