



Supplier Diversity Is Transformative



Liberty Utilities (Park Water) Corp. and
Liberty Utilities (Apple Valley Ranchos Water) Corp.

2023 Annual Report And 2024 Annual Plan

General Order 156 - Utilization Of Women, Minority, Service-Disabled Veteran,
Lesbian, Gay, Transgender, Bisexual and Persons With Disabilities Enterprises
(WMDVLGBTPDBE)

Table Of Contents

President’s Message	5
Supplier Diversity Program Manager’s Message	6
About Liberty Utilities – Park Water/Apple Valley Rancho Water	7
2023 Highlights	8

2023 Annual Report

<u>Section</u>	<u>Page</u>
9.1.1 Supplier Diversity Program Activities	10
<ul style="list-style-type: none">• External• Internal• Community Involvement	
9.1.2 WMDVLGBTPDBE Annual Results	22
<ul style="list-style-type: none">• Ethnicity• Direct Procurement by Product and Service Categories• Subcontractor Procurement by Product And Service Categories• Procurement By Standard Industrial Code• Number Of WMDVLGBTPDBE Suppliers and Revenue Reported to Supplier Clearinghouse• Number Of WMDVLGBTPDBE Suppliers with California Majority Workforce	
9.1.3 WMDVLGBTPDBE Program Expenses	28
9.1.4 Progress in Meeting Or Exceeding Set Goals Results And Goals	29
9.1.5 Prime Contractor Utilization of WMDVLGBTPDBE Subcontractors	31
<ul style="list-style-type: none">• Summary Of Prime Contractor Utilization	
9.1.6 List Of Complaints Received and Current Status	32
9.1.7 Description of Efforts to Recruit WMDVLGBTPDBE Suppliers in Low Utilization Categories	32

Table Of Contents

2024 Annual Plan

<u>Section</u>		<u>Page</u>
10.1.1	WMDVLGBTPDBE Short-, Mid- and Long-Term Goals	34
10.1.2	Description of WMDVLGBTPDBE Planned Program Activities	36
10.1.3	Plans for Recruiting WMDVLGBTPDBE in Low Utilization Categories	36
10.1.4	Plans for Recruiting WMDVLGBTPDBE Where Available	36
10.1.5	Plans for Encouraging Prime Contractors to Subcontract With WMDVLGBTPDBE Suppliers	37
10.1.6	Plans for Complying with WMDVLGBTPDBE Program Guidelines	37





President's Message

It has been another successful year at Liberty Utilities (Park Water) Corp. (Liberty Park Water) and Liberty Utilities (Apple Valley Ranchos Water) Corp. (Liberty Apple Valley) (together, "Liberty"). We continue to see growth and development at a consistent and transformative pace throughout the Liberty enterprise. This allows us to maintain delivery of safe and reliable water service to approximately 50,000 customers in our Southern California service areas. We are working to transform the way we deliver that water service by creating and developing new policies and encouraging process improvements that are necessary to meet the intersection of supply chain, business units, and supplier diversity. We anticipate the results to positively impact the course and continued development of our Supplier Diversity Program.

As stated in our 2022 Annual Report, *The Flow of Supplier Diversity* continues to move forward. In 2023, we successfully met and exceeded the 21.5% spend target with diverse business enterprises, recording a diverse spend of 35.32%.

Our supplier diversity program manager worked with supply chain and business unit leadership to work on the necessary **transformation** of processes and policies to generate supplier diversity program initiatives that will, in turn, strengthen our position. Moving forward, our focus will extend beyond the percentage of spend with diverse business enterprises and emphasize transforming the mindset around supplier diversity program results.

I am committed to providing support and increasing visibility of Liberty's Supplier Diversity Program so Liberty staff are knowledgeable of the full premise and stature of General Order 156, and how their navigation of roles and responsibilities contribute to our success. We recognize that full transformation will not be achieved overnight. To that end, we will move collectively and collaboratively to focus on areas of strength and determine necessary improvements. We will identify gaps in processes, policies, and procedures that may be inhibiting success. We embrace the successes achieved to date and look forward to the **transformative** journey ahead.

Edward Jackson, President, Liberty-California



Program Manager's Message

It has been a good year at Liberty with several corporate initiatives successfully completed and a clear road map of focus areas that will help expand upon overall efficiency.

Supplier diversity has been noted as one of these areas of focus, and I am proud to represent Liberty in this role. In 2023 and 2024, I have witnessed and been instrumental in bringing supplier diversity to the forefront. That is my role, my responsibility, and my passion. I am constantly seeking to better engage my internal and external peers, counterparts, and most importantly, diverse business enterprises, to increase opportunities for procurement sourcing inclusion. I recognize the value of supplier diversity and the impact it can have on the economies within which we provide utility services. 2023 was the beginning of a Transformative journey. The definition of “transformative” captures the most basic premise and sought-after results of an effective supplier diversity program:

Transformative: *Causing a marked change in someone or something. Causing someone's life to be different or better in some important way, especially in a way that makes it or them better* - Cambridge Dictionary

When I think about diverse business enterprises that are seeking to gain a seat at the table to compete in procurement opportunities, I am proud to be a small, and hopefully integral, part of their journey. A successful supplier diversity program should encourage transformation of thought, abilities, financial status, and generational outlook, which can positively affect the lives of those who live and work in the communities that we serve. I believe that bringing awareness to and creating a full and robust supplier diversity program will lead to transformation. By focusing our attention on Liberty's culture, policy, workforce, communities served, and internal knowledge share, this will result in the creation of metrics that highlight successful results beyond the amount of spend. Rather, successful development and tracking of relevant program metrics will provide a healthy narrative about the paths taken and successes achieved. When we explore and really consider the intent of supplier diversity components as guided by General Order 156, it provides the necessary blueprint to achieve transformation.

Together, we will be **transformed**.

Holley Joy, Supplier Diversity Program Manager

About Liberty Utilities – Park Water/Apple Valley



Liberty has two water utilities in California – Liberty Park Water and Liberty Apple Valley Ranchos Water (Liberty), that serve a combined 50,000 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 the quality of service provided.

2023 Highlights

Liberty's Supplier Diversity Program gained additional visibility through expanded engagement and collaboration in various events throughout the state and beyond. Liberty remains committed to supplier diversity and the economic, social, and transformational impact it has on the communities served. Liberty has seen the transformation of some of its contracting diverse enterprises through expanded utilization and has enjoyed celebrating their successes.

Knowledge share of supplier diversity and all General Order 156 components continues to be an intentional and focused message to internal stakeholders. This consistent messaging and continued leadership support is fostering an energized momentum to know and do more in the diverse supplier marketplace.

In 2023, Liberty added five additional diverse business enterprises to the supply chain.

They are:

**1st Jon, Inc. • AeroClean • ARG Consulting
Diversity Professional • Superior Tank**

**Each new relationship has the potential to grow with Liberty.
We look forward to the opportunity to assist in their success.**

2023 Highlights

CWA
CALIFORNIA WATER ASSOCIATION
collaboration
on technical
support &
training

DBE
Matchmaking

CBO
engagement
over **2** dozen
events for
outreach

DBE
Intros

35.32%
spent with
diverse
firms

2023 Highlights



Project work performed and completed by Pivotal Adaptive (Inspection and GIS) and D Corp Construction (Contractor).

Newmire & Target Phase 1 – Water Main Replacement

This project installed 820 linear feet of 12-inch diameter ductile iron pipeline, 2 fire hydrants, valves, 19 water service lines, and tie-ins to the existing Bellflower/Norwalk water system. It replaced an aging and undersized main along Newmire Avenue and increased fire flow capacities within the local area. This project is also the first phase to connect the existing water system to the commercial center north of the railroad easement to improve water system circulation.

2023 Highlights



Project work performed by Pivotal Adaptive (Inspection and GIS).

Clymar & Caswell - Water Main Replacement

This project installed 6,120 linear feet of 12-inch diameter and 8-inch diameter ductile iron pipeline, 12 fire hydrants, valves, 156 water service lines, and tie-ins to the existing Compton West water system. It replaced cast iron mains that were installed in the early 1950s and had reached the end of their useful life. This project also improved water system circulation and increased fire flow capacities in the area.

2023 Annual Report



9.1.1 Supplier Diversity Program Activities

External

Liberty is active in the communities it serves. As a member of the California Water Association (CWA), Liberty works with the association's Class A water utilities to organize outreach and development opportunities for diverse business enterprises. Liberty also supports community-based organizations that provide business development resources and networking opportunities with diverse business enterprises.

Liberty's supplier diversity manager is a member of several advisory councils that offer thought, guidance, experience, and perspective

on organizational programs offered by these community-based organizations. Through this participation, Liberty can share utility industry knowledge to support efforts that will increase diverse business enterprise visibility and potential growth and development opportunities. Liberty actively participates in and/or sponsors organizational events both independently and collaboratively with Class A water utilities. Lastly, Liberty engages with other investor-owned utilities when invited to participate or collaborate on networking events that are intended to provide more exposure for diverse business enterprises.

9.1.1 Supplier Diversity Program Activities

CALIFORNIA WATER ASSOCIATION COLLABORATIONS

Liberty is a member of the California Water Association and works closely with Class A Water Utility members to deliver outreach events collaboratively. These events include:

Meet The Primes

Supplier diversity managers of each Class A water utility collaborate to bring internal business units and existing prime contractors together with diverse business enterprises to introduce potential opportunities for second tier subcontracting. This event has led to growth and continued development of diverse business enterprises as they seek to become prime contractors. The results can and have been transformative.



9.1.1 Supplier Diversity Program Activities

TECHNICAL ASSISTANCE AND CAPACITY BUILDING PROGRAMS

W.A.T.E.R. 1.0 – (Water Acumen Training for Entrepreneurial Refinement)

Since 2019, the CWA Utility Supplier Diversity Program (USDP), has offered technical assistance and capacity building education to diverse business enterprises interested in providing goods and services to water utilities and are searching for opportunities to compete in available sourcing events. To date, there have been over 70 diverse business enterprises (cohorts) that have participated in scheduled sessions and are now proud graduates. Diverse business owners are certified as having in-depth knowledge of the water utility industry, including the General Rate Case process, development and creation of capabilities statements, training and refinement of presentation skills, and request for proposal (RFP) process efficiencies. At this training, they are also given an opportunity to network with utility executives, buyers, and staff. There have been many new relationships between cohorts, resulting in collaborative efforts and joint proposals that lead to winning contracts. Cohorts are individually selected by water utility supplier diversity managers.



This program was facilitated by:

Melanie Rae
Founder + Author,
Guided Business Plan

9.1.1 Supplier Diversity Program Activities

TECHNICAL ASSISTANCE AND CAPACITY BUILDING PROGRAMS

CWA W.A.T.E.R. 2.0 – Securing Capital And Building Legacy

Securing Capital and Building Legacy launched in June 2023 and was exclusively offered to cohorts who graduated from the W.A.T.E.R. 1.0 training. This vendor development program offers four small group sessions in which diverse business enterprises learn more about how to increase opportunities to access capital and build a legacy for their respective enterprise.



9.1.1 Supplier Diversity Program Activities

COMMUNITY BASED ORGANIZATIONS

American Indian California Chamber of Commerce – Advisory Council Member

- 2023 EXPO – “Reinvention and Restoration through Constant Change” – Matchmaking



Asian Business Association Los Angeles – Advisory Council Member

- Women’s Business Pioneers Symposium
- Corporate Connections
- 47th Annual Awards Banquet – Sponsor



9.1.1 Supplier Diversity Program Activities

COMMUNITY BASED ORGANIZATIONS

Black Business Association Los Angeles

- Reception and Installation of New President and CEO – Sponsor
- Salute to Black Women Business Conference

BuildOUT California

- 2023 Engage
- Golden Pitch Series
 - *Collaborating with California Water Association*
- Founders Day
- Construction Week Kick Off

California African American Chamber of Commerce

California Public Utilities Commission

- Annual Small Business Expo
- 2023 EnBanc

Disability IN

Diversity Professionals

- Women of Excellence – Keynote Speaker – *Breaking Through Barriers*



9.1.1 Supplier Diversity Program Activities

COMMUNITY BASED ORGANIZATIONS

Greater Los Angeles African American Chamber of Commerce

- Women in the C-Suite

Los Angeles Gay and Lesbian Chamber of Commerce

National Association of Minority Contractors – Southern California – Advisory Council Member

- 27th Annual Leadership Gala – Our Dream, Your Legacy: Broadway To Contracting – Mistress of Ceremony



National Gay and Lesbian Chamber of Commerce

National Utility Diversity Council

Patriot Empowerment institute

Southern California Minority Supplier Development Council

- B3 2023 Conference and Expo – Panelist
- 2023 Leadership Excellence Awards



9.1.1 Supplier Diversity Program Activities

COMMUNITY BASED ORGANIZATIONS

Veterans In Business

West Region Minority Supplier Development Council

- Construction Day 2023 – Build Back Better – Sponsor
- Multi Industry Construction Expo

Women Business Enterprise Council – West

- 20th Annual Procurement and Awards Conference – Momentum

Women Business Enterprise Council – Pacific

UTILITY PARTNER EVENTS

Southern California Gas Company

- Matchmaking

9.1.1 Supplier Diversity Program Activities

Internal

COMMUNITY INVOLVEMENT

- **Operation Gobble**

Operation Gobble provides holiday meals annually to those in need within the communities Liberty serves. Liberty coordinates this event with local community partners and organizations such as Chambers of Commerce, government representatives, and others to assist in the identification of need, distribution, planning, and delivery. Liberty employees volunteer for this community outreach event.

- **Liberty Days**

Liberty Days is an employee volunteer program that promotes Liberty's values and supports employee engagement with the communities Liberty serves. Employees are given paid time off to participate in pre-approved community events or activities that give back to Liberty's customers and communities.



9.1.2 WMDVLGBTBTPDBE Annual Results – Ethnicity

Liberty Utilities Park Water/Apple Valley

2023

GO 156 Section 9.1.2

Supplier Diversity Annual Results by Ethnicity

		2023			
		Direct Spend ¹ \$	Sub Spend ² \$	Total \$	%
Minority Male	African American	\$ -	\$ -	\$ -	0.00%
	Asian Pacific American	\$ 230,648.81	\$ -	\$ 230,648.81	2.03%
	Hispanic American	\$ 1,241,372.03	\$ 143,242.00	\$ 1,384,614.03	12.19%
	Native American	\$ -	\$ -	\$ -	0.00%
	Total Minority Male	\$ 1,472,020.84	\$ 143,242.00	\$ 1,615,262.84	14.22%
Minority Female	African American	\$ 5,946.00	\$ -	\$ 5,946.00	0.04%
	Asian Pacific American	\$ 96,965.18	\$ -	\$ 96,965.18	0.85%
	Hispanic American	\$ 149,911.11	\$ 152,886.00	\$ 302,797.11	2.67%
	Native American	\$ -	\$ -	\$ -	0.00%
	Total Minority Female	\$ 252,822.29	\$ 152,886.00	\$ 405,708.29	3.56%
Total Minority Business Enterprise (MBE)		\$ 1,724,843.13	\$ 296,128.00	\$ 2,020,971.13	17.78%
Women Business Enterprise (WBE)		\$ 1,154,045.68	\$ 425,367.00	\$ 1,579,412.68	13.90%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$ -	\$ -	\$ -	0.00%
Disabled Veteran Business Enterprise (DVBE)		\$ 412,925.60	\$ 1,500.00	\$ 414,425.60	3.64%
Persons with Disabilities Business Enterprise (PDBE)		\$ -	\$ -	\$ -	0.00%
8(a)*		\$ -	\$ -	\$ -	0.00%
Total Supplier Diversity Spend		\$ 3,291,814.41	\$ 722,995.00	\$ 4,014,809.41	35.32%
Net Procurement**		\$ 11,355,956.02			

NOTES:

* 8(a) – Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTBTPDBE. 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 fulfill its contractual obligation(s).

% – Percentage of Net Procurement

Totals may not add due to rounding.

9.1.2 WMDVLGBTPDBE Annual Results – Direct Procurement by Product and Service Categories

Liberty Utilities Park Water/Apple Valley

2023

GO 156 Section 9.1.2

Supplier Diversity Direct Procurement Results by Product and Service Categories

			2023					
			Product		Service		Total	
			\$	%	\$	%	Total \$	%
Minority Male	African American	Direct	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
	Asian Pacific American	Direct	\$ –	0.00%	\$ 230,648.81	2.03%	\$ 230,648.83	2.03%
	Hispanic American	Direct	\$ –	0.00%	\$ 1,241,372.03	10.93%	\$ 1,241,372.14	10.93%
	Native American	Direct	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
	Total Minority Male	Direct	\$ –	0.00%	\$ 1,472,020.84	10.95%	\$ 1,472,020.84	12.96%
Minority Female	African American	Direct	\$ –	0.00%	\$ 5,946.00	0.050%	\$ 5,946.00	0.05%
	Asian Pacific American	Direct	\$ –	0.00%	\$ 96,965.18	0.09%	\$ 96,965.18	0.85%
	Hispanic American	Direct	\$ 126,782.11	1.12%	\$ 23,129.00	0.021%	\$ 149,911.11	1.32%
	Native American	Direct	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
	Total Minority Female	Direct	\$ 126,782.11	1.116%	\$ 126,040.18	1.11%	\$ 252,822.29	2.22%
Total Minority Business Enterprise (MBE)		Direct	\$ 126,782.11	1.116%	\$ 1,598,061.02	14.07%	\$ 1,724,843.13	15.19%
Women Business Enterprise (WBE)		Direct	\$ 3,215.55	0.002%	\$ 1,150,830.13	10.13%	\$ 1,154,045.68	10.16%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Direct	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
Disabled Veteran Business Enterprise (DVBE)		Direct	\$ –	0.00%	\$ 412,925.60	3.04%	\$ 412,925.60	3.63%
Persons with Disabilities Business Enterprise (PDBE)		Direct	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
8(a)*		Direct	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
Total Supplier Diversity Spend		Direct	\$ 129,997.66	1.118%	\$ 3,161,816.75	24.2304%	\$ 3,291,814.41	28.98%
Net Procurement**			\$ 11,355,956.02					
Net Product Procurement			\$ 129,997.66					
Net Service Procurement			\$ 3,161,816.75					
Total Number of Diverse Suppliers that Received Direct Spend			38					

NOTES: * 8(a) – Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTPDBE. 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 fulfill its contractual obligation(s).

% – Percentage of Net Procurement

Totals may not add due to rounding.

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

Liberty Utilities Park Water/Apple Valley

2023

GO 156 Section 9.1.2

Supplier Diversity Subcontractor Procurement Results by Product and Service Categories

			2023					
			Product		Service		Total	
			\$	%	\$	%	Total \$	%
Minority Male	African American	Sub	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
	Asian Pacific American	Sub	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
	Hispanic American	Sub	\$ 101,142.00	0.89%	\$ 42,100.00	0.37%	\$ 143,242.00	1.26%
	Native American	Sub	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
	Total Minority Male	Sub	\$ 101,142.00	0.89%	\$ 42,100.00	0.37%	\$ 143,242.00	1.26%
Minority Female	African American	Sub	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
	Asian Pacific American	Sub	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
	Hispanic American	Sub	\$ 152,886.00	1.346%	\$ –	0.00%	\$ 152,886.00	1.346%
	Native American	Sub	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
	Total Minority Female	Sub	\$ 152,886.00	2.23%	\$ –	0.00%	\$ 152,886.00	1.346%
Total Minority Business Enterprise (MBE)		Sub	\$ 254,028.00	2.23%	\$ 42,100.00	0.37%	\$ 296,128.00	2.60%
Women Business Enterprise (WBE)		Sub	\$ 213,017.00	1.87%	\$ 212,350.00	1.87%	\$ 425,367.00	3.74%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Sub	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
Disabled Veteran Business Enterprise (DVBE)		Sub	\$ –	0.00%	\$ 1,500.00	0.0013%	\$ 1,500.00	0.0013%
Persons with Disabilities Business Enterprise (PDBE)		Sub	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
8(a)*		Sub	\$ –	0.00%	\$ –	0.00%	\$ –	0.00%
Total Supplier Diversity Spend		Sub	\$ 467,045.00	4.10%	\$ 255,950.00	2.24%	\$ 722,995.00	6.34%
Net Procurement**			\$ 11,355,956.02					
Net Product Procurement			\$ 468,525.00					
Net Service Procurement			\$ 254,470.00					

NOTES: * 8(a) – Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTPDBE. 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 fulfill its contractual obligation(s).

% – Percentage of Net Procurement

Totals may not add due to rounding.

9.1.2 WMDVLGBTPDBE Annual Results – Procurement by Standard Industrial Code

Liberty Utilities Park Water/Apple Valley

2023

GO 156 Sec 9.1.2

Supplier Diversity Results by Standard Industrial Classification 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 Veterans Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (PDBE)	8(a)*	Total Supplier Diversity Spend	Total Procurement
		Male	Female	Male	Female	Male	Female	Male	Female								
559	\$	\$ 0	\$ 0	\$ 70,432.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 70,432.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 70,432.00	
	%	0.00%	0.00%	0.62%	0.00%	0.00%	0.00%	0.00%	0.00%	0.62%	0.00%	0.00%	0.00%	0.00%	0.00%	0.62%	
782	\$	\$ 0	\$ 0	\$ 0	\$ 0	\$ 39,025.00	\$ 0	\$ 0	\$ 0	\$ 39,025.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 39,025.00	
	%	0.00%	0.00%	0.00%	0.00%	0.29%	0.00%	0.00%	0.00%	0.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.29%	
1623	\$	\$ 0	\$ 0	\$ 0	\$ 0	\$ 560,837.24	\$ 126,782.11	\$ 0	\$ 0	\$ 687,619.35	\$ 1,029,673.50	\$ 0	\$ 388,964.31	\$ 0	\$ 0	\$ 2,106,257.16	
	%	0.00%	0.00%	0.00%	0.00%	4.94%	1.11%	0.00%	0.00%	6.05%	9.067%	0.00%	3.42%	0.00%	0.00%	18.54%	
1711	\$	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 32,262.28	\$ 0	\$ 23,961.29	\$ 0	\$ 0	\$ 23,961.29	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	0.00%	0.20%	0.00%	0.00%	0.20%	
1731	\$	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 14,623.79	\$ 0	\$ 0	\$ 14,623.79	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 14,623.79	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.013%	0.00%	0.00%	0.013%	0.00%	0.00%	0.00%	0.00%	0.00%	0.13%	
1791	\$	\$ 0	\$ 0	\$ 0	\$ 0	\$ 18,650.00	\$ 0	\$ 0	\$ 0	\$ 18,650.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 18,650.00	
	%	0.00%	0.00%	0.00%	0.00%	0.16%	0.00%	0.00%	0.00%	0.16%	0.00%	0.00%	0.00%	0.00%	0.00%	0.16%	
2311	\$	\$ 0	\$ 0	\$ 1,058.81	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,058.81	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,058.81	
	%	0.00%	0.00%	0.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.09%	
2326	\$	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,003.85	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,003.85	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.026%	0.00%	0.00%	0.00%	0.00%	0.026%	
2752	\$	\$ 0	\$ 0	\$ 0	\$ 0	\$ 126,433.26	\$ 0	\$ 0	\$ 0	\$ 126,433.26	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 126,433.26	
	%	0.00%	0.00%	0.00%	0.00%	1.11%	0.00%	0.00%	0.00%	1.11%	0.00%	0.00%	0.00%	0.00%	0.00%	1.11%	
2759	\$	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,314.31	\$ 0	\$ 0	\$ 0	\$ 3,314.31	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,314.31	
	%	0.00%	0.00%	0.00%	0.00%	0.0029%	0.00%	0.00%	0.00%	0.0029%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0029%	
3559	\$	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 10,496.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 10,496.00	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.90%	0.00%	0.00%	0.00%	0.00%	0.90%	
3993	\$	\$ 0	\$ 2,000.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,000.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,000.00	
	%	0.00%	0.0017%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0017%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0017%	
5074	\$	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,877.95	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,877.95	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0025%	0.00%	0.00%	0.00%	0.00%	0.0025%	
5172	\$	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 162.84	\$ 0	\$ 0	\$ 0	\$ 0	\$ 162.84	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.014%	0.00%	0.00%	0.00%	0.00%	0.014%	
5251	\$	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 48.86	\$ 0	\$ 0	\$ 0	\$ 0	\$ 48.86	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.000043%	0.00%	0.00%	0.00%	0.00%	0.000043%	

NOTES: * 8(a) – Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTPDBE. 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 fulfill its contractual obligation(s).

% – Percentage of Net Procurement

Totals may not add due to rounding.

9.1.2 WMDVLGBTPDBE Annual Results – Procurement by Standard Industrial Code

Liberty Utilities Park Water/Apple Valley

2023

GO 156 Sec 9.1.2

Supplier Diversity Results by Standard Industrial Classification 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 Veterans Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (PDBE)	8(a)*	Total Supplier Diversity Spend	Total Procurement
		Male	Female	Male	Female	Male	Female	Male	Female								
6781	\$ 0 %	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 104,534.40 0.92%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 104,534.40 0.92%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 104,534.40 0.92%	
7217	\$ 0 %	\$ 0 0.00%	\$ 0 0.00%	\$ 23,000.00 0.20%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 23,000.00 0.20%	\$ 0 0.07%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 23,000.00 0.20%	
7291	\$ 0 %	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 64,995.00 0.57%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 64,995.00 0.57%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 64,995.00 0.57%	
7319	\$ 0 %	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 6,493.01 0.0057%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 6,493.01 0.0057%	
7322	\$ 0 %	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 10,311.56 0.0090%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 10,311.56 0.0090%	
7342	\$ 0 %	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 1,985.00 0.0017%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 1,985.00 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 1,985.00 0.0017%	
7349	\$ 0 %	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 63,118.22 0.55%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 63,118.22 0.55%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 63,118.22 0.55%	
7361	\$ 0 %	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 96,965.18 0.85%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 96,965.18 0.85%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 96,965.18 0.85%	
7699	\$ 0 %	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 152,857.00 1.34%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 152,857.00 1.34%	\$ 11,509.01 0.10%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 164,366.01 1.44%	
8111	\$ 0 %	\$ 0 0.00%	\$ 0 0.00%	\$ 62,061.00 0.55%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 62,061.00 0.55%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 62,061.00 0.55%	
8711	\$ 0 %	\$ 0 0.00%	\$ 0 0.00%	\$ 52,947.00 0.46%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 52,947.00 0.46%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 52,947.00 0.46%	
8734	\$ 0 %	\$ 0 0.00%	\$ 0 0.00%	\$ 21,150.00 0.18%	\$ 0 0.00%	\$ 0 0.00%	\$ 6,520.21 0.0057%	\$ 0 0.00%	\$ 0 0.00%	\$ 27,670.21 0.19%	\$ 474.10 0.0041%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 28,144.31 0.23%	
8742	\$ 0 %	\$ 3,946.00 0.08%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 87,105.00 0.76%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 91,051.00 0.84%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 91,051.00 0.84%	
8748	\$ 0 %	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 20,503.00 0.018%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 20,503.00 0.018%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 0 0.00%	\$ 20,503.00 0.018%	
TOTAL	\$ 0 %	\$ 5,946.00 0.04%	\$ 5,946.00 0.04%	\$ 230,648.81 2.03%	\$ 96,965.18 0.85%	\$ 1,241,372.54 10.93%	\$ 149,911.11 1.32%	\$ 0 0.00%	\$ 0 0.00%	\$ 1,724,843.13 15.19%	\$ 1,154,045.68 10.16%	\$ 0 0.00%	\$ 412,925.60 3.63%	\$ 0 0.00%	\$ 0 0.00%	\$ 3,291,814.41 28.98%	\$ 11,355,956.02

Net Procurement** \$ **11,355,956.02**

NOTES: * 8(a) – Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTPDBE. 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 fulfill its contractual obligation(s).
 % – Percentage of Net Procurement
 Totals may not add due to rounding.

9.1.2 WMDVLGBTPDBE Annual Results – Number of WMD Suppliers and Revenue Reported to Supplier Clearinghouse

Liberty Utilities Park Water/Apple Valley

2023

GO 156 Sec. 9.1.2

Number of Diverse Suppliers and Revenue Reported to the Clearinghouse

Number of Diverse Suppliers Data														
Number of Diverse Suppliers	Revenue Reported to Supplier Clearinghouse							Utility-Specific 2023 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 (PDBE)	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 (PDBE)	8(a)*	Total
Under \$1 Million	11	2	0	2	0	0	15	25	10	0	2	0	0	37
Under \$5 Million	7	3	0	0	0	0	10	1	0	0	0	0	0	1
Under \$10 Million	1	2	0	0	0	0	3	0	0	0	0	0	0	0
Above \$10 Million	6	4	0	0	0	0	10	0	0	0	0	0	0	0
TOTAL	25	11	0	2	0	0	38	26	10	0	2	0	0	38

Revenue and Payment Data														
Revenue of Diverse Suppliers	Revenue Reported to Supplier Clearinghouse							Utility-Specific 2023 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 (PDBE)	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 (PDBE)	8(a)*	Total
Under \$1 Million	\$ 4,217,726.00	\$ 1,739,206.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 5,956,932.00	\$ 1,724,843.13	\$ 124,372.18	\$ 0	\$ 412,925.60	\$ 0	\$ 0	\$ 2,262,140.91
Under \$5 Million	\$ 11,143,504.00	\$ 9,804,646.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 20,948,150.00	\$ 0	\$ 1,029,673.50	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,029,673.50
Under \$10 Million	\$ 9,018,122.00	\$ 14,600,000.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 23,618,122.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ -
Above \$10 Million	\$ 237,573,469.00	\$ 210,132,771.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 447,706,240.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ -
TOTAL	\$ 261,952,821.00	\$ 236,276,623.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 498,229,444.00	\$ 1,724,843.13	\$ 1,154,045.68	\$ 0	\$ 412,925.60	\$ 0	\$ 0	\$ 3,291,814.41

NOTE: * 8(a) – Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTPDBE. 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.

Totals may not add due to rounding.

9.1.2 WMDVLGBTPDBE Annual Results – Number of WMDVLGBTPDBE Suppliers with California Majority

In 2023, diverse business enterprises identified in this report validated that most of their workforce is based in California. This information is obtained from the Supplier Clearinghouse certification records as reported by the diverse business enterprise.

9.1.3 WMDVLGBTPDBE Program Expenses

Liberty Utilities Park Water/Apple Valley

2023

GO 156 Section 9.1.3

Supplier Diversity Program Expenses

Expense Category	2023
Wages	\$ 75,000.00
Other Employee Expenses	\$ –
Program Expenses	\$ 8,339.51
Reporting Expenses	\$ 4,500.00
Training Expenses	\$ –
Consultant Expenses	\$ 12,112.13
Other Expenses	\$ –
TOTAL	\$ 101,974.64

9.1.4 Description of Progress Meeting or Exceeding Goals

Liberty has consistently met and or surpassed the CPUC stated goal of 21.5% spend with diverse business enterprises in the last five years. Liberty's leadership and staff remain committed to enhancing Supplier Diversity Program efforts to expand beyond the stated diverse spend goal. This is an ongoing movement to create and present programs and administrative processes that will support and assist in expansion of Liberty's Supplier Diversity Program.

	2019	2020	2021	2022	2023
Total Procurement	\$ 34,580,097	\$ 35,783,773	\$ 26,946,934	\$ 31,294,875	\$ 11,355,956
WMDVLGBTPDBE Spend	\$ 9,517,903	\$ 9,063,297	\$ 10,166,026	\$ 15,666,032	\$ 3,291,814.41
Diverse Spend Percentage	27.52%	25.33%	37.73%	53.20%	35.32%
Diverse Suppliers	32	37	43	33	38

9.1.4 Results and Goals

Liberty Utilities Park Water/Apple Valley

2023

GO 156 Section 9.1.4

Supplier Diversity Results Compared to Set Goals

Category	2023 Results %	2023 Goals %
Minority Male Business Enterprise	14.22%	0.00%
Minority Female Business Enterprise	3.56%	0.00%
Minority Business Enterprise (MBE)	17.78%	15.00%
Women Business Enterprise (WBE)	13.90%	5.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.00%	1.00%
Disabled Veteran Business Enterprise (DVBE)	3.64%	1.50%
Persons with Disabilities Business Enterprise (PDBE)	0.00%	0.00%
TOTAL	35.32%	22.50%

NOTE: % – Percentage of Net Procurement

9.1.5 Prime Contractor Utilization of WMDVLGBTDBE Subcontractors

Liberty captured \$772,995 Prime Contractor utilization of and spend with WMDVLGBTDBE subcontractors.

Liberty Utilities Park Water/Apple Valley

2023

GO 156 Sec. 9.1.5

Summary of Prime Contractor Utilization of Diverse 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)	Persons with Disabilities Business Enterprise (PDBE)	8(a)*	TOTAL Supplier Diversity Spend
Direct \$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub \$	\$ 143,242.00	\$ 152,886.00	\$ 296,128.00	\$ 425,367.00	\$ -	\$ 1,500.00	\$ -	\$ -	\$ 1,019,123.00
TOTAL \$	\$ 143,242.00	\$ 152,886.00	\$ 296,128.00	\$ 425,367.00	\$ -	\$ 1,500.00	\$ -	\$ -	\$ 1,019,123.00
Direct %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Sub %	1.26%	1.34%	2.60%	3.74%	0.00%	0.0013%	0.00%	0.00%	6.34%
TOTAL %	1.26%	1.34%	2.60%	3.74%	0.00%	0.0013%	0.00%	0.00%	6.34%

Net Procurement **	\$ 11,355,956
---------------------------	----------------------

NOTES:*8(a) – Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTDBE. Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

** – Net Procurement Includes Purchase Order and Non-Purchase Order

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

Sub – Means Subcontractor Procurement: when a prime contractor, in contract with a utility, procures from a subcontractor to fulfill its contractual obligation(s).

% – Percentage of Net Procurement

Totals may not add due to rounding

9.1.6 List of Complaints Received and Current Status

Liberty received no complaints in 2023.

9.1.7 Description of Efforts to Recruit WMDVLGBTDBE Suppliers in Low Utilization Categories

Liberty remains committed to working with internal stakeholders to identify gaps and opportunities for diverse supplier inclusion and utilization in areas of low utilization. Liberty's supplier diversity team will continue to work closely with community-based organizations to identify diverse business enterprises ready to compete in procurement activities.

2024 Annual Plan



10.1.1 WMDVLGBTPDBE Short, Mid- and Long-Term Goals

Short-, mid-, and long-term goals will be more formally established as the transition to the new ERP platform continues. It is anticipated that this transition will assist in the early identification of project plans, operational projects relative to infrastructure improvements, and supply chain procurement processes, as well as provide supplier diversity data and metrics. Goal setting will have specific areas of focus and will be aligned and captured by Liberty.

Short Term 2024

- Discuss and establish goals.
- Share goals, objectives, and the path forward for all internal stakeholders.
- Meet with Liberty suppliers to align supplier diversity messaging for second tier subcontracting.
- Create second tier subcontracting reporting methodologies
- Continued analysis of current supply chain to identify opportunities to increase utilization and spend in diverse categories with historically low or no utilization.

Mid- and Long-Term 2024 and Beyond

Liberty will continue efforts to formalize and stabilize its Supplier Diversity Program.

It is anticipated that reporting short-, mid-, and long-term goals specific to Standard Industrial Code (SIC) categories will be available in the 2024 reporting year.

10.1.2 WMDVLGBTPDBE Program Activities for the Next Calendar Year

Liberty will continue to formalize the administrative structure of its Supplier Diversity Program. Liberty's supplier diversity team will meet with Liberty leadership to discuss establishing attainable goals to motivate staff to consistently consider diverse business enterprises for inclusion in sourcing events.

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 geographical) to meet available diverse business enterprises that can successfully align to provide goods and services procured. Liberty will continue to seek the support and assistance of community-based organizations' and collaborate with utility colleagues to develop focused outreach events.

10.1.4 Plans for Recruiting WMDVLGBTPDBE Where Unavailable

Efforts and plans to increase recruitment continue to be ongoing.

10.1.5 Plans for Encouraging Subcontractors to Subcontract to WMDVLGBTPDBE

Liberty is revising messaging and language via Supply Chain Procurement channels to increase awareness and encourage prime contractors to consider utilization of diverse business enterprises, where appropriate, that can support projects awarded.

10.1.6 Plans for Complying With WMDVLGBTPDBE Guidelines

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

Liberty is confident that collaborative efforts to create, expand, and sustain the Supplier Diversity Program will lead to the successful and positive **transformation** of ideas, innovation, and performance within Liberty and with business enterprises that align with the goals and objectives of the Supplier Diversity Program.



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