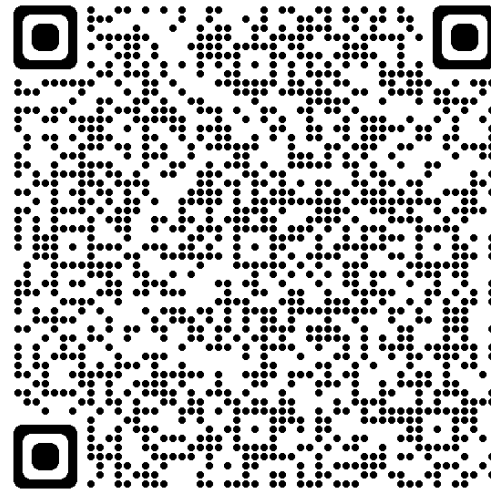


California Public Utilities Commission

Small and Diverse Business Expo

Supplier Diversity
Representatives
Contact Information



California Public
Utilities Commission

California Public Utilities Commission

Small and Diverse Business Expo

October 9, 2024



California Public
Utilities Commission

Procurement Insights for Savvy Vendors

**Craig
Gott**

President

**Suburban
Water**

**Timothy
McLaughlin**

Director

Supplier Diversity
San Jose Water

**Tammy
Tran**

Supplier

Diversity

Principal
Manager

**Southern
California Edison**

**Karmin
Bailey**

Supplier

Diversity Manager

Southwest Gas

Understanding General Rate Case and Vendor Opportunities

Craig Gott - President
Suburban Water Systems



Background



**Suburban
Water Systems**

Suburban Water Systems

- 6th largest CA private water utility
- Serves 78,000 Connections, 300,000 people in east Los Angeles County
- Serves 40,000 AF of water through 860 miles of pipe.
- 137 employees
- \$100M/yr Annual Revenue
- \$40M/yr Annual Capital Expenditures

Craig Gott

- Suburban employee 22 years
- Engineering 11 years (Ca P.E.)
- Operations 5 years (Ca D3, T2)
- President 6 years (M.B.A.)

Supplier Diversity Champion

- Suburban's 2023 spend 67%
- Procurement opportunity



#1

California Water Association



Suburban Water Systems

- **Statewide association of water utilities regulated by CPUC**
- **Educates and encourages best practices in the water utility industry**
- **Coordinates supplier diversity education, outreach, partnerships, and programs for all the large water utilities**





California Public Utilities Commission



**Suburban
Water Systems**

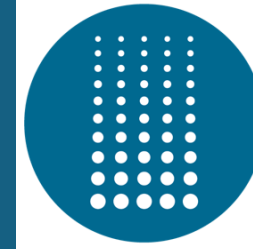
Regulation

- Large investment required to deliver water service makes utilities **natural monopolies**
- Regulations serves as substitute for competition
- Regulation balances affordability for customers with financial viability of utilities
- CPUC Regulates:
 - **Privately owned utilities** - water, electric, gas, etc.
 - **Rates** –prices that utilities charge customers
 - **Service** – pressure, availability, billing accuracy, call wait times, etc.

CPUC Personnel

- **Commissioners (5)** - appointed by CA Governor to serve 6-year terms - decision makers for proceedings, rules, general rate cases, cost of capital, etc.
- **Water Division** – administers CPUC rules and decisions
- **Administrative Law Judge (ALJ)** – administers proceedings, review evidence and prepare proposed decisions for commissioner vote
- **California Public Advocates:**
 - Represent utility customers to obtain the **lowest possible rate** for service consistent with **reliable and safe service levels**
 - Present counter arguments to utility's requests in proceedings

Rate Making Formula

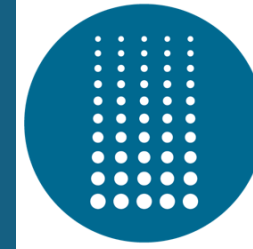


**Suburban
Water Systems**

$$\text{Revenue Requirement} = \text{Expenses} + \text{Financing Cost}$$

- **Revenue Requirement:** amount utilities need to charge to remain financially viable
- **Expenses:** water, labor, power, gasoline, outside consultants, asset depreciation, taxes, etc.
- **Financing Cost (rate base x cost of capital):**
 - **Rate Base** - Net book value of utility assets (pipes, pumps, etc.)
 - **Cost of Capital** - Weighted cost of debt and equity
 - **Weighted** – capital structure ratio of equity and debt (example: 65% equity:35% debt)
 - **Debt** - bond financing interest
 - **Equity** - return on shareholder equity

General Rate Case (GRC)

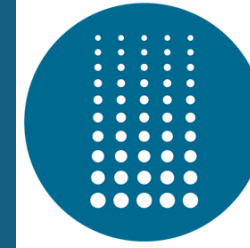


**Suburban
Water Systems**

- CPUC Water Plan requires utilities to file **GRC every 3 years**
- GRC's are **forward looking** and set rates for the next 3 years
- Utilities spend hundreds of thousands to millions of dollars on vendors to prepare and execute GRC proceedings depending on size and complexity
- Total Capital Expenditure (CapEX) budget is approved in GRC, not specific projects; utilities adjust projects to meet operations requirements



General Rate Case (GRC)



**Suburban
Water Systems**

Utility Application: request to change rates to collect revenue required to maintain financial viability and pay financing costs (includes written testimony, forecasted expenses and capital investment, historical results, etc.)

Data Requests: Cal Advocates formally asks thousands of questions of utilities to better understand the request

Cal Advocates Report: detailed report listing counter arguments and alternative positions on the utilities request

Rebuttal: Utility addresses arguments raised in Cal Advocate's report

Briefing: Parties summarize final positions, and address arguments in the other party's briefing

Hearings: Party attorneys cross examination witnesses about disputed items to add to the record of evidence

Settlement: Opportunity for Utility and Cal Advocates to negotiate and agree on some or all disputed items

Public Participation Hearing (PPH): ALJ hosts forum to receive comments from the public

Proposed Decision: ALJ prepares written proposed decision that accepts or denies the parties settled items, and recommends resolution for disputed items

Decision: Commissioners review and then vote to accept or reject the proposed decision.

GRC PROCESS

Participation and Opportunities



**Suburban
Water Systems**

Vendors can:

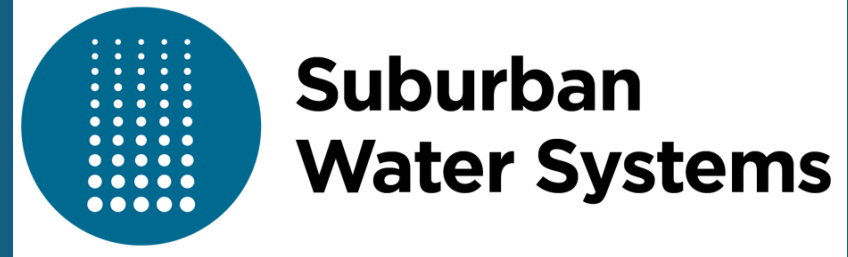
- Express their opinions on utility expenses and capital expenditure forecasts
 - **Plan ahead:** difficult to spend what is not recovered by the GRC
 - **Provide:** proposals, quotations, reports, industry information, etc.
- Get information – visibility on utility spending and programs

Public Participation Hearings

Vendors can participate in utility hearings to learn more about expenses and capital investments:

- Safety and reliability
- Local economy (investment, jobs, small businesses)
- Local workforce development
- Customer and community education
- Community service

Takeaways



- Utilities spend money to provide high quality service to customers
- Utilities need to recover what they need to spend in GRC
- GRC's take a long time, involve lots of parties, and are complex
- Vendors can engage with utilities in their GRC planning process
- Vendors can speak at public participation hearings



Procurement Insights for Savvy Vendors

California Public Utilities Commission Small and Diverse Business Expo

October 9, 2024



California Public
Utilities Commission

Presenters



Timothy Mc Laughlin

Director, Supplier
Diversity
San Jose Water



Tammy Tran

Supplier Diversity
Principal Manger
Southern California
Edison



Karmin Bailey

Supplier Diversity
Manager
Southwest Gas

Topics for Today

- What can you gain?
- What is the value?
- What am I viewing?
- How do you strategize?
- What are the challenges?
- Questions

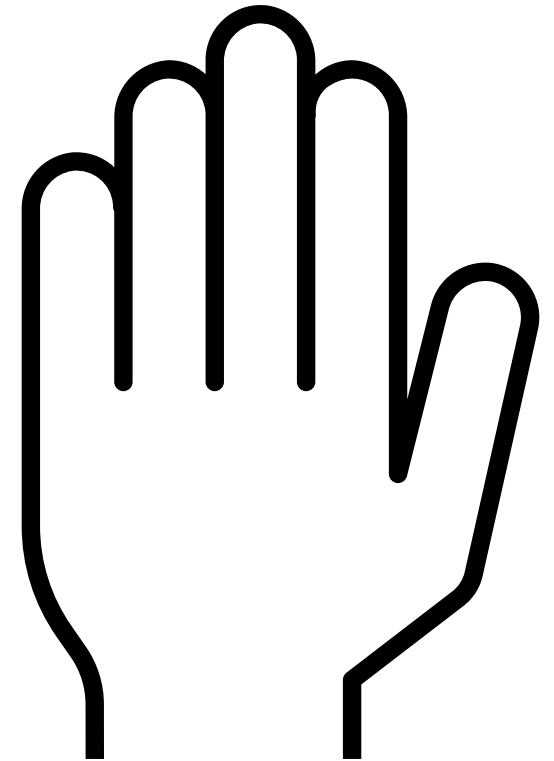
California utilities file:

- CPUC Annual Reports
- General Rate Case
- Supplier Diversity Annual Reports

Audience Poll: About You

Tell us about yourself:

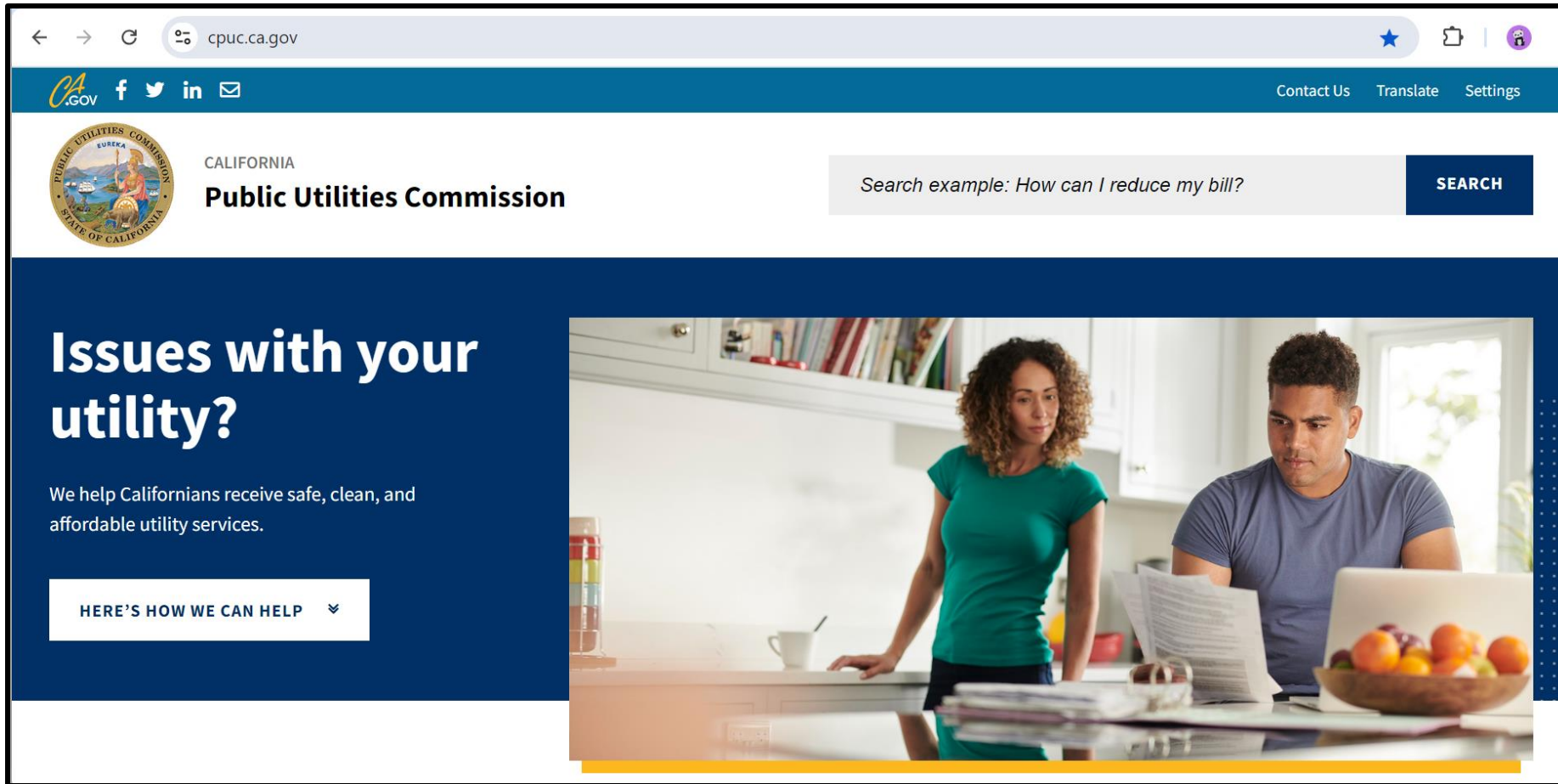
- a) Currently a supplier to utilities
- b) Like to become a supplier
- c) In Supplier Diversity
- d) PUC member or staff
- e) None of the above, but interested in this topic



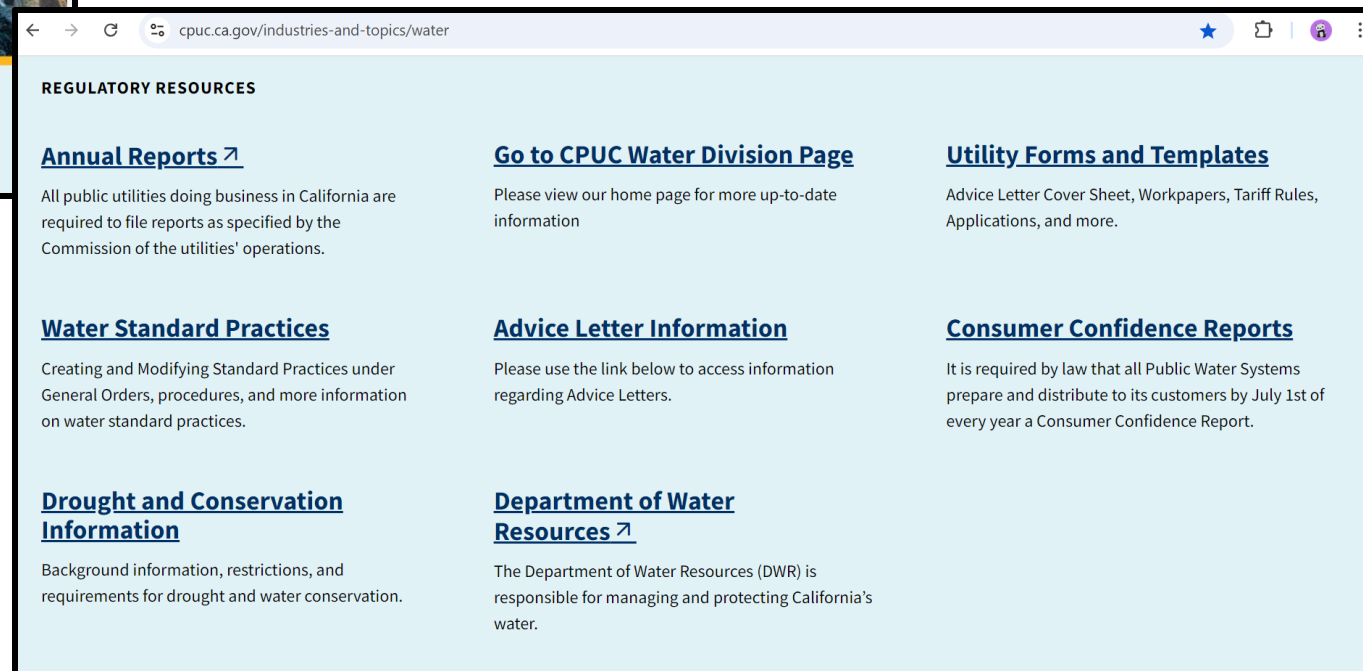
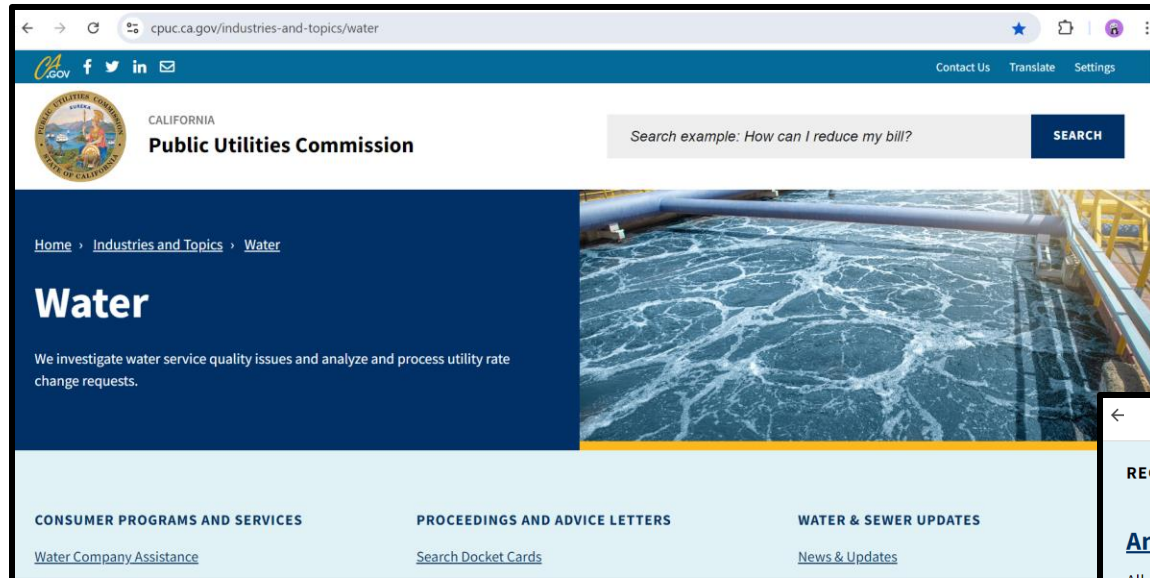
CPUC Annual Reports

An annual report is a comprehensive report on a company's activities throughout the preceding year. Annual reports are intended to give the CPUC and other interested people information about the company's activities and finances.

CPUC Website



CPUC – Water Division Website



Water Division – Annual Reports

← → ↻ 📁 files.cpuc.ca.gov/WaterAnnualReports/ ☆ 📄 | 🐼 ⋮

files.cpuc.ca.gov - /WaterAnnualReports/

[\[To Parent Directory\]](#)

5/18/2021 8:11 AM	<dir> Water Division
-------------------	--------------------------------------

← → ↻ 📁 files.cpuc.ca.gov/WaterAnnualReports/Water%20Division/ ☆ 📄 | 🐼 ⋮

files.cpuc.ca.gov - /WaterAnnualReports/Water Division/

[\[To Parent Directory\]](#)

2/22/2024 4:34 PM	<dir> Annual Reports
4/22/2022 4:40 PM	<dir> Compliance Audit for Affiliate Transaction Rules
3/19/2024 10:42 AM	<dir> General Order No. 77-M Report

Water Division – Annual Reports

Received _____ Examined _____	CLASS A WATER UTILITIES
U# <u>168-W</u>	
2023 ANNUAL REPORT OF	
San Jose Water Company	
<small>(NAME UNDER WHICH CORPORATION, PARTNERSHIP, OR INDIVIDUAL IS DOING BUSINESS)</small>	
110 West Taylor Street	
San Jose, CA 95110 <small>(OFFICIAL MAILING ADDRESS)</small>	
<small>ZIP</small>	
TO THE PUBLIC UTILITIES COMMISSION STATE OF CALIFORNIA FOR THE YEAR ENDED DECEMBER 31, 2023	
<small>REPORT MUST BE FILED NO LATER THAN MAY 31, 2024</small>	

SCHEDULE A-1a							
Account 100.1 - Utility Plant in Service (Continued)							
Line No.	Acct	Title of Account (a)	Balance Beg of Year (b)	Additions During Year (c)	(Retirements) During Year (d)	Other Debits or (Credits) (e)	Balance End of Year (f)
32		VI. TRANSMISSION AND DIST. PLANT					
33	341	Structures and Improvements	35,421,379	3,877,060	(471,341)	-	\$ 38,827,098
34	342	Reservoirs and Tanks	164,165,535	22,171,503	(525,169)	-	\$ 185,811,869
35	343	Transmission and Distribution Mains	943,811,172	59,102,220	(1,427,470)	-	\$ 1,001,485,922
36	344	Fire Mains	-				\$ -
37	345	Services	298,836,289	25,406,300	(59,412)	-	\$ 324,183,177
38	346	Meters	30,867,246	1,248,344	(470,628)	-	\$ 31,644,962
39	347	Meter Installations	22,760,123	742,616	(6,213)	-	\$ 23,496,526
40	348	Hydrants	103,862,400	9,244,445	(282,320)	-	\$ 112,824,525
41	349	Other Transmission and Distribution Plant	1,447,211	-	-	(937)	\$ 1,446,274
42		Total Transmission and Distribution Plant	\$ 1,601,171,354	\$ 121,792,488	\$ (3,242,552)	\$ (937)	\$ 1,719,720,353
43							
44		VII. GENERAL PLANT					
45	371	Structures and Improvements	43,705,464	4,072,538	(590,594)	1,036,584	\$ 48,223,991
46	372	Office Furniture and Equipment	44,126,179	12,007,773	(576,338)	(1,036,584)	\$ 54,521,030
47	373	Transportation Equipment	21,683,663	3,636,197	(2,170,291)	-	\$ 23,149,569
48	374	Stores Equipment	738,579	844,408	(204,694)	-	\$ 1,378,293
49	375	Laboratory Equipment	-				\$ -
50	376	Communication Equipment	12,901,177	9,557,810	(343,164)	-	\$ 22,115,824
51	377	Power Operated Equipment	3,867,766	1,035,887	-	-	\$ 4,903,653
52	378	Tools, Shop and Garage Equipment	2,684,846	520,304	(157,199)	-	\$ 3,047,951
53	379	Other General Plant	761,018	172,510	(29,910)	-	\$ 903,618
54		Total General Plant	\$ 130,468,692	\$ 31,847,427	\$ (4,072,190)	\$ -	\$ 158,243,929
55							
56		VIII. UNDISTRIBUTED ITEMS					
57	390	Other - Pension NSC	(1,395,751)	(12,735)	2,348	1,421	\$ (1,404,717)
58	391	Utility Plant Purchased	-				\$ -
59	392	Utility Plant Sold	-				\$ -
60		Total Undistributed Items	\$ (1,395,751)	\$ (12,735)	\$ 2,348	\$ 1,421	\$ (1,404,717)
61		Total Utility Plant in Service	\$ 2,130,969,217	\$ 167,357,801	\$ (9,012,424)	\$ (12,913)	\$ 2,289,301,681

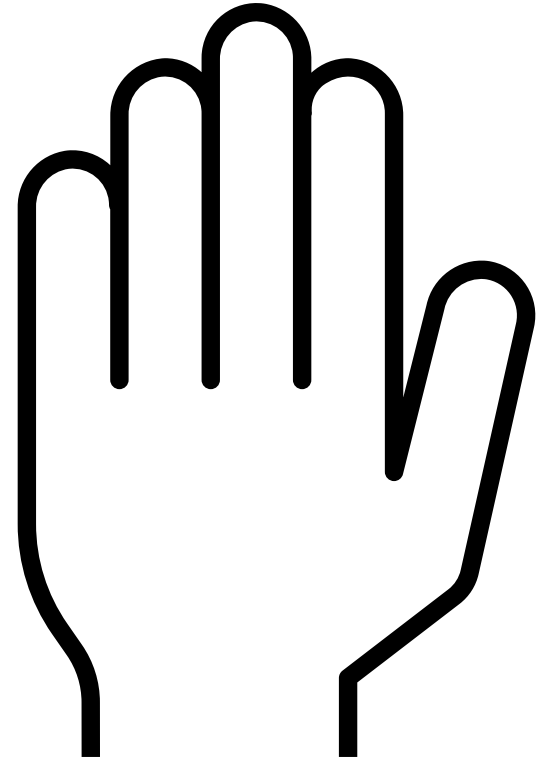
Audience Poll: Use of Reports

Have you ever used a utility report to help with procurement:

- a) Yes
- b) No

Have you ever used a utility general rate case to help with procurement

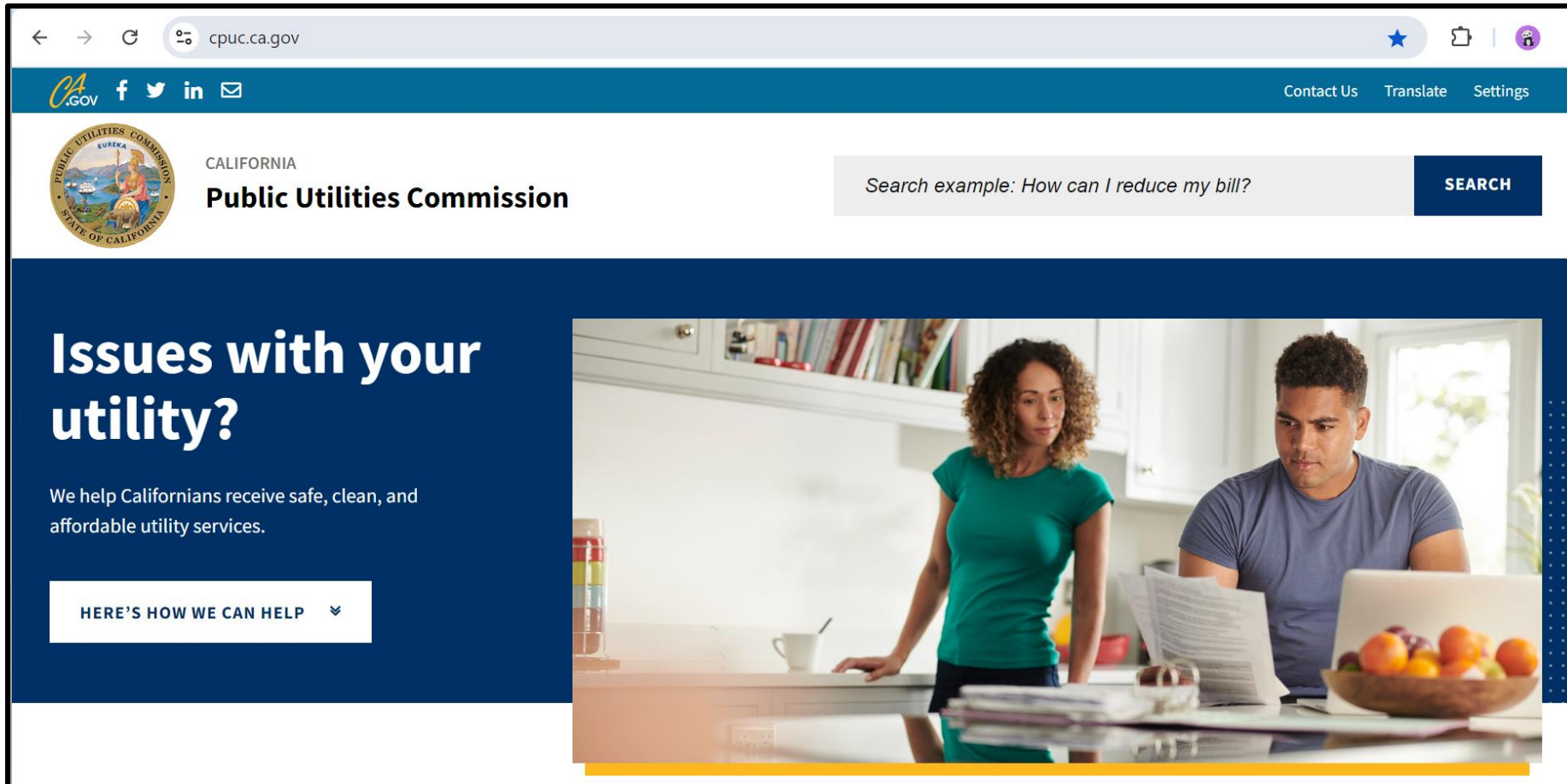
- a) Yes
- b) No



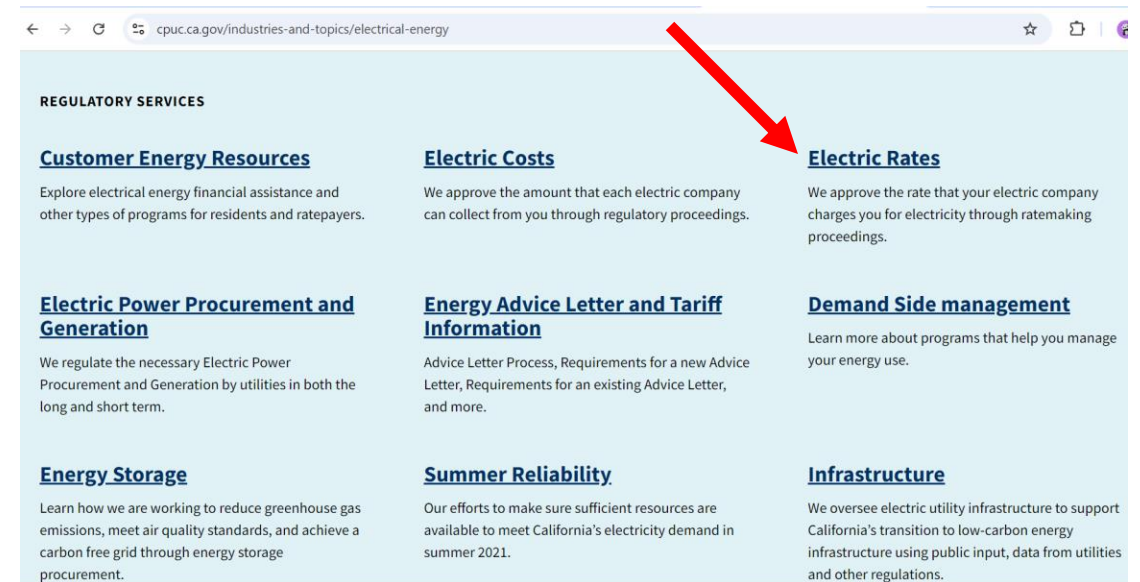
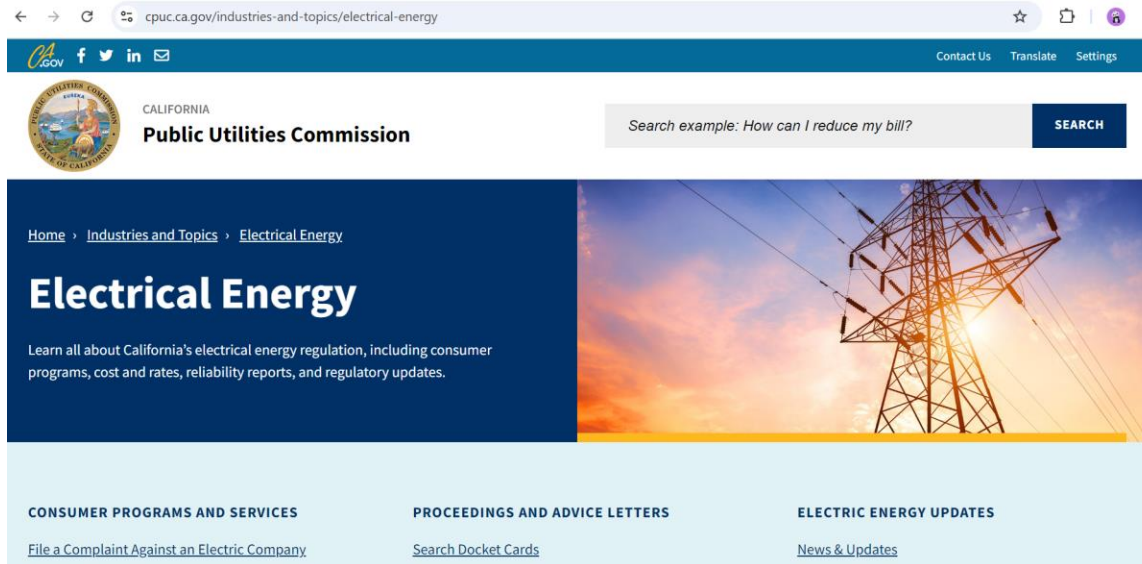
CPUC General Rate Case

The General Rate Case is a process that examines the costs of operating and maintaining a utility system. The CPUC uses GRCs to review a utility's revenues and expenses, and to determine reasonable rates for customers.

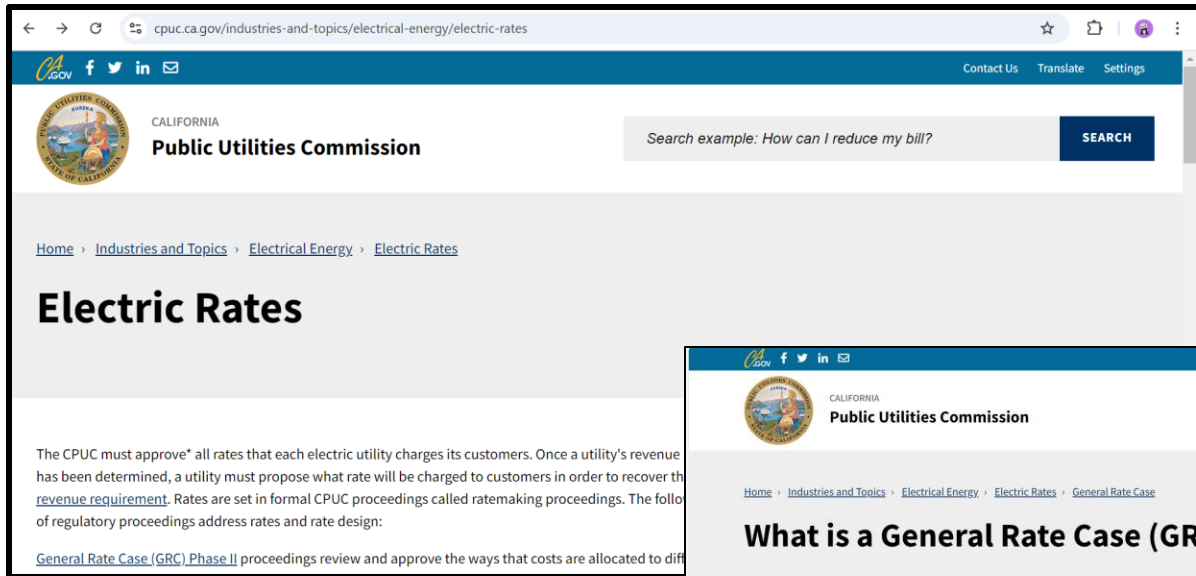
CPUC Website



CPUC – Energy Division Website



Electric Rates/General Rate Cases



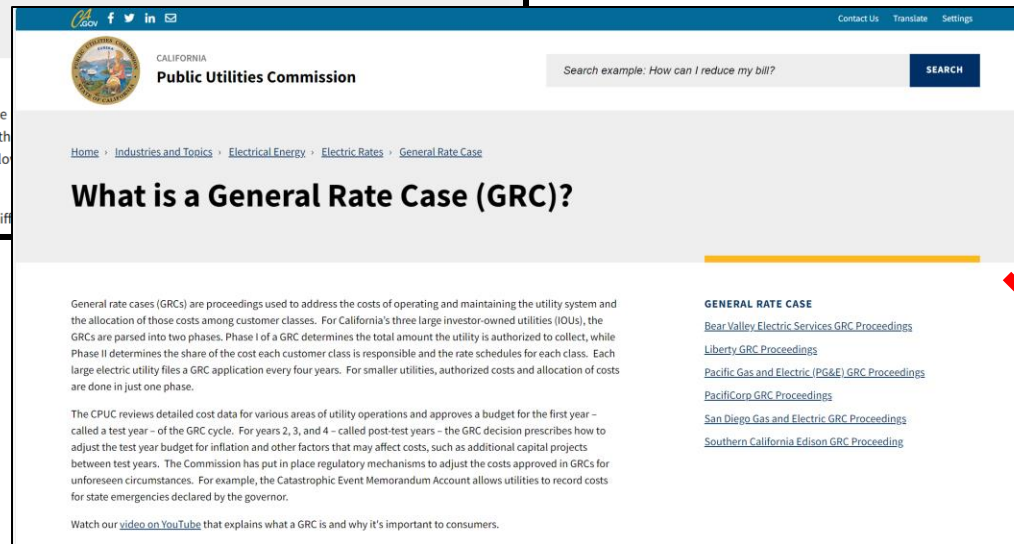
The screenshot shows the CPUC website with the URL cpuc.ca.gov/industries-and-topics/electrical-energy/electric-rates. The page features the CPUC logo, navigation links, and a search bar. The main heading is "Electric Rates". Below the heading, there is a paragraph explaining the CPUC's role in approving rates and a link to "General Rate Case (GRC) Phase II" proceedings.

Home > Industries and Topics > Electrical Energy > Electric Rates

Electric Rates

The CPUC must approve* all rates that each electric utility charges its customers. Once a utility's revenue has been determined, a utility must propose what rate will be charged to customers in order to recover the [revenue requirement](#). Rates are set in formal CPUC proceedings called ratemaking proceedings. The following of regulatory proceedings address rates and rate design:

[General Rate Case \(GRC\) Phase II](#) proceedings review and approve the ways that costs are allocated to different



The screenshot shows the CPUC website with the URL cpuc.ca.gov/industries-and-topics/electrical-energy/electric-rates/general-rate-case. The page features the CPUC logo, navigation links, and a search bar. The main heading is "What is a General Rate Case (GRC)?". Below the heading, there is a paragraph explaining the GRC process and a list of links to various GRC proceedings.

Home > Industries and Topics > Electrical Energy > Electric Rates > General Rate Case

What is a General Rate Case (GRC)?

General rate cases (GRCs) are proceedings used to address the costs of operating and maintaining the utility system and the allocation of those costs among customer classes. For California's three large investor-owned utilities (IOUs), the GRCs are parsed into two phases. Phase I of a GRC determines the total amount the utility is authorized to collect, while Phase II determines the share of the cost each customer class is responsible and the rate schedules for each class. Each large electric utility files a GRC application every four years. For smaller utilities, authorized costs and allocation of costs are done in just one phase.

The CPUC reviews detailed cost data for various areas of utility operations and approves a budget for the first year – called a test year – of the GRC cycle. For years 2, 3, and 4 – called post-test years – the GRC decision prescribes how to adjust the test year budget for inflation and other factors that may affect costs, such as additional capital projects between test years. The Commission has put in place regulatory mechanisms to adjust the costs approved in GRCs for unforeseen circumstances. For example, the Catastrophic Event Memorandum Account allows utilities to record costs for state emergencies declared by the governor.

Watch our [video on YouTube](#) that explains what a GRC is and why it's important to consumers.

GENERAL RATE CASE

- [Bear Valley Electric Services GRC Proceedings](#)
- [Liberty GRC Proceedings](#)
- [Pacific Gas and Electric \(PG&E\) GRC Proceedings](#)
- [PacifiCorp GRC Proceedings](#)
- [San Diego Gas and Electric GRC Proceedings](#)
- [Southern California Edison GRC Proceeding](#)

ELECTRIC RATES

[Actions to Limit Utility Cost and Rates Annual Report to the Governor and Legislature May 2016](#)

[Actions to Limit Utility Cost and Rates Annual Report to the Governor and Legislature May 2017](#)

[Actions to Limit Utility Cost and Rates Annual Report to the Governor and Legislature May 2018](#)

[Actions to Limit Utility Cost and Rates Annual Report to the Governor and Legislature May 2019](#)

[Actions to Limit Utility Cost and Rates Annual Report to the Governor and Legislature May 2020](#)

[Actions to Limit Utility Cost and Rates Annual Report to the Governor and Legislature May 2021](#)

[Actions to Limit Utility Cost and Rates Annual Report to the Governor and Legislature May 2022](#)

[Actions to Limit Utility Cost and Rates Annual Report to the Governor and Legislature May 2023](#)

[Actions to Limit Utility Cost and Rates Annual Report to the Governor and Legislature May 2024](#)

[Electric Rate Forum 2017](#)

[Energy Disconnections and Reconnections Rulemaking \(R.18-07-005\)](#)

[General Rate Case](#)

[General Rate Case GRC Phase II](#)

[Green Tariff/Shared Renewables Program \(GTSR\)](#)

[Rate Change Advisories](#)

[Residential Rate Reform / R.12-06-013](#)

[Time of Use Rulemaking R.15-12-012](#)

General Rate Case

← ↻ 🏠 🔒 https://apps.cpuc.ca.gov/apex/f?p=401:56::::RP,57,RIR:P5_PROCEEDING_SELECT:A1908013

California Public Utilities Commission

Proceeding Documents Rulings Decisions Public Comments

Proceeding Detail

[Subscribe](#) [Add Public Comment](#) [Search Results](#) [Main Page](#)

A1908013 - Proceeding

Filed By: Southern California Edison Company

Service Lists: [Service List 1](#)

Industry: Electric

Filing Date: August 30, 2019

Category: Ratesetting

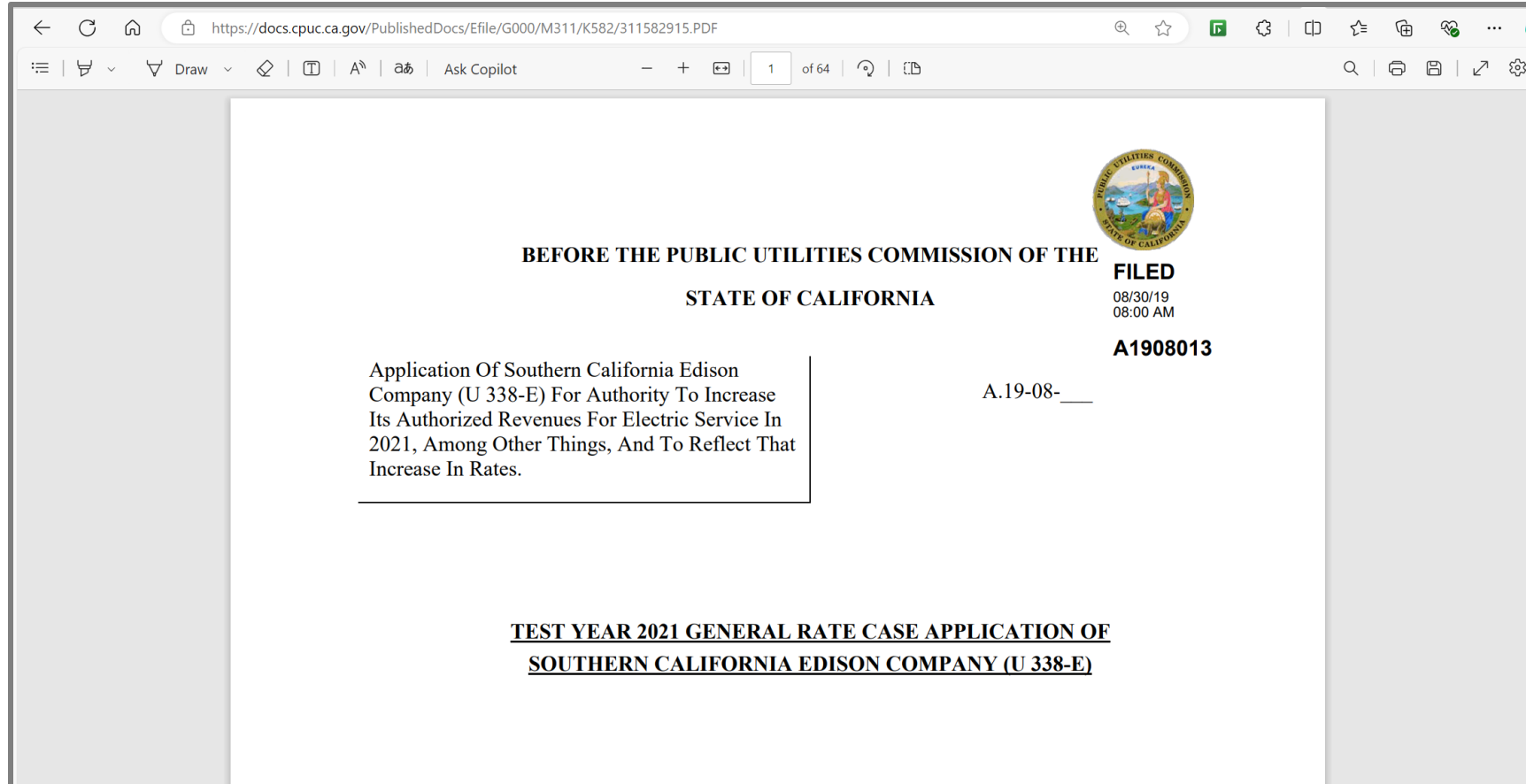
Current Status: CLOSED

Description: Application of Southern California Edison Company (U338E) for Authority to Increase its Authorized Revenues for Electric Service in 2021, among other things, and to Reflect that Increase in Rates.

Staff:
ALJ: Ehren Seybert (Assigned Sep 27, 2019)
ALJ: Sophia Park (Assigned May 5, 2020)
ALJ: Eric Wildgrube (Assigned Sep 10, 2019)
COMMISSIONER: Alice Reynolds (Assigned Aug 7, 2024)
COMMISSIONER: Genevieve Shiroma (Assigned Sep 27, 2019)



General Rate Case



General Rate Case

TEST YEAR 2021 GENERAL RATE CASE APPLICATION OF SOUTHERN CALIFORNIA EDISON COMPANY (U 338-E)

TABLE OF CONTENTS

Section	Page
I. INTRODUCTION	1
A. Summary Of Reasons For SCE's Request.....	2
B. CPUC-Jurisdictional Revenue Requirement.....	6
C. SCE Has Reorganized the Structure of Testimony in this GRC.....	7
D. Summary of Application.....	10
II. PROCEDURAL PROPOSALS	12
A. This GRC's Interaction with Other Pending and Anticipated Regulatory Proceedings.....	12
1. Fire-Threat Safety Map OIR (R.15-05-006).....	12
2. Risk Assessment Mitigation Phase (RAMP).....	12
3. 2018 Grid Safety & Resiliency Program Application (A.18-09-002).....	14
4. 2019 Wildfire Mitigation Plan (R.18-10-007).....	15
5. 2020 Cost of Capital Application (A.19-04-014).....	15
6. 2019 WEMA Cost Recovery Application (A.19-07-020).....	15
7. 2020 WMP.....	16
B. SCE's Multiple-Track Proposal for Cost Review in this GRC.....	17
1. Recovery of 2018-19 Balances Recorded in Fire Mitigation-Related Memorandum Accounts.....	17
2. Recovery of 2020 Balances Recorded in Fire Mitigation-Related Memorandum Accounts.....	18
C. SCE's Proposed Mechanism for Updating Its Wildfire Mitigation Activities and Infrastructure Replacement Forecasts	18
D. Proposed Schedule and Cost Recovery Details for Wildfire Memorandum Accounts	20

-i-

BEFORE THE PUBLIC UTILITIES COMMISSION OF THE STATE OF CALIFORNIA

Application Of Southern California Edison Company (U 338-E) For Authority To Increase Its Authorized Revenues For Electric Service In 2021, Among Other Things, And To Reflect That Increase In Rates.

A.19-08-__

TEST YEAR 2021 GENERAL RATE CASE APPLICATION OF SOUTHERN CALIFORNIA EDISON COMPANY (U 338-E)

I. INTRODUCTION

Southern California Edison Company (SCE or Company) respectfully files this application for a Test Year 2021 General Rate Case (GRC). In this application, SCE asks the California Public Utilities Commission (CPUC or Commission) for an authorized base revenue requirement (ABRR) of \$7.601 billion to become effective January 1, 2021, and to reflect the ABRR in distribution, generation and new system generation rates. Including sales reductions and \$87.1 million in one-time memorandum accounts recoveries, our request represents a \$1.295 billion, or 20.1 percent, increase in 2021 over currently authorized and requested base rates. As discussed in Section II.B below, SCE also requests authorization through separate sub-tracks of this proceeding to recover 2019 and 2020 recorded expenditures currently being tracked in various wildfire-related memorandum accounts.

Table 1 summarizes SCE's requested ABRR and CPUC-jurisdictional base-rate revenue changes for Test Year 2021 and the two post-Test Years, 2022 and 2023.

1

affordable and increasingly clean electricity to our customers. That mission is not changing in this GRC cycle, and as the effects of the global climate crisis are being experienced in our region, SCE has provided and continues to provide the infrastructure and programs necessary to implement the State's ambitious public policy goals, including wildfire mitigation, de-carbonization of the economy through electrification, and integration of distributed energy resources across a rapidly modernizing grid.

The bulk of SCE's revenue requirement request in this GRC relates to the foundational work that SCE has always performed to maintain and improve the grid and the support functions necessary to provide our services, while continuing the investments necessary to implement the State's primary policy objective to reduce greenhouse gas (GHG) emissions. SCE is dedicated to performing these crucial functions in a manner that is affordable for customers and is fundamentally committed to spending customer dollars wisely and prudently to provide commensurate value for the important services that we provide. As the Legislature recently recognized, SCE needs to continue to do the important work and make the investments that are crucial to fostering the health of the California economy. SCE's requests in this GRC are vital to that goal.

"The increased risk of catastrophic wildfires poses an immediate threat to communities and properties throughout the state."²

As Mr. Payne also observes in his testimony, California's residents, and the electric utilities who serve them, are confronted with the substantial challenges posed by our global climate crisis. As SCE continues to take action in the coming years to dramatically reduce GHG emissions and improve air quality, the State is faced with immediate and unprecedented safety risks from catastrophic wildfires, the magnitude of which even one rate case cycle ago was unforeseeable. On March 22, 2019, Governor Newsom issued a State of Emergency proclamation because of the "conditions of extreme peril to the safety of persons and property [that] exist" related to wildfires across the state. SCE's primary and foremost mission is the safety of the public, our customers, and our workers. SCE's fundamental mission to protect public safety underlies the requests set forth throughout this application.

² Assembly Bill (AB) 1054, Section 1(a)(1).

3

General Rate Case

SCE then divided these BPGs into more granular underlying “Business Planning Elements” (BPEs) and work activities. These more granular work activities are very similar to and consistent with how SCE has organized past rate cases. To align Commission-authorized capital and O&M funding with SCE’s internal operating model, SCE’s 2021 GRC showing is based on the new BPG/BPE structure.

Figure 2 sets forth SCE’s new testimony structure.

Figure 2
SCE’s 2021 GRC Testimony Structure⁸

SCE-02 Grid Activities			
Distribution Grid <ul style="list-style-type: none">– Inspections & Maintenance– Poles– Infrastructure Replacement– Capital Related Expense & Other– Vegetation Management– Meter Activities– Grid Monitoring & Operability	System Augmentation <ul style="list-style-type: none">– Engineering– Grid Modernization– Load Growth– Transmission Projects– New Service Connections– Customer Requested System Modifications– Grid Technology Assessments, Pilots and Adoption– Energy Storage– Capital Related Expense & Other	SCE-04 Resiliency <ul style="list-style-type: none">– Business Continuation– Emergency Management– Cybersecurity– Physical Security– Wildfire Management	SCE-06 Enterprise Support <ul style="list-style-type: none">– Financial Oversight & Transactional Processing– Employee Benefits & Programs– Employee Support– Employee Training & Development– Enterprise Technology– Environmental Services– Policy & External Engagement– Facility & Land Operations– Legal– Business & Financial Planning– Overhead Allocation– Pricing & Ratemaking– Audit, Ethics & Compliance– Safety Programs– Supply Chain Management– Transportation Services– Other Operating Revenue
Substation <ul style="list-style-type: none">– Inspections & Maintenance– Infrastructure Replacement– Capital Related Expense & Other– Grid Monitoring & Operability	SCE-05 Generation & Energy Procurement <ul style="list-style-type: none">– Generation<ul style="list-style-type: none">– Fossil Fuel Generation– Hydro– Solar– Palo Verde– Energy Procurement<ul style="list-style-type: none">– Energy Resource Management– Fuel & Purchased Power	SCE-03 Customer Interactions <ul style="list-style-type: none">– Billing & Payments– Communications, Education & Outreach– Corporate Citizenship– CS Replatform– Customer Contacts– Outage Experience– Customer Care Services	Non-GRC <ul style="list-style-type: none">– Distributed Energy Resources<ul style="list-style-type: none">– Energy Efficiency– Demand Response– Distributed Generation*– Transportation Electrification*– Non-Electric Operations<ul style="list-style-type: none">– Edison Carrier Solutions– Revenue Generating– Catalina (Gas & Water)– SONGS Decommissioning
Transmission Grid <ul style="list-style-type: none">– Inspections & Maintenance– Poles– Infrastructure Replacement– Capital Related Expense & Other– Vegetation Management			

Business Planning Grouping (BPG)
– Business Planning Element (BPE)

* Small components of Transportation Electrification and Distributed Generation are requested in the GRC and included in SCE-03 Customer Interactions

⁸ For a more detailed depiction of these exhibits and their Business Planning elements, see Appendix E.

2021 General Rate Case Exhibit List

SCE-01 – Policy
SCE-01 Vol. 01 – Policy
SCE-01 Vol. 02 – Risk Informed Strategy & Business Plan
SCE-02 – Grid Activities
SCE-02 Vol. 01 Pt. 1 – Distribution Infrastructure Replacement
SCE-02 Vol. 01 Pt. 2 – Distribution Inspections & Maintenance and Capital-Related
SCE-02 Vol. 01 Pt. 3 – Meter Activities
SCE-02 Vol. 02 – Transmission Grid
SCE-02 Vol. 03 – Substation
SCE-02 Vol. 04 Pt. 1 – Grid Modernization, Grid Technology, and Energy Storage
SCE-02 Vol. 04 Pt. 2 – Load Growth, Transmission Projects, and Engineering
SCE-02 Vol. 04 Pt. 3 – New Service Connections and Customer Requested System Modifications
SCE-02 Vol. 05 – Poles
SCE-02 Vol. 06 – Vegetation Management
SCE-02 Vol. 07 – Other Costs & OOR
SCE-03 – Customer Interactions
SCE-03 Vol. 01 – Billing & Payments
SCE-03 Vol. 02 – Communications, Education & Outreach
SCE-03 Vol. 03 – CS Re-platform
SCE-03 Vol. 04 – Customer Contacts
SCE-03 Vol. 05 – Customer Care Services
SCE-03 Vol. 06 – Other Operating Revenue, Service Fees & Service Guarantees
SCE-04 – Resiliency
SCE-04 Vol. 01 – Business Continuation
SCE-04 Vol. 02 – Emergency Management
SCE-04 Vol. 03 – Cybersecurity
SCE-04 Vol. 04 – Physical Security
SCE-04 Vol. 05 – Wildfire Management



2021 General Rate Case Exhibit List

SCE-05 – Generation and Energy Procurement
SCE-05 Vol. 01 – Generation
SCE-05 Vol. 02 – Energy Procurement
SCE-06 – Enterprise Support
SCE-06 Vol. 01 Pt. 1 – Enterprise Technology
SCE-06 Vol. 01 Pt. 2 – Enterprise Technology- OU Capital Software
SCE-06 Vol. 02 – Enterprise Planning & Governance
SCE-06 Vol. 03 Pt. 1 – Employee Benefits, Training & Support
SCE-06 Vol. 03 Pt. 2 – Total Compensation Study
SCE-06 Vol. 04 – Environmental Services, Audit, Ethics & Compliance, and Safety Programs
SCE-06 Vol. 05 – Enterprise Operations
SCE-06 Vol. 06 – Policy, External Engagement and Ratemaking
SCE-07 – Results of Operations
SCE-07 Vol. 01 – Results of Operations ²
SCE-07 Vol. 02 – Rate Base, Depreciation Expense, and Taxes
SCE-07 Vol. 03 – SCE Asset Depreciation Study
SCE-07 Vol. 04 – Affordability, Post-Test Year Ratemaking
SCE-08 – Compliance Requirements
SCE-09 – Accessibility Issues
SCE-10 – Witness Qualifications

D. Summary of Application

This Application is structured as follows: In Chapter IIA, SCE first describes the various recent, current, or future CPUC regulatory proceedings that influence and interact with this GRC. Chapter IIB describes SCE’s proposal to review certain wildfire mitigation-related costs set forth in this GRC on a separate schedule (or “track”). Chapter IIC sets forth SCE’s procedural proposal to potentially update its wildfire mitigation and infrastructure replacement forecasts during the pendency of the proceeding.

² This volume includes GRC balancing account and memorandum account proposals, and other items.

General Rate Case

GRC Exhibit	GRC Vol.	Volume Title	Business Plan Element (BPE)
SCE-2 Grid Activities	1	Distribution Grid	Infrastructure Replacement Inspections & Maintenance, Capital Related Expense & Other Meter Activities
	2	Transmission	Inspections & Maintenance Capital Related Expense & Other Grid Monitoring & Operability
	3	Substation	Infrastructure Replacement Inspections & Maintenance Capital Related Expense & Other
	4	System Augmentation	Grid Modernization Grid Technology Assessments, Pilots & Adoption Energy Storage Load Growth Transmission Projects Engineering New Service Connections Customer Requested System Modifications
	5	Poles	Poles
	6	Vegetation Management	Vegetation Management Wildfire Management
	7	Other Costs & Other Operating Revenue	Capital Related Expense & Other Other Operating Revenue
SCE-3 Customer Interactions	1	Billing & Payments	Billing & Payments
	2	Communications, Education & Outreach	Communications, Education & Outreach
	3	CS Replatform	CS Replatform
	4	Customer Contacts	Customer Contacts
	5	Customer Care Services	Customer Care Services Distributed Generation Transportation Electrification
	6	Other Operating Revenue, Service Fees & Service	Other Operating Revenue
SCE-4 Resiliency	1	Business Continuation	Business Continuation
	2	Emergency Management	Emergency Management
	3	Cybersecurity	Cybersecurity
	4	Physical Security	Physical Security
	5	Wildfire Management	Wildfire Management

E-1

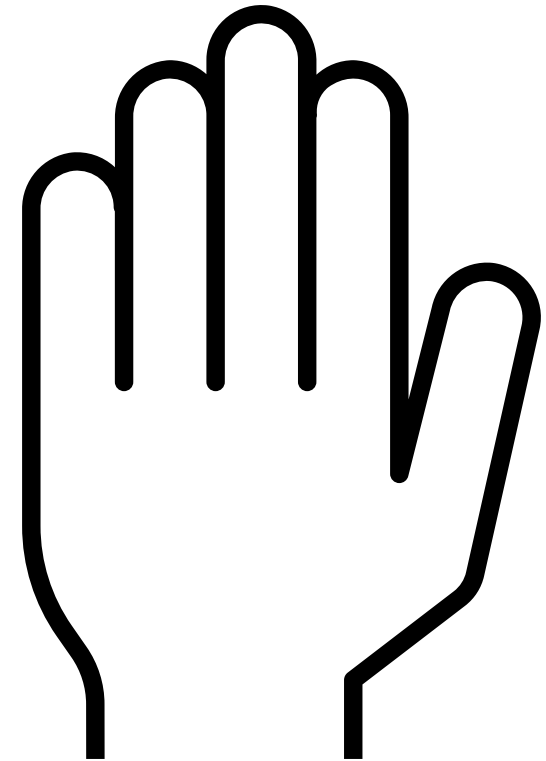
GRC Exhibit	GRC Vol.	Volume Title	Business Plan Element (BPE)
SCE-5 Generation & Energy Procurement	1	Generation	Fossil Fuel Generation Hydro Solar Palo Verde
	2	Energy Procurement	Energy Resource Management
SCE-6 Enterprise Support	1	Enterprise Technology	Enterprise Technology Financial Oversight & Transactional Processing Insurance
	2	Enterprise Planning & Governance	Legal Business & Financial Planning Supply Chain Management
	3	Employee Benefits, Training & Support	Employee Benefits & Programs Employee Support Employee Training & Development
	4	Environmental Services, Audit, Ethics & Compliance, and Safety Programs	Environmental Services Audit, Ethics & Compliance Safety Programs
	5	Enterprise Operations	Facility & Land Operations Transportation Services
	6	Policy & External Engagement	Policy & External Engagement Pricing & Ratemaking

E-2

Audience Poll: Business Development

What tools do you use to gather intelligence about potential clients?

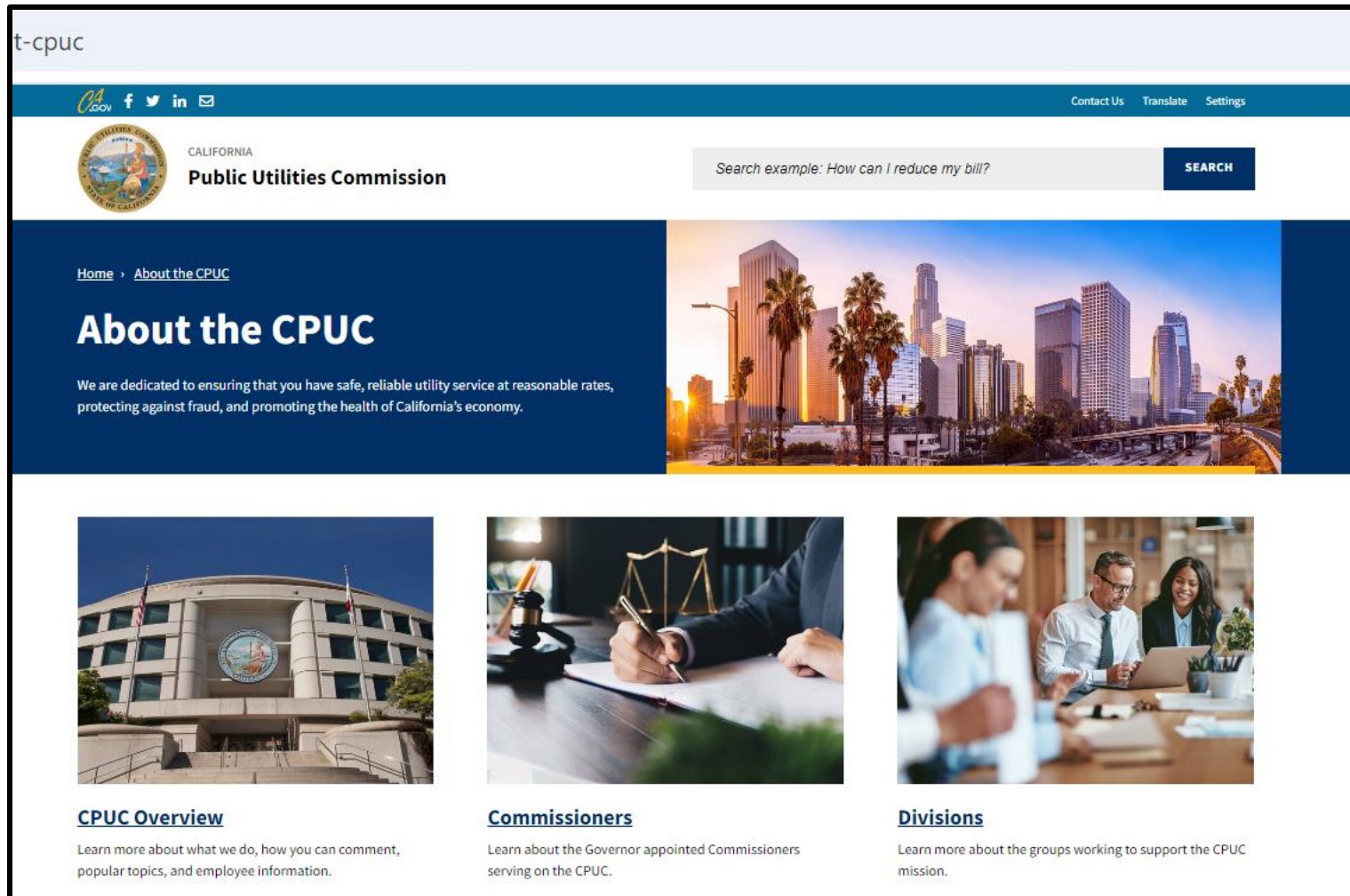
- a) Social media
- b) Industry reports
- c) Word of mouth
- d) Other



Supplier Diversity Annual Report

Utilities are required to submit an Annual Report to the CPUC by March 1 of each year. The report provides details on the utilities' programs created to comply with the Supplier Diversity Program

CPUC Website



<https://www.cpuc.ca.gov/about-cpuc>

CPUC – External Affairs Division

Divisions

Learn more about the groups working to support the CPUC mission.

CPUC History & Organizational Structure

In 1911, the CPUC was established by Constitutional Amendment as the Railroad Commission. In 1912, the Legislature passed the Public Utilities Act, expanding the Commission's regulatory authority to include natural gas, electric, telephone, and water companies as well as railroads and marine transportation companies. In 1946, the Commission was renamed the California Public Utilities Commission.

The Governor appoints the five Commissioners, who must be confirmed by the Senate, for six year staggered terms. The Governor appoints one of the five to serve as CPUC President. The CPUC employs economists, engineers, administrative law judges, accountants, lawyers, and safety and transportation specialists. The [Public Advocates Office](#) is an independent organization within the CPUC that advocates solely on behalf of utility ratepayers.

ADMINISTRATIVE LAW JUDGE

ADMINISTRATIVE SERVICES

COMMUNICATIONS DIVISION

CONSUMER PROTECTION AND ENFORCEMENT DIVISION

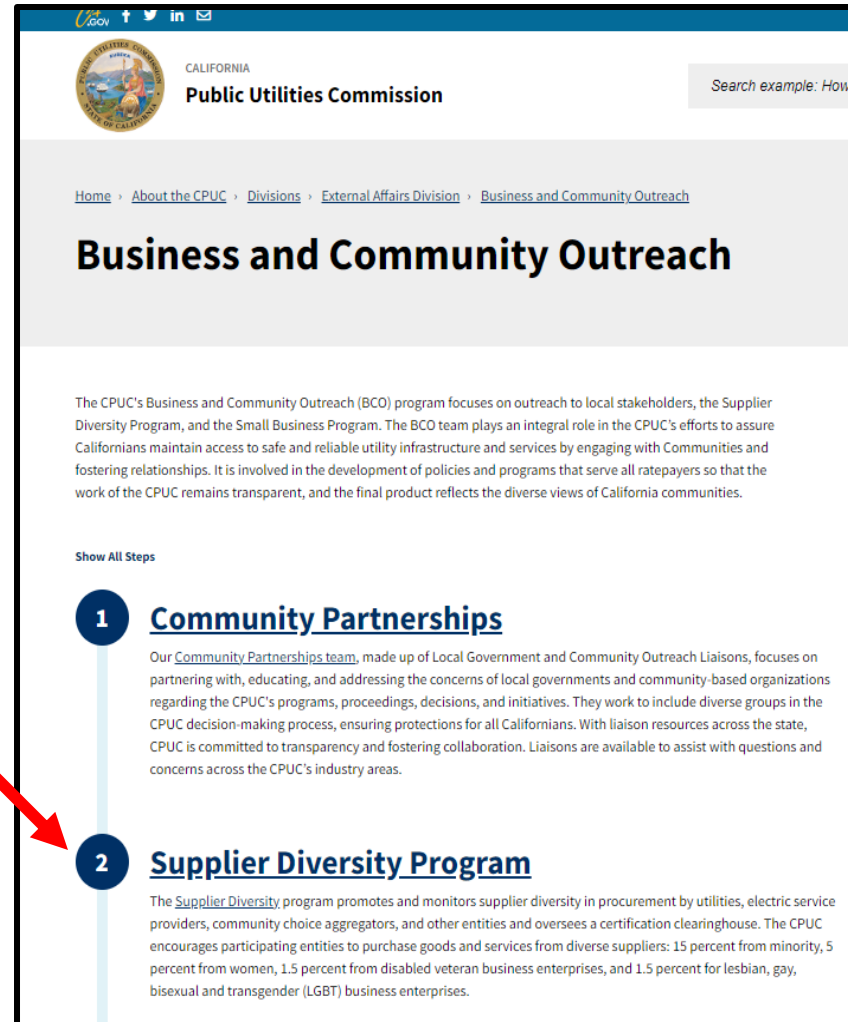
ENERGY DIVISION

EXECUTIVE OFFICE

EXTERNAL AFFAIRS DIVISION

The [External Affairs Division](#) assists customers with utility complaints and provides information and assistance to the media, local governments and community organizations, the public, and other stakeholders about the CPUC's many pioneering and innovative programs, policies, and proceedings.

The External Affairs Division encompasses four offices: [News](#); [Public Advisor's Office](#); [Business and Community Outreach Office](#); and [Consumer Affairs Branch \(CAB\)](#).



The screenshot shows the official website of the California Public Utilities Commission. The header includes the CPUC logo, the text "CALIFORNIA Public Utilities Commission", and a search bar. A breadcrumb trail reads: Home > About the CPUC > Divisions > External Affairs Division > Business and Community Outreach. The main heading is "Business and Community Outreach". Below this, a paragraph describes the BCO program's focus on outreach to local stakeholders, the Supplier Diversity Program, and the Small Business Program. A "Show All Steps" link is present. A numbered list follows: 1. [Community Partnerships](#) and 2. [Supplier Diversity Program](#). A red arrow points from the "EXTERNAL AFFAIRS DIVISION" link in the left-hand screenshot to the "Supplier Diversity Program" link in this screenshot.

CALIFORNIA
Public Utilities Commission

Search example: How

Home > About the CPUC > Divisions > External Affairs Division > Business and Community Outreach

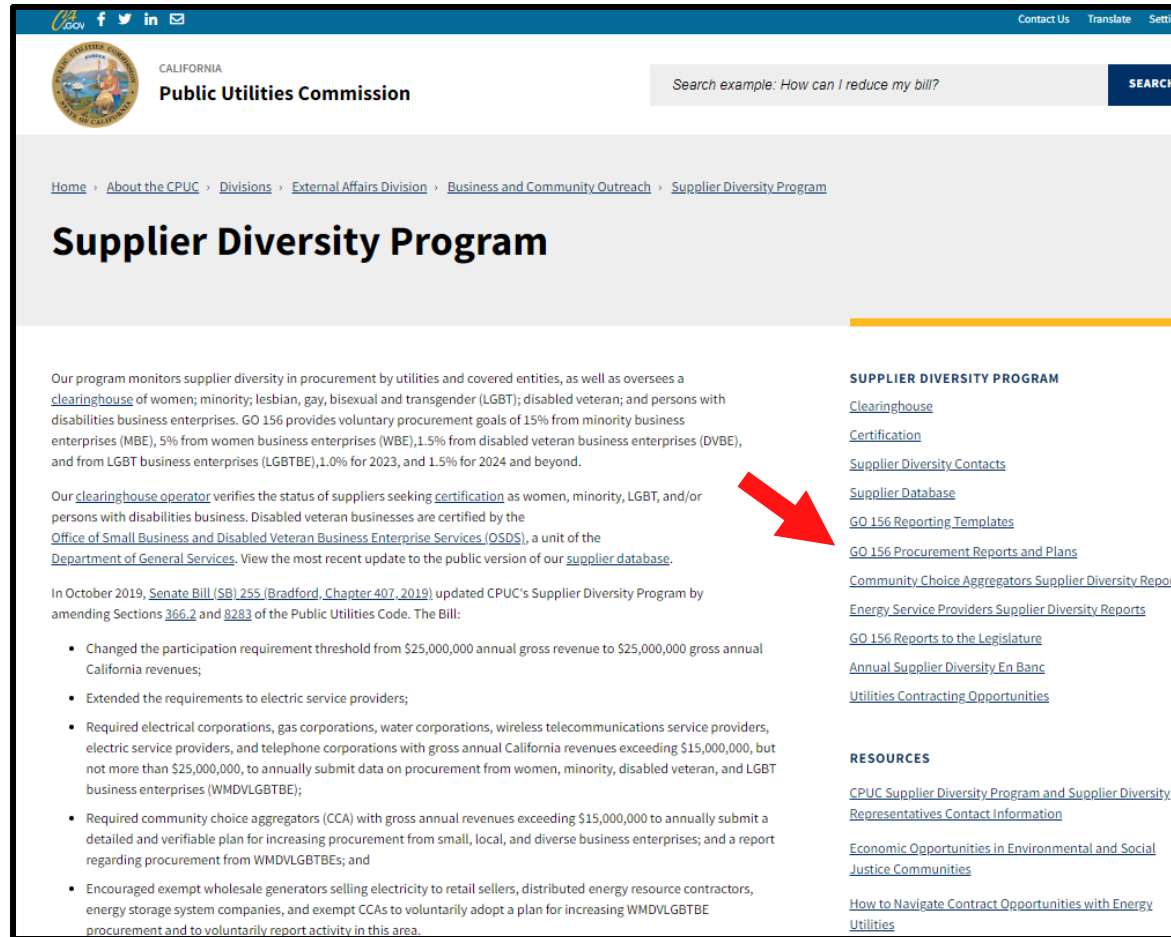
Business and Community Outreach

The CPUC's Business and Community Outreach (BCO) program focuses on outreach to local stakeholders, the Supplier Diversity Program, and the Small Business Program. The BCO team plays an integral role in the CPUC's efforts to assure Californians maintain access to safe and reliable utility infrastructure and services by engaging with Communities and fostering relationships. It is involved in the development of policies and programs that serve all ratepayers so that the work of the CPUC remains transparent, and the final product reflects the diverse views of California communities.

Show All Steps

- 1 [Community Partnerships](#)**
Our [Community Partnerships team](#), made up of Local Government and Community Outreach Liaisons, focuses on partnering with, educating, and addressing the concerns of local governments and community-based organizations regarding the CPUC's programs, proceedings, decisions, and initiatives. They work to include diverse groups in the CPUC decision-making process, ensuring protections for all Californians. With liaison resources across the state, CPUC is committed to transparency and fostering collaboration. Liaisons are available to assist with questions and concerns across the CPUC's industry areas.
- 2 [Supplier Diversity Program](#)**
The [Supplier Diversity](#) program promotes and monitors supplier diversity in procurement by utilities, electric service providers, community choice aggregators, and other entities and oversees a certification clearinghouse. The CPUC encourages participating entities to purchase goods and services from diverse suppliers: 15 percent from minority, 5 percent from women, 1.5 percent from disabled veteran business enterprises, and 1.5 percent for lesbian, gay, bisexual and transgender (LGBT) business enterprises.

Supplier Diversity Program



CALIFORNIA
Public Utilities Commission

Search example: How can I reduce my bill? **SEARCH**

[Home](#) › [About the CPUC](#) › [Divisions](#) › [External Affairs Division](#) › [Business and Community Outreach](#) › [Supplier Diversity Program](#)

Supplier Diversity Program

Our program monitors supplier diversity in procurement by utilities and covered entities, as well as oversees a [clearinghouse](#) of women; minority; lesbian, gay, bisexual and transgender (LGBT); disabled veteran; and persons with disabilities business enterprises. GO 156 provides voluntary procurement goals of 15% from minority business enterprises (MBE), 5% from women business enterprises (WBE), 1.5% from disabled veteran business enterprises (DVBE), and from LGBT business enterprises (LGBTBE), 1.0% for 2023, and 1.5% for 2024 and beyond.

Our [clearinghouse operator](#) verifies the status of suppliers seeking [certification](#) as women, minority, LGBT, and/or persons with disabilities business. Disabled veteran businesses are certified by the [Office of Small Business and Disabled Veteran Business Enterprise Services \(OSBDS\)](#), a unit of the [Department of General Services](#). View the most recent update to the public version of our [supplier database](#).

In October 2019, [Senate Bill \(SB\) 255 \(Bradford, Chapter 407, 2019\)](#) updated CPUC's Supplier Diversity Program by amending Sections [366.2](#) and [828.3](#) of the Public Utilities Code. The Bill:

- Changed the participation requirement threshold from \$25,000,000 annual gross revenue to \$25,000,000 gross annual California revenues;
- Extended the requirements to electric service providers;
- Required electrical corporations, gas corporations, water corporations, wireless telecommunications service providers, electric service providers, and telephone corporations with gross annual California revenues exceeding \$15,000,000, but not more than \$25,000,000, to annually submit data on procurement from women, minority, disabled veteran, and LGBT business enterprises (WMDVLGBTBE);
- Required community choice aggregators (CCA) with gross annual revenues exceeding \$15,000,000 to annually submit a detailed and verifiable plan for increasing procurement from small, local, and diverse business enterprises; and a report regarding procurement from WMDVLGBTBEs; and
- Encouraged exempt wholesale generators selling electricity to retail sellers, distributed energy resource contractors, energy storage system companies, and exempt CCAs to voluntarily adopt a plan for increasing WMDVLGBTBE procurement and to voluntarily report activity in this area.

SUPPLIER DIVERSITY PROGRAM

- [Clearinghouse](#)
- [Certification](#)
- [Supplier Diversity Contacts](#)
- [Supplier Database](#)
- [GO 156 Reporting Templates](#)
- [GO 156 Procurement Reports and Plans](#)
- [Community Choice Aggregators Supplier Diversity Report](#)
- [Energy Service Providers Supplier Diversity Reports](#)
- [GO 156 Reports to the Legislature](#)
- [Annual Supplier Diversity En Banc](#)
- [Utilities Contracting Opportunities](#)

RESOURCES

- [CPUC Supplier Diversity Program and Supplier Diversity Representatives Contact Information](#)
- [Economic Opportunities in Environmental and Social Justice Communities](#)
- [How to Navigate Contract Opportunities with Energy Utilities](#)

GO 156 Procurement Reports

The screenshot displays the CPUC website's 'GO 156 Procurement Reports and Plans' page. The header includes the CPUC logo, social media links, and a search bar. The main content area features a breadcrumb trail, a title, and a list of reports from 2013 to 2023. To the right, there is a section for contacting the CPUC about supplier diversity, related programs, and divisions.

CPUC [f](#) [t](#) [in](#) [en](#) [Contact Us](#) [Translate](#) [Settings](#)

CALIFORNIA
Public Utilities Commission

Search example: How can I reduce my bill? **SEARCH**

[Home](#) › [About the CPUC](#) › [Divisions](#) › [External Affairs Division](#) › [Business and Community Outreach](#) › [Supplier Diversity Program](#) › [GO 156 Procurement Reports and Plans](#)

GO 156 Procurement Reports and Plans

Utilities Annual Supplier Diversity Reports and Plans

2023	▼
2022	▼
2021	▼
2020	▼
2019	▼
2018	▼
2017	▼
2016	▼
2015	▼
2014	▼
2013	▼

CONTACTING THE CPUC ABOUT SUPPLIER DIVERSITY

Contact us about supplier diversity via email at supplierdiversity@cpuc.ca.gov or standard mail:

Supplier Diversity Program
California Public Utilities Commission
505 Van Ness Avenue
San Francisco, CA 94102-3298

RELATED PROGRAMS

[Business Opportunities, Contracting, and Procurements](#)
[Business and Community Outreach](#)

RELATED DIVISIONS

[News and Outreach Office](#)

GO 156 Procurement Reports

Table of Contents

2023 ANNUAL REPORT

Messages from Karen Haller and Justin L. Brown	1
Executive Summary	2
9.1.1 Supplier Diversity Program Activities – Internal and External	4-6
Internal Activities	4
External Outreach Activities	5-6
Economic Impact of Diverse Businesses	6
Regulatory Participation	6
9.1.2 Supplier Diversity Procurement 2023 Annual Results	8-13
Table 9.1.2 (A): Annual Results by Ethnicity – Prime Contracting and Subcontracting	8
Table 9.1.2 (B): Annual Results by Product and Service Categories – Direct	9
Table 9.1.2 (C): Annual Results by Product and Service Categories – Subcontracting	10
Standard Industrial Classification (SIC) Code Reporting	11
Table 9.1.2 (D): Annual Results by Product and Service Categories Prime Contractor SIC CODES	12
Table 9.1.2 (E): Annual Results by Suppliers’ Gross Revenue Size	13
Descriptions of WMDVLGBTPDBEs with California Majority Workforce	14
9.1.3 Annual Program Expenses	14
Table 9.1.3: Program Expenses	
9.1.4 Annual Results and Goals	14
Table 9.1.4: Results and Goals	
9.1.5 Prime and Subcontracting Utilization of Diverse Suppliers	15
Table 9.1.5: Utilization of Women, Minority or Disabled–Veteran Contractors	
9.1.6 Supplier Diversity Complaints	15
9.1.7 Recruitment Efforts in Low-Utilization Areas	17
Financial Services	17
Legal Services	17
9.1.9 Renewable and Non-Renewable Energy	18

GO 156 Procurement Reports

Throughout 2023, Southwest Gas persisted in fortifying relationships with our partner organizations and chambers of commerce that align with the vision of cultivating diverse businesses, fostering economic opportunities, and enhancing supplier diversity. Southwest Gas actively engaged in and/or sponsored the following outreach activities:



Manager, Diversity Programs, Telma Lopez, and Supplier Diversity Manager, Karmin Bailey, participate at the Veterans In Business Conference.

External Activities

January 26 – American Indian Chamber of Commerce Panel

April 30 – Diversity Professional Women of Excellence

May 11 – Western Regional Minority Supplier Development Council (WRMSDC) Excellence in Supplier Diversity Awards

May 15 – National Association of Women Business Owners (NAWBO) California Propel Conference

May 25 – National Utility Diversity Council (NUDC) Conference

June 1 – BuildOut California Founders Day

June 28 – WRMSDC Program Managers Meeting

July 16-18 – American Indian Chamber of Commerce Expo

July 19 – NUDC Virtual Panel Discussion

July 26 – Women's Business Enterprise Council (WBEC) West Unconventional Women's Conference

August 16-18 – National LGBT Chamber of Commerce (NGLCC) Conference

August 18-19 – California Hispanic Chamber of Commerce Conference

August 25 – WRMSDC Multi-Industry Supplier Diversity Expo

September 27 – California Public Utilities Commission (CPUC) Small & Diverse Business Expo



Supplier Diversity Manager, Karmin Bailey, participates in the WRMSDC Multi-Industry Supplier Diversity Expo.

External Activities

October 19 – High Desert Opportunity Summit

November 13-14 – Veterans In Business (VIB) Conference

December 1 – American Indian Chamber of Commerce (AICC) Native American Heritage Month Luncheon

December 7 – Energy Career Pathways Summit



Supplier Diversity Manager, Karmin Bailey, attends American Indian Chamber of Commerce Native American Heritage Month Luncheon.

GO 156 Procurement Reports

SIC Category	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 (PDBE)	Other 8(a)*	Total Supplier Diversity Spend	Total Procurement
	Male	Female	Male	Female	Male	Female	Male	Female								
07 - Agricultural Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 153,852	\$ -	\$ -	\$ -	\$ -	\$ 153,852	\$ 153,852
	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.1%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.1%	% 0.1%
15 - Building Construction General Contractors and Operative Builders	\$ -	\$ 189,161	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 189,161	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 189,161	\$ 189,161
	% 0.0%	% 0.2%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.2%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.2%	% 0.2%
16 - Underground Utility Contractor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,863	\$ -	\$ 34,295,916	\$ -	\$ -	\$ 34,317,778	\$ 34,317,778
	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 33.1%	% 0.0%	% 0.0%	% 33.2%	% 33.2%
17 - Special Trade Contractor	\$ 3,466,779	\$ -	\$ -	\$ -	\$ 47,152	\$ -	\$ -	\$ -	\$ 3,513,931	\$ 977,636	\$ -	\$ -	\$ -	\$ -	\$ 4,491,567	\$ 4,491,567
	% 3.3%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 3.4%	% 0.9%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 4.3%	% 4.3%
23 - Apparel & Other Finished Products	\$ -	\$ -	\$ -	\$ 2,637	\$ -	\$ -	\$ -	\$ -	\$ 2,637	\$ 3,512	\$ -	\$ -	\$ -	\$ -	\$ 6,149	\$ 6,149
	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%
26 - Paper and Allied Products	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 344	\$ -	\$ -	\$ -	\$ -	\$ 344	\$ 344
	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%
30 - Rubber and Miscellaneous Plastics Products	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,300	\$ -	\$ 36,300	\$ 36,300
	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%
33 - Primary Metal Industries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,540	\$ -	\$ -	\$ -	\$ -	\$ 4,540	\$ 4,540
	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%
34 - Fabricated Metal Products	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 313,412	\$ -	\$ -	\$ -	\$ -	\$ 313,412	\$ 313,412
	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.3%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.3%	% 0.3%
35 - Industrial and Commercial Machinery	\$ -	\$ -	\$ -	\$ -	\$ 1,185	\$ -	\$ -	\$ -	\$ 1,185	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,185	\$ 1,185
	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%
37 -Transportation Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,427	\$ -	\$ -	\$ -	\$ -	\$ 63,427	\$ 63,427
	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.1%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.1%	% 0.1%
38 - Instruments and Related Products	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,034	\$ -	\$ -	\$ -	\$ -	\$ 35,034	\$ 35,034
	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%
47 - Transportation Services	\$ -	\$ -	\$ -	\$ 374,803	\$ -	\$ -	\$ -	\$ -	\$ 374,803	\$ -	\$ 119,363	\$ -	\$ -	\$ -	\$ 494,166	\$ 494,166
	% 0.0%	% 0.0%	% 0.4%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.4%	% 0.0%	% 0.1%	% 0.0%	% 0.0%	% 0.0%	% 0.5%	% 0.5%
50 - Wholesale Trade Durable Goods	\$ 10,544	\$ -	\$ 1,544,925	\$ -	\$ -	\$ -	\$ 4,319	\$ 388,415	\$ 1,948,203	\$ 442,964	\$ -	\$ -	\$ -	\$ -	\$ 2,391,167	\$ 2,391,167
	% 0.01%	% 0.00%	% 1.49%	% 0.00%	% 0.00%	% 0.00%	% 0.00%	% 0.38%	% 1.88%	% 0.43%	% 0.00%	% 0.00%	% 0.00%	% 0.00%	% 2.31%	% 2.31%
51 - Wholesale Trade NonDurable Goods	\$ -	\$ -	\$ -	\$ -	\$ 3,681	\$ 415,100	\$ -	\$ -	\$ 418,781	\$ 5,256	\$ -	\$ -	\$ -	\$ -	\$ 424,037	\$ 424,037
	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.4%	% 0.0%	% 0.0%	% 0.4%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.4%	% 0.4%
52 - Building Materials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,312	\$ -	\$ -	\$ -	\$ -	\$ 29,312	\$ 29,312
	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%
73 - Business Services	\$ -	\$ 27,993	\$ -	\$ -	\$ 36,069	\$ -	\$ -	\$ -	\$ 64,061	\$ 2,092,642	\$ -	\$ -	\$ 4,994,079	\$ -	\$ 7,150,782	\$ 7,150,782
	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.1%	% 2.0%	% 0.0%	% 0.0%	% 4.8%	% 0.0%	% 6.9%	% 6.9%
87 - Engineering & Management Services	\$ -	\$ -	\$ 4,004	\$ -	\$ 59,507	\$ -	\$ 689,654	\$ -	\$ 753,165	\$ 106,120	\$ -	\$ 51,010	\$ -	\$ -	\$ 910,295	\$ 910,295
	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.1%	% 0.0%	% 0.7%	% 0.0%	% 0.7%	% 0.1%	% 0.0%	% 0.0%	% 0.0%	% 0.0%	% 0.9%	% 0.9%
TOTAL	\$ 3,477,323	\$ 217,154	\$ 1,548,929	\$ 377,440	\$ 147,594	\$ 415,100	\$ 693,973	\$ 388,415	\$ 7,265,928	\$ 4,249,914	\$ 119,363	\$ 34,346,926	\$ 5,030,379	\$ -	\$ 51,012,509	\$ 51,012,509
	% 3.4%	% 0.2%	% 1.5%	% 0.4%	% 0.1%	% 0.4%	% 0.7%	% 0.4%	% 7.0%	% 4.1%	% 0.1%	% 33.2%	% 4.9%	% 0.0%	% 49.3%	% 49.3%

GO 156 Procurement Reports

RENEWABLE ENERGY/ENERGY EFFICIENCY PROJECTS

Southwest Gas is playing a vital role in the transition to renewable energy and is committed to offering energy solutions to our customers throughout our service territory.

Renewable Natural Gas (RNG) – In Victorville, California, Southwest Gas continued to partner with Victor Valley Wastewater Reclamation Authority (VWVRA) a biomethane project commissioned in 2022, with research ongoing for RNG production expansion into the system.

Hydrogen - Southwest Gas proposed and submitted to the Commission for approval (Application 22-09-006) a Hydrogen blending pilot project in Truckee, California. The Application is currently pending before the Commission.

Compressed Natural Gas (CNG) – In Victorville, California, Southwest Gas continued to partner with Burrtec Waste Industries to increase their use of CNG. Additional Southwest facilities are needed to double the size of their CNG fleet and the new facilities will be commissioned in 2024.



Burrtec Waste Industries Truck in Victorville, CA partnering with Southwest Gas to increase use of CNG.

Natural Gas Service to the National Army Training Center (NTC) at Fort Irwin, California.

Extending service to the NTC will increase energy independence, security, reliability and resilience through the installation of the natural gas pipeline together with site-wide energy efficient infrastructure improvements, including non-tariff Energy Conservation Measures (ECMs). Southwest Gas' application is currently pending approval by the Commission.

Q & A

Scan for a link to this presentation

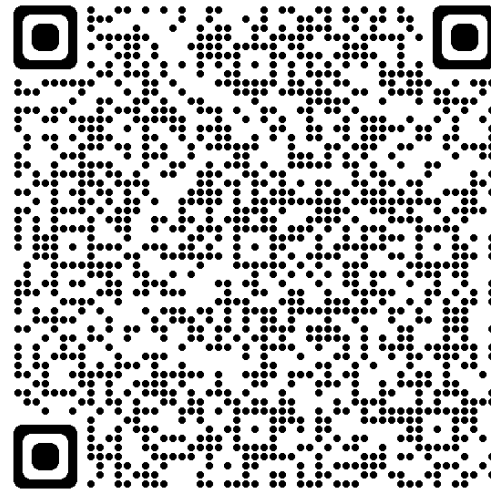


California Public
Utilities Commission

California Public Utilities Commission

Small and Diverse Business Expo

Supplier Diversity
Representatives
Contact Information



California Public
Utilities Commission

Thank you to our meal sponsors



CHARGE™



FERREIRA

E | 2



Meruelo
ENTERPRISES INC.


**LIVE OAK
POWER**




Innovative
Consulting Concepts

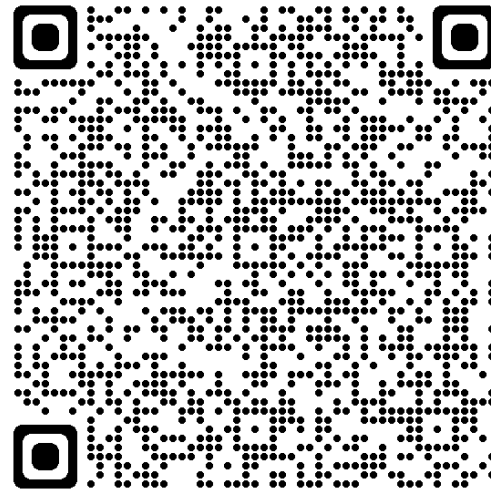

PINNACLE
POWER SERVICES INC

PROENERGY
SERVICES GROUP LLC

California Public Utilities Commission

Small and Diverse Business Expo

Supplier Diversity
Representatives
Contact Information



California Public
Utilities Commission

Funding Your Contracts

**Karla
Gonzalez**

Assistant Director

**Inland Empire
Small Business
Center**

**Clarisa
Garcia**

Business
Development
Specialist

Lendistry

**Marjhey
Johnson**

Business
Development
Specialist

Riviera Finance



SMALL BUSINESS
BIG DREAMS

lendistry

Contractor Financing

CONFIDENTIAL INFORMATION - DO NOT DISTRIBUTE

October 9, 2024

Clarisa Garcia, Business Development Specialist II

Executive Summary

Our Mission

Lendistry provides economic opportunities and progressive growth for small business owners and their underserved communities as a source of financing and financial education.

One of America's Largest *Minority-Led*⁽¹⁾ Small Business Lenders

- ✓ Well-established as the nation's preeminent African American led Community Development Financial Institution (CDFI)
- ✓ Funded ~\$10 billion in loan and grants to 630k small businesses since inception in 2015, supporting ~2 million jobs across the US
- ✓ Educated over 8,000 minority and 6,000 women-owned businesses⁽¹⁾

Government Designations and Memberships Fueling Platform Scarcity Value

- ✓ Nation's only African-American Small Business Lending Company (SBLC)⁽²⁾
- ✓ US Treasury certified CDFI & CDE, member of FHLB San Francisco
- ✓ Designations provide low-cost funding access and loan credit enhancements through state/government guarantees, and fortify business relationships with corporations, states and federal agencies

Proprietary Technology Enabling REAL Social Change at SCALE, Responsibly

- ✓ Processed over 200k PPP loans to small businesses nationally during COVID Pandemic, #8 PPP lender in US in 2021⁽³⁾
- ✓ Tech capabilities driving platform efficiency, scalability and customization of products/programs
- ✓ Real-time production and credit monitoring strengthening platform's execution and risk management

Government and Corporate Partners

- ✓ Community development relationships and tech platform making Lendistry a reliable partner to states in deploying billions of dollars in government grants efficiently
- ✓ Administered and deployed over \$5 billion in state grant programs, with a growing pipeline
- ✓ Established relationships with over 1,200 strategic network participants, each with thousands of small business members

Systemically Underserved, Vast Small Business Market Driving Platform Growth

- ✓ 32 million small businesses in the US; demand for financing outpacing supply⁽⁴⁾
- ✓ Minority-run borrowers make up majority of new business formations, minorities feeling supply squeeze the most⁽⁴⁾
- ✓ Underbanked market largely driven by non-economic factors caused by disjointed regulation and fragmented market access⁽⁴⁾

A Strong Foundation to Build On

Smaller contractors are often at a disadvantage when competing for bids on large projects, from procurement to invoicing to having the infrastructure to meet deadlines. Build your project on our foundation, and we can truly make a difference for you and them.

Lendistry's proprietary platform gives small businesses access to mobilization capital so they can successfully fulfill a contract.

- Pre-approval up to 30% of contract value.
- Confidence the capital will be available once the contract is won.
- Minimum reserve maintained in Lendistry Custodial account.



Streamlined Process:

Contractors apply online and get pre-qualified, submit their bid application, and then complete their document collection once approved and reviewed with us.



Direct Funding:

Once the agreement is executed, we set up a custodial bank account for the contractor and fund them for the project.



Diversity Focus:

We'll help you employ minority and women-owned firms or any small business that has experienced barriers in the construction industry due to complicated processes.



Education:

Through a variety of customized programs, we can elevate smaller contractors to be more competitive for future bids together.

What are the benefits of Contractor and Purchase Order Financing?

- While not all contracts will qualify, we have the ability to look at service-based, PO, and construction-based contracts.
- We leverage the contract as our main source of collateral to **lend 20-30% of the contract value with a minimum of \$150K and a max of \$1.5MM**. The term will be 6 months – 2 years depending on the verifiable contract length as well.
- It is structured as a NRLOC so it can be drawn down on with multiple disbursements or a single disbursement once funded. 12-month term all at once or 2 years for multiple.
- The great part about this program is **Lendistry will not take any payments until you start getting paid**. If that's 30, 60, 90 days that's totally fine.
- We will establish a sweep account in your company's name so when the payments on the contract begins, they will funnel to that account first, Lendistry takes its portion of the payment, and we remit the remainder back to you within 24 hours.
- A 6-month interest reserve will also be established which will be a part of the first payment Lendistry will take. That reserve will remain full for the life of the loan. The principle and interest payment will continue to be deducted per contract deposits. Interest accrues over the time that there are no payments so when a payment from the contract is deposited, Lendistry will pull its portion of the payment for the principle and the accrued interest, then send the remainder of that deposit back to you. At the end of your loan, the interest reserve will be sent back to you.
- Rates are based on WSJP plus 4-6% – while it is risk-based, we are not always focusing on the history of the business. We are focusing on underwriting the contract itself and the projections we will ask for as part of the required documents. **For us, that contract means it's not a matter of IF we are going to get paid, but rather, just WHEN.**

How is Lendistry's Contract/ PO Financing different

Feature	Lendistry CF	Credit Cards	Merchant Cash Advances (MCAs)	Factoring
Amount Accessible	\$150k-\$2m, 20-30% of contract value	Up to credit limit (typically lower amounts)	Varies, but often smaller than Lendistry CF	Up to 80% of invoice value
Fees and Interest	Accrued interest on outstanding balance + fees per draw. Payments only required when contract deposits begin.	High interest rates, required monthly payments	High interest rates, flat fee on invoice + per transaction fee, large daily/weekly payments	Flat fee on invoice + potential recourse fees, based on cumulative receivables.
Pledge	Contract by contract	N/A	N/A	All receivables
Underwriting	High	Low	Moderate	Moderate
Term	1-2 years	Open Line of Credit	Month to month (3-12 months)	Varies depending on agreement
Perspective	Future based (based on projected contracts)	Historical (based on creditworthiness)	Historical (based on past sales)	Historical (based on outstanding invoices)

Eligibility Requirements

1. 640+ FICO for all owners 20% or more
2. Minimum of 2 years TIB with supporting tax returns (*1-year TIB considered on a case-by-case basis.*)
3. 1-2 years month by month professional projections with supporting assumptions
– must be professionally prepared.
4. Executed contract
5. Contract length should be 6 months or longer and value should be a minimum of \$500,000 or higher for construction and \$750,000 or higher PO/ service-based contracts.
6. Contracts should be for a set period and not perpetual.
7. Contract repayment should be either direct deposit or wire – no checks at this time.

Contact

Clarisa Garcia

Business Development Specialist II
714-784-5865
clarisa.garcia@lendistry.com



Invoice Factoring

Marjhey Johnson
Santa Fe Springs, CA
800-533-9472

Who we are?

For more than 50 Years, Riviera Finance has been nationally recognized as a leader in business financing by providing full-service, non-recourse invoice factoring to new and growing companies.

What we do?

Factoring: the purchase of accounts receivable for immediate cash.

More Than 25 Office Locations

Find Location Near You >>



Factoring Life Cycle

An Invoice is
Generated but
Won't be Paid for
30 to 90 Days

Need

Riviera Buys Your
Invoice and Runs
a Credit Check on
the Debtor

Verification

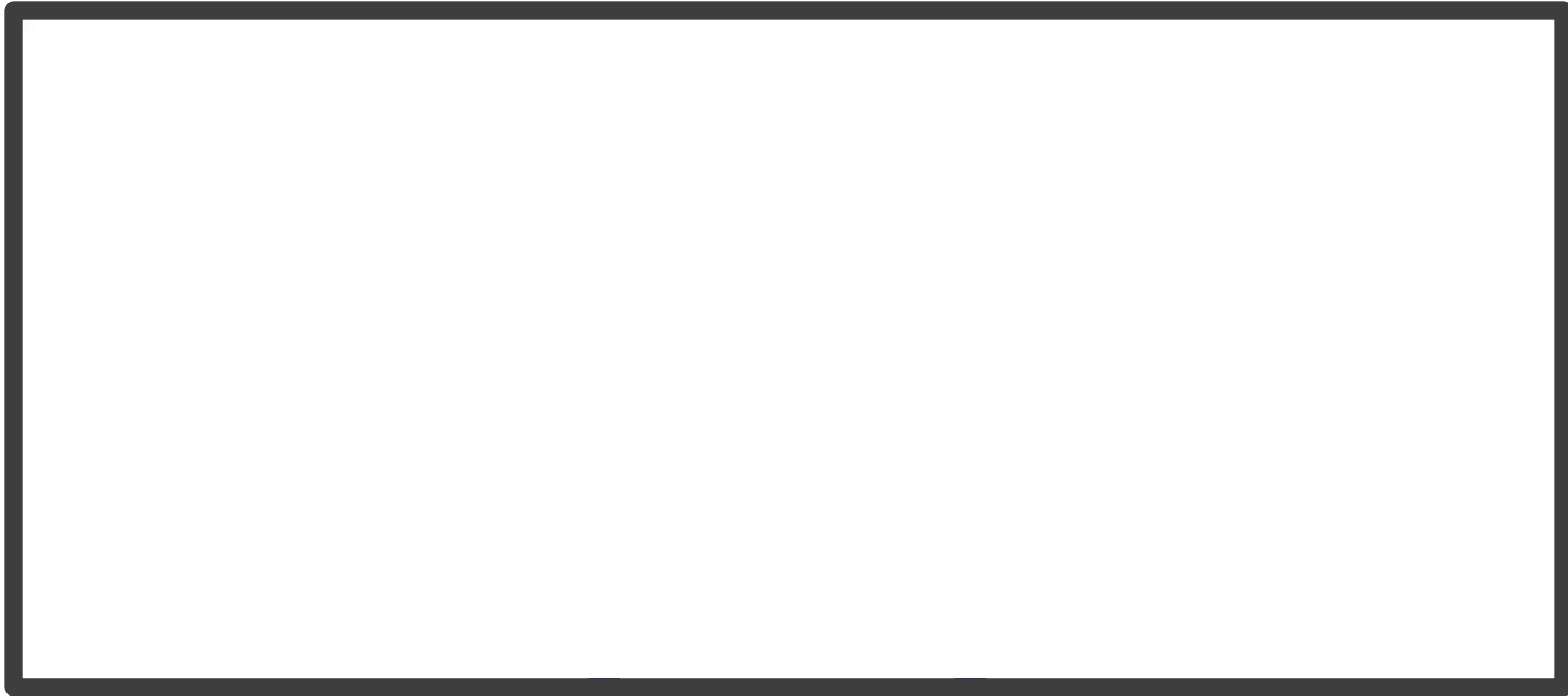
Once Credit
is Approved,
Riviera Funds
Up to 95 % in
24 Hours

Funding

When We Get
Paid, We Send
the Rest Back
Less Our Fee

Rebate

Benefits



More Benefits



Immediate Cash – Up to 95% Cash for Your Freight Bills Within 24 Hours



Quick Credit Checks – Receive Credit Checks on Your Customers



Low Risk – Competitive Rates and No Hidden Fees

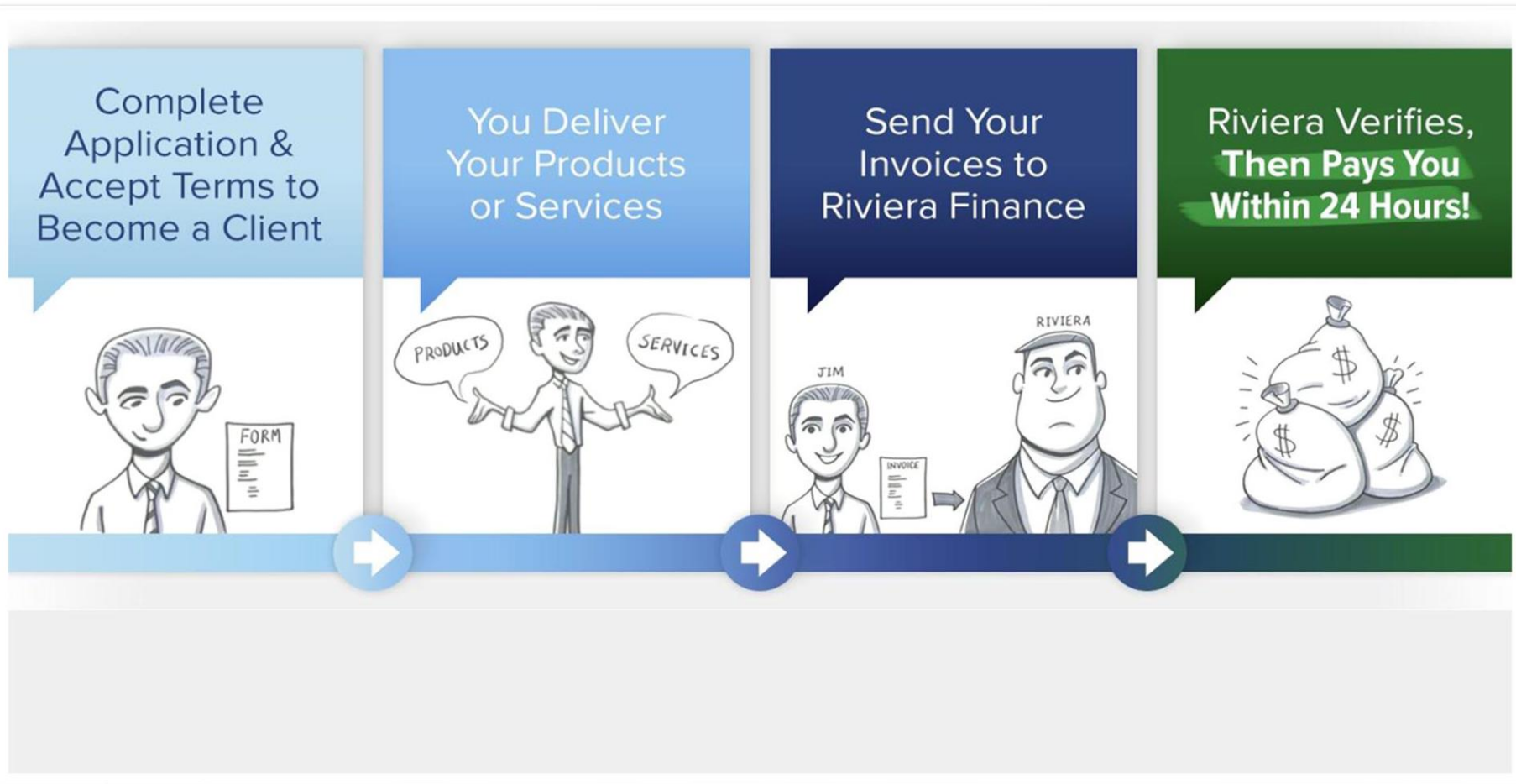


Financial Freedom – No Debt is Created



Bad Debt Protection – Credit Guarantees on the Invoices We Factor

How Do I Get Set Up ?



Pricing

Up to 95%

Advance rate on
Factored Invoices

Funding Made Easy



- Cash for Invoices Within 24 Hours of Delivery
- Roam (Invoice Builder)
- Experienced Account Management Team

From 2.0%

Variable Fee Per
Days to Pay

List of Services



- Fast Credit (credit check shippers from anywhere)
- Free Fuel Card w/ Avg 41 ¢ Savings per Gallon
- Non – Recourse (let us take the risk for you)

0

Hidden Fees at
Riviera Finance

Common fees

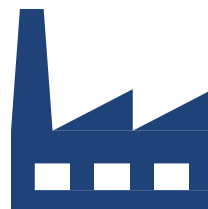


- No Monthly Minimums
- No Monthly Requirements
- No Startup Fees
- No Same Day Funding Fee
- No Non-Factored Fee

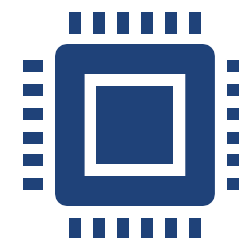
Industries Served



Transportation



Manufacturing



Technology



Staffing



Oil & Gas



Telecom/Power



Security



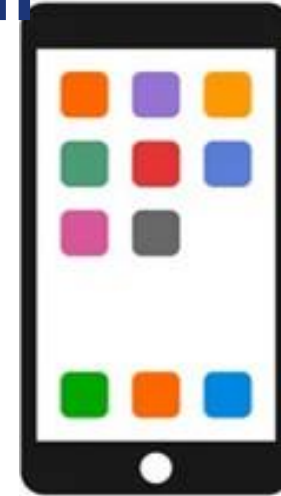
Maintenance

Online Account Management



Your Personalized Online Account Manager

- Build Invoices
- Manage Reports
- Schedule Submissions
- Check Client Credit



[Scan QR Code](#)
[or Click Here](#)

What is Fast Credit ?

FastCredit is one of the first tools in the Factoring Industry that offers an instant, automated credit approval.

Start Today With a 15 Day Free Trial!

FastCredit[®]



[Scan QR Code](#)
[or Click Here](#)



Macon, GA

A concrete construction company billing General Contractors for labor upon completion was being paid 5-6 weeks after invoicing. This made it difficult for this business owner to cover payroll and other expenses.

Riviera was able to offer a \$250,000 factoring line to help this business get paid quickly and take on more jobs.



Houston, TX

A mechanical service provider to the oil & gas industry was looking for non-recourse factoring to improve cash flow and reduce risk of bad debt. Another Riviera client recommended us.

Our Houston team was able to approve the single-debtor credit and set up a \$200,000 non-recourse factoring line.

Salt Lake City, UT



- A subcontractor laying Google fiber in the city was invoicing on a weekly basis for finished jobs, but with the General Contractor paying Net 30, they were getting tight on cash.
- Less than three days after finding Riviera, they received their first funding. They can now continue to complete their contract on-time without cash flow holding them back.

Seattle, WA



- A cleaning business billing apartment management companies was having an issue with unpredictable payment dates.
- Riviera's factoring services are not only able to assure them payment immediately at time of invoicing, but also handle all collections from their customers.

Riviera Finance We'll Get You There!

Still Have Questions ?

Marjhey Johnson



Thank you to our meal sponsors



CHARGE™



FERREIRA

E | 2



Meruelo
ENTERPRISES INC.


**LIVE OAK
POWER**




Innovative
Consulting Concepts

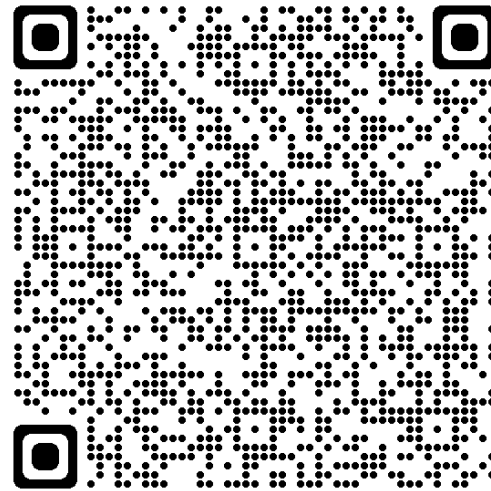

PINNACLE
POWER SERVICES INC

PROENERGY
SERVICES GROUP LLC

California Public Utilities Commission

Small and Diverse Business Expo

Supplier Diversity
Representatives
Contact Information



California Public
Utilities Commission

Doing Business with the State of California Workshop

**Josh
Kress**

Business Outreach
Liaison

**Department of
General Services
(DGS)**



How To Do Business With California State Government



Instructor

Josh Kress

Business Outreach liaison

Office of Small Business and DVBE Services

California Department of General Services

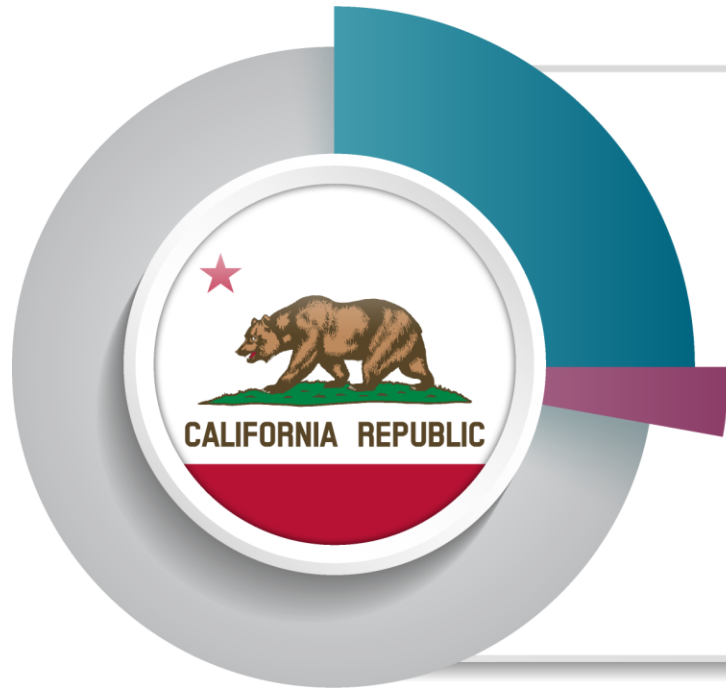
Phone: (279) 946-8475

Email: josh.kress@dgs.ca.gov

Overview

- ◆ Introduction to SB/DVBE Program
- ◆ Certification Benefits
- ◆ Certification Eligibility
- ◆ Cal eProcure
- ◆ SB/DVBE Emergency Registry
- ◆ Commercially Useful Function





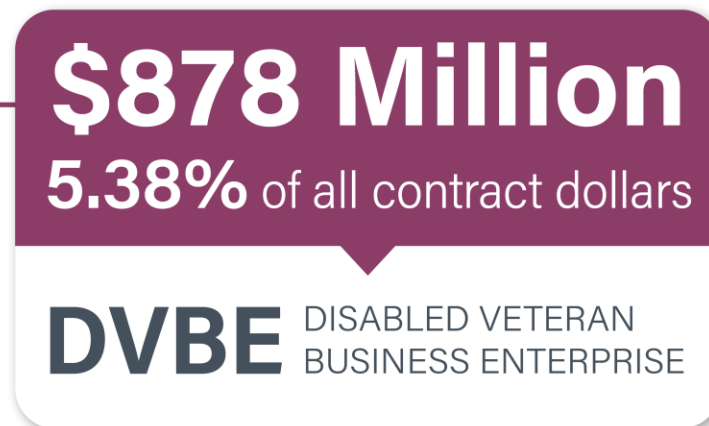
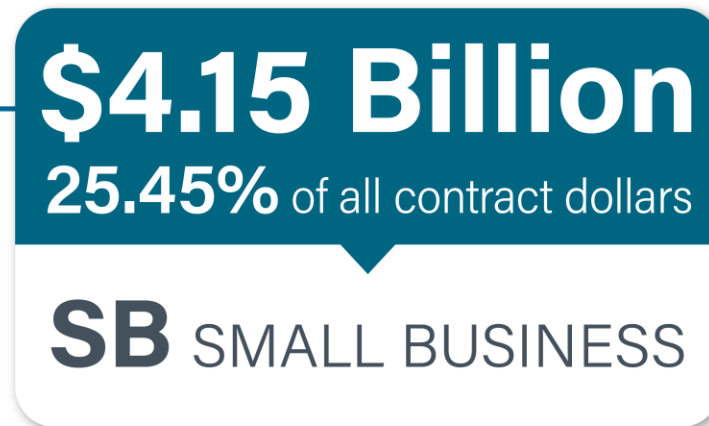
STATEWIDE PARTICIPATION GOAL

Small
Business

(SB) 25%

Disabled Veteran
Business Enterprise

(DVBE) 3%



2022-23 Fiscal Year



State Certifications

- ❖ Small Business (SB)
- ❖ Small Business for the Purpose of Public Works (SB-PW)
- ❖ Disabled Veteran Business Enterprise (DVBE)

Certification Benefits

- ◆ 5% bid preference for SBs
- ◆ Up to 5% incentive for DVBEs
- ◆ Exclusive contract opportunities
- ◆ Prompt Payment
- ◆ Reciprocity Partners
- ◆ Working with prime contractors



Small Business Eligibility Requirements

- ◆ Independently owned and operated
- ◆ Not dominant in field of operation
- ◆ Principal office located in California
- ◆ Owners (or officers for a corporation) domiciled in California
- ◆ 100 or fewer employees
- ◆ Gross Annual Receipts (GARs) less than \$18 million (with affiliates)
- ◆ *If a manufacturer, 100 or fewer employees and no GARs cap





Small Business – Public Works Eligibility Requirements

Same as SB requirements except...

- ❖ 200 or fewer employees
- ❖ Gross Annual Receipts (GARs) less than \$43 million (with affiliates)

SB and SB-PW

- ◆ Get one certification, not both
- ◆ Same benefits
- ◆ SB-PW is *only* for public works
- ◆ SB is for everything, *including* public works





DVBE Eligibility Requirements

- ❖ At least 10% service disabled
- ❖ Be at least 51% owned by disabled veterans (100% for LLCs)
- ❖ Veteran owner(s) must reside in California
- ❖ Managed and operated by disabled veterans
- ❖ Headquarters in US

Q
&
A

FAQs

QUESTIONS

ASK





Cal
eProcure
caleprocure.ca.gov



Cal eProcure

- ◆ Register your business
 - ◆ Apply for Certification
 - ◆ Find solicitations and contracts
 - ◆ Receive solicitation notifications
 - ◆ Appear in searches by state buyers
 - ◆ Post ads seeking prime or subcontracting
 - ◆ Access public procurement information
 - ◆ Get training and resources
 - ◆ No cost
- 

California State Government Marketplace

Your home for California's State Procurement and Certification Programs

California State Contracts Register (CSCR)

Search Bid Opportunities

 **START SEARCH**

How do I...

Sell to the State



Register in Cal eProcure to receive bid notifications. Search for bid opportunities in the California State Contracts Register (CSCR).



Get Certified



Learn about California's Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) certification program and apply for SB/DVBE certifications.



Find Public Procurement Information



Access records on what state agencies have purchased. Search for SB/DVBE suppliers, state contracts and bid opportunities.



Find Training and Resources



Learn how to do business with the state of California. Access training resources, watch instructional videos, attend an outreach event.



Login


User ID

Password

This is a State of California computer system, which may be accessed and used only for official Government business by authorized personnel. You are advised to read the Privacy Policy regarding the personally identifiable information that we collect, maintain, and use. Unauthorized access or use of the computer system may subject violators to criminal, civil, and/or administrative action. All information on this computer system may be intercepted, recorded, read, copied, and disclosed by and to authorized personnel for official purposes, including criminal investigations. Access or use of this computer system by any person whether authorized or unauthorized constitutes consent to these terms. Any email notifications of bid opportunities provided hereunder are strictly complimentary. The State of California does not guarantee bidders will receive such notices, and bidders interested in participating in upcoming bids are obliged to actively check the [Cal eProcure website](#) for information about such procurements. By logging in I agree to comply with [System Use and Privacy Policy of the Financial Information System for California](#).

→ Login

 [New Bidder Registration](#)

 [Existing Supplier Registration](#)

[I forgot my password](#)



Supplier Diversity Information

- ◆ Ethnicity, Race, gender, sexual orientation
- ◆ Voluntary
- ◆ Supports diversity, equity, and inclusion
- ◆ Evaluate outreach effectiveness
- ◆ Supports targeted outreach efforts
- ◆ www.dgs.ca.gov/PD-Supplier-Diversity-Program

California State Government Marketplace

Your home for California's State Procurement and Certification Programs

California State Contracts Register (CSCR)

Search Bid Opportunities

 [START SEARCH](#)

How do I...

Sell to the State



Register in Cal eProcure to receive bid notifications. Search for bid opportunities in the California State Contracts Register (CSCR).



Get Certified



Learn about California's Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) certification program and apply for SB/DVBE certifications.



Find Public Procurement Information



Access records on what state agencies have purchased. Search for SB/DVBE suppliers, state contracts and bid opportunities.



Find Training and Resources



Learn how to do business with the state of California. Access training resources, watch instructional videos, attend an outreach event.



Login



User ID

Password

This is a State of California computer system, which may be accessed and used only for official Government business by authorized personnel. You are advised to read the Privacy Policy regarding the personally identifiable information that we collect, maintain, and use. Unauthorized access or use of the computer system may subject violators to criminal, civil, and/or administrative action. All information on this computer system may be intercepted, recorded, read, copied, and disclosed by and to authorized personnel for official purposes, including criminal investigations. Access or use of this computer system by any person whether authorized or unauthorized constitutes consent to these terms. Any email notifications of bid opportunities provided hereunder are strictly complimentary. The State of California does not guarantee bidders will receive such notices, and bidders interested in participating in upcoming bids are obliged to actively check the [Cal eProcure website](#) for information about such procurements. By logging in I agree to comply with [System Use and Privacy Policy of the Financial Information System for California](#).

[Login](#)

[New Bidder Registration](#)

[Existing Supplier Registration](#)

[I forgot my password](#)

California State Government Marketplace

Your home for California's State Procurement and Certification Programs

California State Contracts Register (CSCR)

Search Bid Opportunities

[START SEARCH](#)

Welcome to your WorkCenter

Manage your account, certifications, and bid activity

User ID
TEST7

Bidder/Supplier ID
BID0056770

[Show Less](#)

Certifications

Cert. ID 2008705

LOUISE KURASHIGE

Outreach Test Co
OSDSHELP@DGS.CA.GOV
916/375-4940

[Edit Bidder Account](#)

No Certification Record

[Get Started](#)

[View My Public Certification Profile](#) [Manage Certification](#)

My Account

[Edit Account](#)

[Manage Notification Profile](#)

[Manage Diversity Information](#)

Certification

☒ [Apply For Certification](#)

[View My Public Certification Profile](#)

SB/DVBE Certification

California's Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) Certification Programs

Get Certified

[How to certify your business on Cal eProcure](#) (video instructions)

Before you begin...

- 1 Read the eligibility requirements for the [Small Business](#) and [DVBE](#) certifications
- 2 Be prepared to add [Keywords](#) and [UNSPSCs](#) in the application
- 3 Be prepared to upload the following documents (other documents may be required based on your business structure):
 - Complete Federal Tax returns (last 3 years or the number of years the firm has been in business, if less than three) for applicant firm and affiliate(s) which includes all pages, forms, schedules and statements.
 - IRS verification of your business's TIN (tax identification number)
 - Quarterly Contribution Return & Report of Wages – Continuation (Form DE 9C) for business and affiliates for the four most recently completed quarters, if the firm has employees
 - Award of Entitlement, eBenefits Service/Benefit Verification, or Retired/Retainer letter (DVBE only)
 - For a full list of required documents:
 - o [Small Business Document Requirements](#)
 - o [DVBE Document Requirements](#)

[GET CERTIFIED \(APPLY OR REAPPLY\)](#)

Benefits of Certification

- Inclusion in the state's goal to spend 25 percent of all contract dollars with Small Businesses and 3 percent with DVBEs



Keywords and UNSPSCs

- ◆ Describe goods and services
- ◆ Allows buyers to find businesses
- ◆ *Can edit at any time*

Keywords

- ◆ Keywords describe a good or service, such as *concrete*, *environmental*, or *legal*
- ◆ Buyers can find your business through keyword searches
- ◆ **You** pick the keywords



Keywords

- ◆ Individual words, not sentences
- ◆ Singular *and* plural
- ◆ Common words *and* technical jargon
- ◆ Broad words *and* specific words
- ◆ Use synonyms (garbage, trash, waste, etc.)
- ◆ Multi-word keywords as appropriate (Information Technology)
- ◆ “Borrow” keywords from competitors





UNSPSC

- ◆ “United Nations Standard Products and Services Code”
- ◆ Eight-digit number
- ◆ Identifies a good or service not an industry
- ◆ Used for Cal eProcure system notifications



UNSPSC Example

Hierarchy	Code	Description
Level 1	14000000	Paper Materials and products
Level 2	14110000	Paper materials and products – Paper products
Level 3	14111500	Paper materials and products – Paper products – Business use print & writing paper
Level 4	14111507	Paper materials and products – Paper products – Business use printing & writing paper – printer or copier paper

Q
&
A

FAQs

QUESTIONS

ASK



Find Contract Opportunities

- ◆ California State Contracts Register (CSCR)
- ◆ *Publicly advertised competitive solicitations*
- ◆ *Solicitations are available to qualifying businesses*



California State Government Marketplace

Your home for California's State Procurement and Certification Programs

California State Contracts Register (CSCR)

Search Bid Opportunities

[🔍 START SEARCH](#)

How do I...

Sell to the State



Register in Cal eProcure to receive bid notifications. Search for bid opportunities in the California State Contracts Register (CSCR).



Get Certified



Learn about California's Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) certification program and apply for SB/DVBE certifications.



Find Public Procurement Information



Access records on what state agencies have purchased. Search for SB/DVBE suppliers, state contracts and bid opportunities.



Find Training and Resources



Learn how to do business with the state of California. Access training resources, watch instructional videos, attend an outreach event.



California State Government Marketplace

Your home for California's State Procurement and Certification Programs

California State Contracts Register (CSCR)

Search Bid Opportunities



[START SEARCH](#)

Welcome to your WorkCenter

Manage your account, certifications, and bid activity

User ID
TEST7

Bidder/Supplier ID
BID0056770

[Show Less](#)

LOUISE KURASHIGE

Outreach Test Co
OSDSHELP@DGS.CA.GOV
916/375-4940

[Edit Bidder Account](#)

Certifications

Cert. ID 2008705

Certification Type	Application Date	Status	From	To
DVBE	2021-02-16	Approved	2021-12-27	2023-12-31
SB-PW	2021-02-16	Approved	2021-12-27	2023-12-31
SB(Micro)	2018-01-02	Cancelled		
SB(Micro)	2018-01-02	Cancelled		

[View My Public Certification Profile](#) [Manage Certification](#)

My Account

[Edit Account](#)

[Manage Notification Profile](#)

[Manage Diversity Information](#)

Certification

[Manage Certification](#)

[View My Public Certification Profile](#)

Event Search

California State Contracts Register

Event Name

water

Event ID

Department

Event Status

Posted ▾

Clear Criteria

Advanced Search Criteria

Search

Use Saved Search

Manage Saved Searches

Save Search Criteria

EVENTS

Showing Results 1-11 of 11

 Download

California Public Utilities Commission

Agenda:



Small and Diverse Business Expo

Supplier Diversity
Representatives
Contact Information:



California Public
Utilities Commission

California State Contracts Register

Event Name

water

Event ID

Department

Event Status

Posted

Start Date From



End Date From



Through



Through



Enter date in the format mm/dd/yyyy

Enter date in the format mm/dd/yyyy

Item Description

water

UNSPSC codes



Category

Description



+ Add a new UNSPSC code

Service Areas



Service Area ID

County



+ Add New Service Area

Contractor License Type



Contractor License Type

Description



+ Add New Contractor License Type

 Download

Event ID	Event Name	Department Name	End Date	Status
0000019441	Mammography, Bone Density and Relief Radiology Technician Services PR219008	Dept of Developmental Services	05/10/2021 11:30AM PDT	Posted
0000019215	Grower Liaison for San Bernardino County	Dept of Food & Agriculture	05/10/2021 12:00PM PDT	Posted
0000019435	CHP GOLD RUN AREA OFFICE SHOP CLOTHING SERVICES	Dept of the CA Highway Patrol	05/10/2021 1:15PM PDT	Posted
0000019390	19-27788.FMD.EEC Window Repair/Replacement	Department of General Services	05/10/2021 2:00PM PDT	Posted
0000019214	Grower Liaison for Southern Ventura County	Dept of Food & Agriculture	05/10/2021 2:00PM PDT	Posted
0000018359	20-41049-000 CA Memorial Project	Department of State Hospitals	05/10/2021 2:00PM PDT	Posted
0000019211	Grower Liaison for Fresno and Madera Counties, RFP 21-0001	Dept of Food & Agriculture	05/10/2021 2:00PM PDT	Posted
0000019212	Grower Liaison for Northern Tulare County, RFP 21-0002	Dept of Food & Agriculture	05/10/2021 2:00PM PDT	Posted

Event Details

Event : 05-0L7214



Remove & construct concrete bridge, concrete slab, bridge rail & HMA.

Details

Event ID	Dept:
05-0L7214	Department of Transportation
Format/Type:	Event Version
Sell Event / RFX	1
Published Date	Event End Date:
12/28/2020 12:00AM PST	02/17/2021 2:00PM PST
Description:	
05-SLO-1-32.6 *** SAN LUIS OBISPO COUNTY IN MORRO BAY AT TORO CREEK BRIDGE	

[View Event Package](#)[Post Vendor Ads](#)[View Vendor Ads](#)

Contact Information

Maxwell Maurer
Phone: 916/227-8224
Email: maxwell.maurer@dot.ca.gov

Pre Bid Conference (N/A)

Pre Bid Conference: Non Mandatory
Date:
Time:
Location:
Comments:

UNSPSC Codes

UNSPSC Classification	UNSPSC Classification Description
72141000	Highway and road construction services

Contractor License Type

Contractor License Type	Description
A	General Engineering Contractor
C-08	Concrete Contractor
C-12	Earthwork and Paving Contractors
D-09	Drilling, Blasting and Oil Field Work

Service Area

Area ID	County
040	San Luis Obispo

Post Vendor Ad

Contact Details

Name *

Email Id *

Phone *

Advertisement Details

Title *

Response Deadline *

04/24/2024



Prime Seeking Sub

Sub Seeking Prime

Description *

Back

Save

Vendor Ads

Business Unit:

7760

Event ID

0000030421

Event Name

Contract RFP23-171897 - RFP Executive/Senior
Program Manager Development Program (EDP)

No Ad for Prime Seeking Sub

Sub Seeking Prime

Sub Ads 1 of 8



Last

Name:

Golden Bear Consulting

Response Deadline:

03/05/2024



Email:

Procurement@goldenbearconsultants.com

Description:

Located in the Sacramento area. Golden Bear Consulting, a Certified Disabled Veteran Business Enterprise (DVBE) owned company, was established in 2022. Our company is comprised of elite Program/Project Managers, Change Managers, and Technical Experts



Phone:

279/667-3385

Ad Created

03/05/2024 1:01PM

Ad Updated

03/05/2024 1:01PM

Return

Save



Research Past Purchases

- ◆ State Contract and Procurement Registration System (SCPRS)

SCPRS

- ◆ Database of state purchasing
- ◆ Includes state and non-state dollars
- ◆ Public-facing
- ◆ Use to conduct market research



California State Government Marketplace

Your home for California's State Procurement and Certification Programs

California State Contracts Register (CSCR)

Search Bid Opportunities

 [START SEARCH](#)

How do I...

Sell to the State



Register in Cal eProcure to receive bid notifications. Search for bid opportunities in the California State Contracts Register (CSCR).



Get Certified



Learn about California's Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) certification program and apply for SB/DVBE certifications.



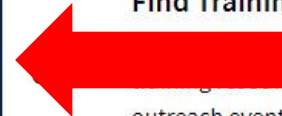
Find Public Procurement Information



Access records on what state agencies have purchased. Search for SB/DVBE suppliers, state contracts and bid opportunities.



Find Training and Resources



to business with the state of California. Access resources, watch instructional videos, attend an outreach event.



Public Procurement Information

Find out more about public purchasing and state agency resources

Search For...

- Bid opportunities in the [California State Contracts Register \(CSCR\)](#)
- Past purchases in the [State Contracting and Procurement Registration System \(SCPRS\)](#)
- Procurement data in the [Statewide Procurement Data Dashboards](#)
- [State Contracts / Leveraged Procurement Agreements \(LPAs\)](#)
- [California certified Small Businesses \(SB\) and Disabled Veteran Business Enterprises \(DVBE\)](#)
- [Progress Payments - View progress payments on Public Works projects](#)
- [FI\\$Cal Purchase Order Payment History](#) [[Instructional Video \(2 Mins\)](#)] [["How To" Job Aid](#)]



State Agency Resources

- Learn about state procurement from the [Department of General Services, Procurement Division](#)
- [State Contracting Manuals](#)
- [Buying Green - Environmentally Preferable Purchasing \(EPP\)](#)
- [List of State Agencies with Approved Purchasing Authority](#)
- [California Procurement and Contracting Academy \(CalPCA\)](#)

FI\$Cal SCPRS Search

The State Contract & Procurement Registration System (SCPRS) tracks overall total contracting dollars and contracts procured by the State of California. The SCPRS data provided is available for informational purposes only. Please contact the awarding department with questions.

System will NOT complete download action without the selection of a single search parameter (e.g., Date, BU, Acquisition Method...) Please be sure to have selected AT LEAST 1 parameter for download execution to complete.

Search Parameters ?

Department:

Description:

Purchase Document #:

Acquisition Type:

Supplier ID:

Acquisition Method:

Supplier Name:

Transaction Start Date ?
From Date: To Date:

[Advanced Search Criteria](#)

?

?

*Sort With:

*Sort Order:

1 to 200 of 23977

Search Results								
Department Name	Purchase Document #	Associated POs	First Item Title	Start Date	End Date	Grand Total	Supplier ID	Supplier Name
Dept of Corrections & Rehab	C5609279		Construction Waste Collection, Removal and Disposal Services	07/01/2020	06/30/2023	\$75,780.00	0000016908	MID STATE RECYCLING
Department of Motor Vehicles	TA-19280		Autodesk Revit Architecture Engineering Construction Collection IC Government Multi-User Annual Subscription Renewal. Term: 6/20/20 - 6/19/21	06/20/2020	06/19/2021	\$4,237.00	0000028156	BRIDGE MOUNTAIN
Dept. Forestry & Fire Protectn	0000149274		2X4X8' STD & BTR DF	06/02/2020	N/A	\$740.71	0000025251	SCARBOROUGH BLDG SUPPLY
Department of Transportation	CPO-032000001340		Seive 8" Brass with backing cloth:Seive needed for materials testing. Benefits the state by having accurate testing of construction materials.	05/31/2020	05/31/2020	\$282.21	0000085889	GILSON COMPANY
Department of Transportation	CPO-032000001347		Cable television services:Benefit to the State, satellite television service needed for summer operations personnel staying on site for the construction season. Purchaser, Joe Lujetic. Commodities, are satellite television se	05/31/2020	05/31/2020	\$198.85	0000002586	DISH NETWORK
Department of Transportation	CPO-032010001585		Plumbing system maintenance or repair:Repair urinal and toilet The reason for this purchase is to provide essential office/business function. These products involve necessary facilities for construction employees. Benefit to the state -	05/31/2020	05/31/2020	\$1,447.88	0000029020	FLETCHER CONTRACTING
Department of Transportation	CPO-072000000957		Disinfecting Wipes:	05/31/2020	05/31/2020	\$994.50	0000004906	LOWMART
Department of Transportation	CPO-072000000953		Purell Refill:	05/31/2020	05/31/2020	\$1,707.51	0000000111	GARZA INDUSTRIES
Department of Transportation	CPO-062000001589		Lab Needs for D05 Lab:120.1000 Auto Rice testing and control system The reason for this purchase is to buy testing equipment to improve quality testing of highway materials used in construction of highways. State will	05/31/2020	05/31/2020	\$7,131.94	0000053202	INSTROTHERM
Department of Transportation	CPO-062000001588		Material testing items for D05 District lab:49DN83- Platform truck with 2500 pound capacity The reason for this purchase is to test HMA	05/31/2020	05/31/2020	\$1,702.04	0000005196	WW GRAF

Q
&
A

FAQs

QUESTIONS

ASK



Advocates

- ◆ State employee
- ◆ Work in purchasing/procurement
- ◆ Manager, analyst, etc.
- ◆ Required for departments that spend at least \$100,000/year





Advocates

Roles and Responsibilities

- ◆▶ Help certified business contract with their department
- ◆▶ Assist businesses with prompt payment
- ◆▶ Help buyers use certified businesses
- ◆▶ Seek out new certified businesses



Contact an Advocate

Business information to have

- ◆ Your Contact Information
(name, company name, etc.)
- ◆ Certification ID number
- ◆ What you do
- ◆ Capability Statement

California State Government Marketplace

Your home for California's State Procurement and Certification Programs

California State Contracts Register (CSCR)

Search Bid Opportunities

 [START SEARCH](#)

How do I...

Sell to the State



Register in Cal eProcure to receive bid notifications. Search for bid opportunities in the California State Contracts Register (CSCR).



Get Certified



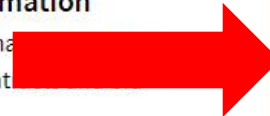
Learn about California's Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) certification program and apply for SB/DVBE certifications.



Find Public Procurement Information



Access records on what state agencies have purchased. Search for SB/DVBE suppliers, state contracts and opportunities.



Find Training and Resources



Learn how to do business with the state of California. Access training resources, watch instructional videos, attend an outreach event.



Training and Resources

Learn how to pursue contract opportunities with California state government

Getting Started

- [How to do Business with California State Government - an Overview of State Contracting for Small Businesses \(SB\)](#)
- [Como Hacer Negocios con el Gobierno del Estado de California: Una Descripción General de la Contratación Estatal para Pequeñas Empresas \(SB\)](#)
- [How to do Business with California State Government - an Overview of State Contracting for Disabled Veteran Business Enterprises \(DVBE\)](#)
- [Cómo Hacer Negocios con el Gobierno del Estado de California: Una Descripción General de la Contratación Estatal para Empresas de Venteranos Discapacitados \(DVBE\)](#)
- [Commercially Useful Function \(video\)](#)

Next Steps

- [I'm Certified, Now What? – take next steps to contract with the state \(English\)](#)
- [Pasos a Seguir Despues de Recibir Certificacion \(Español\)](#)

Don't Miss Contract Opportunities

- [Learn how to access bid solicitations and place ads \(video\)](#)
- [Learn how to receive notifications for bid solicitations \(video\)](#)
- [Learn how to update your certification profile \(video\)](#)
- [Overview of keywords and UNSPSCs \(video\)](#)

Inside State Contracting

- [Learn about public competitive bidding \(video\)](#)
- [Learn about acquisition methods](#)
- [Learn about the SB/DVBE Emergency Registry](#)

Research and Marketing

- [Learn how to market your business \(video\)](#)
- [Contact a small business and DVBE advocate](#)



Resources to Grow Your Business

- [Leverage your state certifications for local contract opportunities](#)

Small Business (SB)/Disabled Veteran Business Enterprise (DVBE) Advocate Directory

Search for a small business (SB) and disabled veteran business enterprise (DVBE) advocate to help you pursue contract opportunities with the state.

CONTACT

Office of Small Business and DVBE Services

Department of General Services

707 Third Street
West Sacramento, CA 95605
advocate@dgs.ca.gov

DOWNLOAD THE ADVOCATE DIRECTORY

The linked directory above lists the name and contact information of every advocate in the state's departments and agencies.

Almost every agency and department in the state of California has a small business (SB) and disabled veteran business enterprise (DVBE) advocate. The SB/DVBE Advocate is here to help SBs and DVBEs pursue contract opportunities with the department they work for. They work closely with the buyers in their department to include SBs and DVBEs in state procurement.

	A	B	C	D
1	DEPARTMENT (Highlighted departments have a SB/DVBE First policy)	UNIT/OFFICE/LOCATION	CONSTRUCTION	NAME
2	Administrative Law, Office of	Executive Office		Belinda Lindstrom
3	Agricultural & Labor Relations Board			Jan Shores
4	Air Resources Board			Erilk Quady
5	Aging, Dept of	Contracts and Business Services		Kelli Kemper
6	Alcoholic Beverage Control, Dept. of			Patty Nelson
7	Arts Council, CA	Administration		Ayanna Kiburi
8	CA Dept. of Tax and Free Administration	Acquisition Branch		Matt Freeman
9	Board of Equalization	Acquisition Branch		Lina Lopez
10	Board of Equalization	Acquisition Branch		Bruce Catalano
11	Business Oversight, Dept. of	Business Operations Section		Hyunmee Peters
12	Business, Consumer Services & Housing Agency			Gladys Lopez
13	CA African American Museum	Fiscal Department		Marchell Miller
14	CA Coastal Commission	Business Services		Owen Omphua
15	CA Commission on Disability Access			Angela Jemmott
16	CA Conservation Corps	Business Services		Jennifer Reed-Sanguayo
17	CA Dept. of Human Resources			Marcos Hernandez
18	CA Dept. of Technology . This department has an SB/DVBE First Policy	IT Procurement & Contract Services		Dan Lautaret
19	CA Dept. of Technology . This department has an SB/DVBE First Policy	IT Procurement & Contract Services		Marisa Duarte-Lott
20	CA Governor's Office of Emergency Services	Procurement		Flora Karami
21	CA Exposition & State Fair			Candice Myers
22	CA Health Benefit Exchange	Business Services/Procurement		David A. Hovey
23	CA High-Speed Rail Authority		X	Alice Rodriguez
24	CA Highway Patrol . This department has an SB/DVBE First Policy	Business Services	X	Tracy Bowen
25	CA Horse Racing Board	Business Services		Daniel Zamora
26	CA Lottery Commission	Contract and Procurement Services		David Pena
27	CA Maritime Academy	Contract Services and Procurement		Lorrie Dineen-Thackeray
28	CA Natural Resources Agency	Administration and Finance		Vickie Key
29	CA Prison Industry Authority (CalPIA)	Business Services/Contracts Unit	X	Jamie Halford
30	CA Public Utilities Commission . This department has an SB/DVBE First Policy	Executive Division		Bezawit Dilgassa
31	CA Science Center			Abigail Menchaca
32	CA Senior Legislature			Janice Bailey
33	CA State Independent Living Council	Headquarters		Danielle Hess
34	CA State Library	Business Services		Timothy Burkhart
35	CA State Polytechnic University	Pomona	X	Duane Johnson
36	CA State University	Bakersfield	X	Kathryn Villa
37	CA State University	Chico	X	Duane McCune
38	CA State University	Dominguez Hills	X	Emmit Williams
39	CA State University	East Bay	X	Jon Medwin

Q
&
A

FAQs

QUESTIONS

ASK





SB/DVBE Emergency Registry

- ❖ Separate from Cal eProcure
- ❖ List of state certified businesses
- ❖ Used by state department buyers
- ❖ Businesses must be ready for emergency contract work
- ❖ Predetermined categories of goods and services

Emergency Registry Categories

- ◆ Base camp operations
- ◆ Debris removal
- ◆ Facilities maintenance/repair
- ◆ Fire protection
- ◆ Information technology
- ◆ Logistics/Transportation
- ◆ Medical
- ◆ Roadway maintenance
- ◆ Traffic control
- ◆ And more!



SB/DVBE Emergency Registry

To register you will need:

- ◆ Certification number
- ◆ Emergency categories
- ◆ Description of products/services
- ◆ Business address
- ◆ Contact information – both primary and emergency (after hours)



California State Government Marketplace

Your home for California's State Procurement and Certification Programs

California State Contracts Register (CSCR)


Search Bid Opportunities

 [START SEARCH](#)

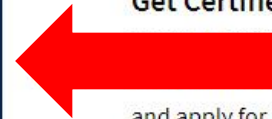
How do I...


Sell to the State



Register in Cal eProcure to receive bid notifications. Search for bid opportunities in the California State Contracts Register (CSCR). 


Get Certified



California's Small Business (SB) and Disabled Business Enterprise (DBE) certification program and apply for SB/DBE certifications. 


Find Public Procurement Information



Access records on what state agencies have purchased. Search for SB/DBE suppliers, state contracts and bid opportunities. 

Find Training and Resources



Learn how to do business with the state of California. Access training resources, watch instructional videos, attend an outreach event. 

Sell to the State

Register in Cal eProcure

Registering your business allows your company to:

- Subscribe to receive bid opportunity notices based on United Nations Standard Products and Services Code ([UNSPSC](#))
- Receive and access your bid opportunity invitations
- Post prime and subcontracting advertisements on bid opportunities
- View your Purchase Order information
- View your Progress Payment status
- Apply and manage California Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) certifications ([learn more](#))

[Learn how to register](#) (video instructions)

REGISTER NOW

Find Bid Opportunities

Bid opportunities are posted in the California State Contracts Register (CSCR).

FIND BID OPPORTUNITIES

SB/DVBE Emergency Contracting

If you are a certified business capable of providing goods and services to the state during an emergency, learn more about the [SB/DVBE Emergency Registry](#).

Additional Resources

Commercially Useful Function (CUF)

You perform CUF if your business is:

- ❖ Executing a distinct element of the work
- ❖ Performing, managing, or supervising the work
- ❖ Performing work that is normal for the firm's business services and functions
- ❖ Negotiating price, determining quality and quantity, ordering, installing and making payment
- ❖ Not subcontracting a portion of the work greater than expected by industry practices





Commercially Useful Function (Non-Performing)

- ◆ Being used as a passthrough to obtain the appearance of SB/DVBE participation
- ◆ Not being used to perform the work as stipulated in the bid
- ◆ No longer used to provide goods/services listed in the initial bid response

Q
&
A

FAQs

QUESTIONS

ASK



Resources

Small Business Development Centers (new businesses)

- ◆ Business consulting, planning, marketing and access to capital

Apex Accelerators (established businesses)

- ◆ Government contracting

SCORE (newer businesses)

- ◆ Business mentorship



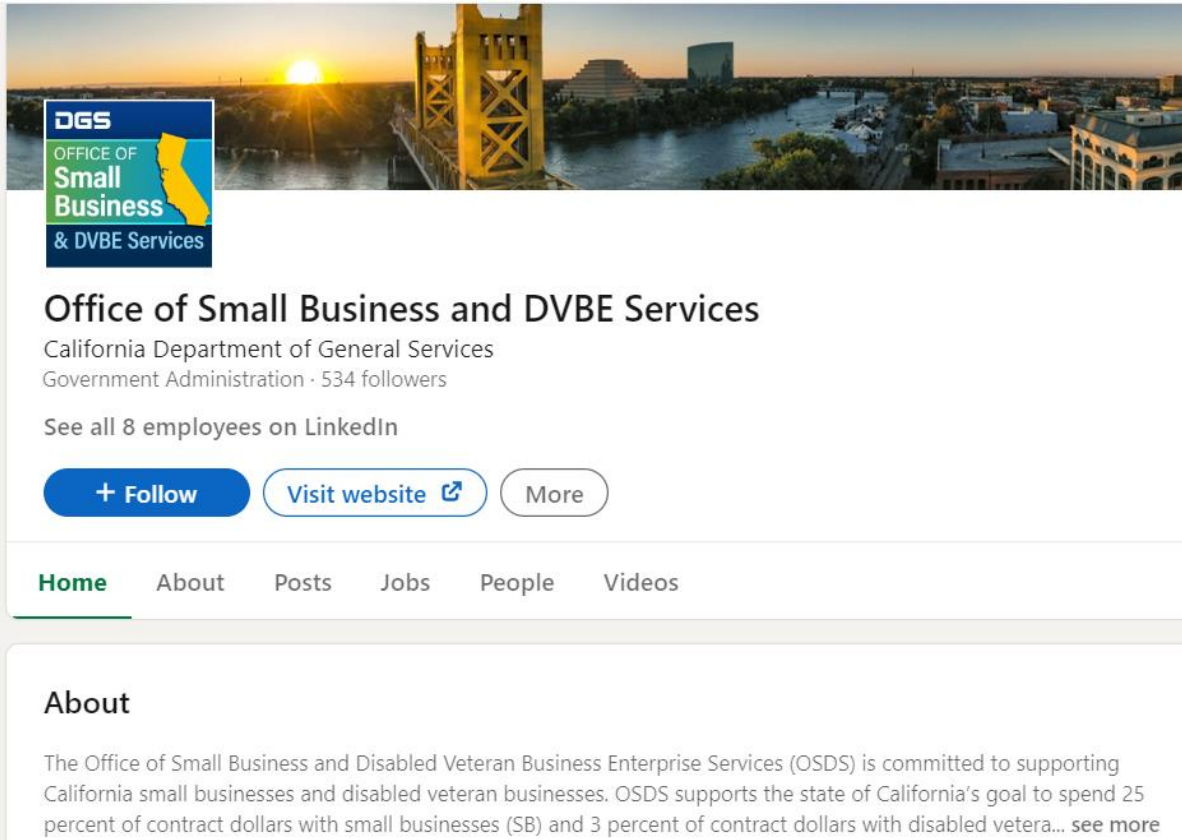
Review

- ◆ Introduction to SB/DVBE Program
- ◆ Certification Benefits
- ◆ Certification Eligibility
- ◆ Cal eProcure
- ◆ SB/DVBE Emergency Registry
- ◆ Commercially Useful Function



Stay Updated on LinkedIn

Follow us at linkedin.com/company/dgs-osds



The image shows a LinkedIn profile card for the "Office of Small Business and DVBE Services". The header features a banner image of a bridge over a river at sunset, with the DGS logo and "OFFICE OF Small Business & DVBE Services" on the left. Below the banner, the company name "Office of Small Business and DVBE Services" is displayed, followed by "California Department of General Services" and "Government Administration · 534 followers". A link to "See all 8 employees on LinkedIn" is present. Three buttons are shown: "+ Follow", "Visit website" (with an external link icon), and "More". A navigation bar includes "Home" (highlighted), "About", "Posts", "Jobs", "People", and "Videos". The "About" section is expanded, showing a paragraph about the office's commitment to supporting small businesses and disabled veteran businesses, with a "see more" link at the end.

DGS
OFFICE OF
Small Business
& DVBE Services

Office of Small Business and DVBE Services
California Department of General Services
Government Administration · 534 followers

See all 8 employees on LinkedIn

+ Follow Visit website More

Home About Posts Jobs People Videos

About

The Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS) is committed to supporting California small businesses and disabled veteran businesses. OSDS supports the state of California's goal to spend 25 percent of contract dollars with small businesses (SB) and 3 percent of contract dollars with disabled vetera... [see more](#)

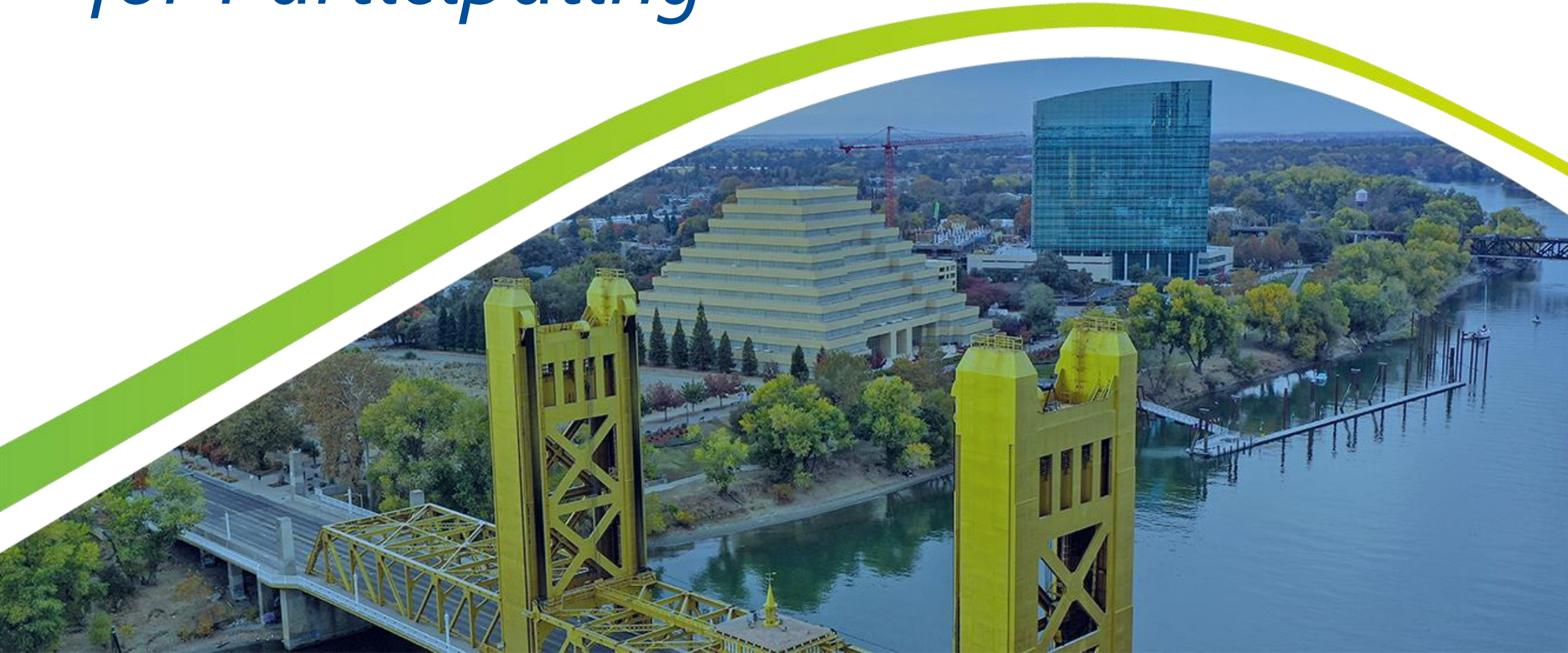


Schedule a Consultation

- Introduction to state contracting
- Cal eProcure registration and certification
- Update Cal eProcure profiles
- Find contract opportunities



*Thank You
for Participating*





Instructor

Josh Kress

Business Outreach Liaison

Office of Small Business and DVBE Services

California Department of General Services

Phone Number: (279) 946-8475

Email: josh.kress@dgs.ca.gov

Thank you to our meal sponsors



CHARGE™



FERREIRA

E | 2



Meruelo
ENTERPRISES INC.


**LIVE OAK
POWER**




Innovative
Consulting Concepts

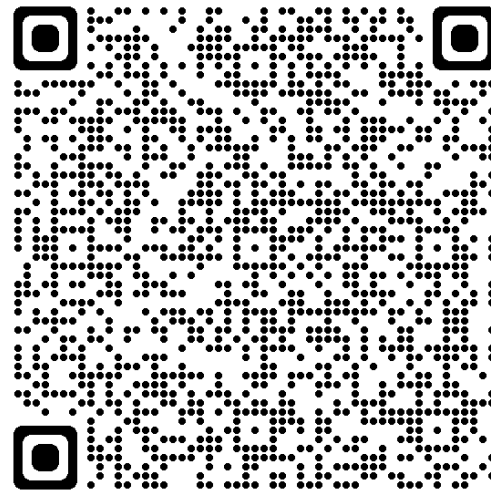

PINNACLE
POWER SERVICES INC

PROENERGY
SERVICES GROUP LLC

California Public Utilities Commission

Small and Diverse Business Expo

Supplier Diversity
Representatives
Contact Information



California Public
Utilities Commission