



Suburban Water Systems

A SouthWest Water Company



Suburban Supplier Diversity Representative, Lauren James (in the middle), pictured with CWA team members and potential vendors at the CPUC Small Business Expo in San Ramon.

Supplier Diversity Annual Report 2018

COMMITMENT • POLICY • VISION

Commitment

- Suburban Water Systems (Suburban) is committed to developing mutually beneficial business relationships with Woman, Minority, Disabled Veteran, Lesbian, Gay, Bisexual, and Transgender Business Enterprises (WMDVLGBTBE) that have the capability to meet or exceed our requirements for products and services. Identifying these businesses, providing those opportunities to do business with us, and helping them succeed is essential for our own success. These actions align with our mission and core values, for Suburban Supplier Diversity is not just a “program,” but our way of doing business.

Policy

- It is Suburban’s policy to support Supplier Diversity and increase business opportunities for certified diverse business enterprises. We recognize the value of creating opportunities for all suppliers to participate in sourcing of products and services as they arise within our company.
- Our employees are encouraged to provide support and opportunities for diverse suppliers who may also be valued customers. Our policy directs those throughout our organization with procurement responsibilities to play a role in achieving our corporate Supplier Diversity objectives.

Vision

- Develop a strong base of highly-qualified diverse suppliers;
- Include all qualified suppliers in bid and proposal opportunities;
- Measure, benchmark and report Suburban’s company-wide diverse supplier spend;
- Strengthen economic growth in communities we serve by using local diverse suppliers;
- Suburban believes in and values Supplier Diversity. We remain committed to making Supplier Diversity the way we do business.

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A MESSAGE FROM OUR GENERAL MANAGER



Craig Gott
General Manager

Suburban Water Systems (Suburban) is pleased to submit this 2018 Annual Report outlining its activities under the Utility Supplier Diversity Program (USDSP).

In 2018, Suburban was successful in increasing our diverse spend to 49.75% compared to 38% the prior year. Suburban's 2018 total expenditures with certified diverse suppliers reached \$15,830,060. That was \$7,128,105 above the previous year and the highest amount since we began tracking our diverse spend. We are pleased with our 2018 results and the collaborative contributions that Suburban's team members made to achieve these results.

Suburban is committed to providing equal opportunities to all potential business partners. Our goal is to collaborate with businesses, large and small, that can help us fulfill our mission of Serving our Customers safe, reliable, high-quality water, in a cost-effective manner that maximizes company resources and minimizes costs to Suburban's customers. We seek out diverse companies that share our mission.

A Supplier Diversity program needs to provide opportunities for all vendors to be successful. It must overcome the inherent fear that a new vendor won't perform as well as an existing vendor. To overcome this fear, an organization needs to have a disciplined procurement approach that requires the participation of those who use the products and services. The users, who are dispersed throughout the organization, need to understand and ensure that complete specifications and service level requirements are part of the vendor selection process. Without a full understanding of the expectations, any vendor, diverse or not, will be unsuccessful meeting the needs of its customer. When expectations are met or even exceeded, the potential for repeat business for the vendor increases, and the reluctance to use new vendors is diminished.

Our pursuit of Supplier Diversity goals has resulted in a thorough review and strengthening of Suburban's procurement policies. I am proud of the effort that our leaders and employees have made understanding their purchasing needs, and fairly applying our rigorous contract, insurance, and safety policies to all vendors.

YEAR	DIVERSE SPEND (Millions)	% SPEND	NUMBER OF DIVERSE FIRMS
2018	\$15.8	49.75%	37
2017	\$8.7	38.29%	29
2016	\$6.9	37.09%	32
2015	\$5.1	24.72%	27
2014	\$4.3	23.88%	23
2013	\$3.0	32.18%	28
2012	\$7.2	32.87%	33



2018 PROGRAM HIGHLIGHTS

Suburban's 2018 spend was the highest recorded since we began tracking diverse spend. This success can be attributed to our dedication to our Supplier Diversity program. Our procurement process includes diverse vendors in our proposal and bidding opportunities. This process has opened the doors to many diverse vendors in a variety of industries. This report highlights our efforts in 2018 as well as outlines our plan for 2019.

2018 Highlights include:

Focused involvement in the sourcing of diverse suppliers for bid opportunities

- Continued collaboration at the front end of buying decisions, ensuring diverse businesses are included in bid opportunities
- Master services contracts with Supplier Diversity language as well as right-sized insurance requirements that are not excessive for the work being done

Expanded supply chain with supplier outreach

- Individual meetings with diverse suppliers
- Attended CPUC sponsored events
- Attended DVBE events and matchmakings
- Attended and presented at CWA sponsored events including CWA Meet The Primes

Trained prime suppliers on creating opportunities to increase tier 2 opportunities

- A prime contractor event was held in June 2018
- Trained contractors on the importance of sub-contracting and capturing tier 2 spend opportunities
- Facilitated opportunities for business owners to work together
- Suburban VP, Engineering and Suburban's Procurement Specialist participated in match makings with potential diverse vendors.

Suburban's use of diverse firms

- Increased utilization of diverse firms in the area of fuel and traffic management

Diverse vendors were provided opportunities to participate in Capital Projects

- The changing mix of projects can have a significant impact on diverse supplier participation. Suburban has been very successful in its efforts to involve and grow our pool of diverse contractors.
- Increased utilization of new suppliers

Increased Operation Team Involvement

- Provided mentoring to several existing suppliers who were referred to Suburban's Utility Supplier Diversity Program Manager (USDPM) for coaching and evaluation of certification eligibility
- Suburban management continued to collaborate and communicate on procurement practices



EXTERNAL ACTIVITIES:

Increasing spend in the WMBE/WBE and DVBE categories was a major emphasis for Suburban in 2018. Suburban accomplished this by participating in several matchmaking events including two DVBE sponsored events. Suburban successfully added a DVBE traffic control contractor who we met at the California Construction Expo. Also, Suburban contracted with a WBE fuel procurement vendor increasing our WBE spend. We are very pleased with the internal effort and focus of Suburban employees to accomplish our yearly goals.



INTERNAL ACTIVITIES:

Suburban continues to emphasize the importance of the Supplier Diversity program to our employees and the goals we look to achieve each year. Suburban wants to exceed the CPUC goal of 21.5%. Suburban's USDPM shares information and educates staff about Suburban's Supplier Diversity program at various meetings and conversations throughout the year. Suburban is focused on creating an organizational culture that includes diverse vendors in all contract opportunities.

- Mid-manager meetings
- Executive staff meetings
- District and departmental meetings
- Company Internal newsletter

Information included in these forums included:

- Awards of contracts to new or existing diverse firms
- Introduction of new diverse firms to operation personnel
- Review of bidding opportunities
- Discussion of outcomes of bidding opportunities.

Efforts to involve diverse businesses in bid opportunities included:

- Pipeline Projects
- Reservoir removal and restoration
- Customer notices and mailings



DIVERSE SUPPLIER SPOTLIGHT



LYDEN ELECTRIC is a family-owned and operated company since 2006, with the goal in mind of creating a safety-first organization, a quality is the standard culture, and customer driven results-oriented company. Specializing in all facets of electrical commercial and industrial project types and strategically focusing on servicing the water utility industry.

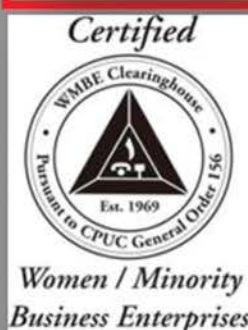
We care. We take a team approach. Customer satisfaction and a job well done is a top priority that is within our company culture. We collaborate with our customers regarding their electrical needs, budget and time-line objectives for a win, win situation for all.

LYDEN ELECTRIC believes safety is not only a value but a culture that must be continually cultivated and maintained in order to provide their employees, clients and customers a safe and productive work environment. By approaching all projects with this mindset of safety first, LYDEN'S safe work practices are put into play every day in every aspect of our job. Everyone – from our President to our Project Managers to our Foremen and Apprentices – is accountable for ensuring our sites – your sites – are safe. Tailgate safety meetings, on-line continuing education, field level hazard assessments, PPE requirements and requested client job site safety requirements are discussed and implemented prior to starting any project. These are some of the procedures and policies put in place at LYDEN to ensure we provide the safest work place possible.

TEAM GOAL: GO HOME SAFE, EVERYDAY!

With a passion for problem solving and a commitment to excellence in service and safety, **LYDEN ELECTRIC** is the ideal business partner to get the job done right the first time.

***"Excellence!
Today, Tomorrow and into the Future"***



"Lyden Electric values the strong business relationship that has developed with Suburban Water Systems through communication, trust and consistent delivery of outstanding results and quality electrical services. Lyden Electric understands Suburban's needs to have a vendor that excels at rapid response and specializes in the industrial electrical and motor control field. Assisting Suburban with achieving reduced downtime at their plants and exceeding their external and internal customers' expectations, is our goal!"

Aestocia Ramirez
President



SUMMARY OF PURCHASES OR CONTRACTS BY ETHNICITY SECTION 9.1.2

WMDVBE/LGBTBE ANNUAL RESULTS BY ETHNICITY					
	ETHNICITY	Direct \$	Sub \$	Total \$	Percent %
MINORITY MALE	Asian-Pacific	\$356,032	\$0	\$356,032	1.12%
	African-American	\$0	\$0	\$0	0.00%
	Hispanic	\$8,494,517	\$598,290	\$9,092,807	28.57%
	Native American		\$0	\$0	
	Total	\$8,850,549	\$598,290	\$9,448,838	29.69%
				\$0	
MINORITY FEMALE	Asian-Pacific	\$2,529	\$0	\$2,529	0.03%
	African-American	\$16,144	\$0	\$16,144	
	Hispanic	\$380,363	\$0	\$380,363	1.20%
	Native American		\$0	\$0	
	Total	\$399,036	\$0	\$399,036	1.25%
				\$0	
TOTAL MBE		\$9,249,585	\$598,290	\$9,847,874	30.95%
WBE		\$472,780	\$98,212	\$570,992	1.79%
Subtotal MWBE		\$9,722,364	\$696,502	\$10,418,866	32.74%
LGBTBE		\$4,859,817		\$4,859,817	15.27%
DISABLED VETERAN BUSINESS ENTERPRISE (DVBE)	N/A	\$ 551,378		\$551,378	1.73%
TOTAL WMDVGBTBE		\$15,133,559	\$696,502	\$15,830,060	49.75%
OTHER 8(a)*		\$0	\$0	\$0	0.00%
TOTAL WMDVLGBTBE		15,133,559	\$696,502	\$15,830,060	49.75%
Net Procurement*		\$31,821,311		\$31,821,311	100.00%

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



SUMMARY OF PURCHASES OR CONTRACTS BY PRODUCTS AND SERVICES (DIRECT) 9.1.2

ANNUAL RESULTS BY PRODUCTS AND SERVICES – DIRECT								
	ETHNICITY		Products \$	%	Services \$	%	TOTAL \$	%
MINORITY MALE	Asian-Pacific	Direct	\$236,081	0.74%	\$119,950	0.38%	\$356,032	0.01%
	African-American	Direct		0.00%	\$ -	0.00%	\$ -	0.00%
	Hispanic	Direct	\$230,360	0.72%	\$ 8,264,158	25.97%	\$8,494,517	26.69%
	Native American	Direct						
	Total	Direct	\$466,441	1.47%	\$8,384,108	26.35%	\$8,850,549	27.81%
MINORITY FEMALE		Direct						
	Asian-Pacific	Direct	\$2,529				\$2,529	0.01%
	African American	Direct			\$16,144		\$16,144	
	Hispanic	Direct	\$ -		\$380,363	1.20%	\$380,363	1.20%
	Native American	Direct						
	Total	Direct	\$2,529		\$396,506		\$399,036	1.25%
Total MBE		Direct	\$468,970		\$8,780,614		\$9,249,585	29.07%
WBE		Direct	\$18,618	0.06%	\$454,162	1.43%	\$472,780	1.49%
Subtotal MWBE		Direct	\$487,588		\$9,234,776		\$9,722,364	30.55%
LGBTBE		Direct	\$0		\$4,859,817		\$4,859,817	15.27%
DVBE		Direct	\$0		\$551,378		\$551,378	1.73%
TOTAL WMDVGBTBE		Direct	\$487,588		\$14,645,970		\$15,133,559	47.56%
Products Procurement	\$487,588							
Service Procurement	\$14,645,970							
Net Procurement	\$31,821,311							
Net WMDV/LGBTBE Procurement	\$15,133,559							
Total Number of WMDVLGBTBEs that Received Direct Spend	37							



SUMMARY OF PURCHASES OR CONTRACTS BY PRODUCTS AND SERVICES (SUB) SECTION 9.1.2

	ETHNICITY		Products \$	%	Services \$	%	TOTAL \$	%
MINORITY MALE	Asian-Pacific	Sub	\$0	0.00%	\$0	0.00%	\$0	0
	African-American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Hispanic	Sub	\$200,486	0.63%	\$397,804	1.25%	\$598,290	1.88%
	Native American	Sub	\$0	0.00%				
	Total	Sub	\$200,486	0.63%	\$397,804	1.25%	\$598,290	1.88%
		Sub						
MINORITY FEMALE	Asian-Pacific	Sub			\$0		\$0	0.00%
	African American	Sub			\$0		\$0	
	Hispanic	Sub	\$0			0.00%	\$0	0.00%
	Native American	Sub						
	Total	Sub	\$0		\$0		\$0	0.00%
Total MBE		Sub	\$200,486		\$397,804		\$598,290	1.88%
WBE		Sub	\$0	0.00%	\$98,212	0.31%	\$98,212	0.31%
Subtotal MWBE		Sub	\$200,486		\$496,016		\$696,502	2.19%
LGBTBE		Sub	\$0				\$0	0.00%
DVBE		Sub	\$0				\$0	0.00%
TOTAL WMDVLGBTBE		Sub	\$200,486		\$496,016		\$696,502	2.19%

Products Procurement	\$200,486
Service Procurement	\$496,016
Net Procurement	\$31,821,311
Net WMDV/LGBTBE Procurement	\$696,502
Total Number of WMDVLGBTBEs that Received SUB Spend	4



ITEMIZATION OF WMDVLGBTBE PROGRAM EXPENSES

SECTION 9.1.2

DIRECT	Minority					Non-Minority			Total
	MBE		WMBE			DVBE	LGBTBE	WBE	
	Asian-Pacific	Hispanic	African American	Asian-Pacific	Hispanic	(n/a)	(n/a)	(n/a)	
1623		\$5,315,134				549,877	\$5,257,083		\$11,122,094
1629		\$4,748							\$4,748
1711								\$195,404	\$195,404
1731					\$376,088				\$376,088
1771		\$1,243,775							\$1,243,775
1794		\$199,407							\$199,407
1799		\$40,035							\$40,035
2531			\$16,144						\$16,144
2759		\$193,267							\$193,267
3713	\$164,914								\$164,914
3799								\$9,119	\$9,119
3993				\$2,529					\$2,529
4619		\$766,465							\$766,465
5063								\$1,807	\$1,807
5074								\$31	\$31
5085								\$8,617	\$8,617
5113		\$83,299							\$83,299
5172		\$1,946						\$249,861	\$251,807
7342					\$4,275				\$4,275
7371	\$25,140								\$25,140
7389						\$1,500			\$1,500
7549								\$420	\$420
782		\$301,360							\$301,360
8111	\$3,892								\$3,892
8711	\$90,918							\$7,371	\$98,290
8712	\$71,168								\$71,168
8734		\$54,053							\$54,053
8742		\$291,029							\$291,029
8999								\$150	\$150
Total	\$356,032	\$8,494,518	\$16,144	\$2,529	\$380,363	\$551,377	\$5,257,083	\$472,780	\$15,530,825

Total Product Procurement	\$487,588	
Total Service Procurement	\$14,645,970	
Total Procurement	\$15,133,559	\$15,530,825



Number of WMDVLGBTBE Suppliers and Revenue Reported to the Clearinghouse SECTION 9.1.2

Name of Utility				G. O. #156 Sec 9.1.2 (D.11-05-019 & D.06-11-028)								
Number of WMDVLGBTBE Suppliers and Revenue Reported to the Clearinghouse												
	Revenue Reported to CHS						Utility-Specific [2017] Summary					
# WMDVLGBTBEs	MBE	WBE	LGBTE	DVBE	Other 8(a)*	Grand Total	MBE	WBE	LGBTE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	4	5		2		11	17	14		2		33
Under \$5 million	5	4				9	3					3
Under \$10	4	3				7			1			1
Above \$10	7	2	1			10						0
TOTAL	20	14	1	2		37	20	14	1	2		37
	Revenue and Payment Data											
	Revenue Reported to CHS (in millions)						Utility-Specific 2018 Summary (in millions)					
	MBE	WBE	LGBTE	DVBE	Other	Grand	MBE	WBE	LGBTE	DVBE	Other	Grand Total
Under \$1 million	.848	1.46		.523		2.831	2.35	.667		.549		3.5
Under \$5 million	12.7	6				18.7	3.4					3.4
Under \$10	35.1	13				48.1	3		5.2			8.2
Above \$10	352.5	203	12			567.5						0
TOTAL	400.7	223.46	12	.523		637.16	8.75	.667	5.2	.549		15.1



WMDVLGBTBE PROGRAM EXPENSES SECTION 9.1.3

EXPENSE CATEGORY	
Wages	\$ 48,000
Other Employment Expense	
Reporting Expense	
Training	
Consulting	12,480.00
Program Expense	\$ 4,106
TOTAL PROGRAM EXPENSES	\$64,586

PROGRESS IN MEETING OR EXCEEDING SET GOALS SECTION 9.1.4

CATEGORY	CURRENT YEAR RESULTS	CURRENT YEAR GOALS
Minority Business Enterprise (MBE)	30.95%	15.00%
Women Business Enterprise (WBE)	1.79%	5.00%
Sub Total Women, Minority Business Enterprise (WMBE)	<u>32.74%</u>	<u>20.00%</u>
Service Disabled Veteran Business Enterprise (SDVBE)	1.73%	1.50%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	<u>15.27%</u>	<u>0.00%</u>
TOTAL WMDVBE	<u>49.75%</u>	<u>21.50%</u>

SUMMARY OF PRIME CONTRACTOR UTILIZATION OF WMDVLGBTBE SUBCONTRACTORS SECTION 9.1.5

Subcontracting remains a critical piece to our program, and our primes are starting to understand that. With each new MSA, Primes are required to fill out Suburban's subcontracting form aiding in our annual reporting. Suburban remains committed to subcontracting and looks forward to reporting higher numbers in 2019.

	Minority Male	Minority Female	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	Other 8(a)*	TOTAL WMDVLGBTBE
Direct \$	\$8,850,549	\$399,036	\$399,034	\$73,744	\$4,859,817	\$551,378	\$0	\$15,133,558
Subcontracting \$	\$598,290	\$0	\$0	\$98,212	\$0	\$0	\$0	\$696,502
Total \$	\$9,448,839	\$399,036	\$399,034	\$171,956	\$4,859,817	\$551,378	\$0	\$15,830,060
Direct %	27.81%	1.25%	1.26%	0.24%	15.27%	1.73%	0.00%	47.56%
Subcontracting %	1.88%	0.00%	0.00%	0.31%	0.00%	0.00%	0.00%	2.19%
Total %	29.69%	1.25%	1.26%	0.55%	15.27%	1.73%	0.00%	49.75%
Net Procurement**	\$31,821,311							
NOTE:	*FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE							
	**NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS							
	% - PERCENTAGE OF NET PROCUREMENT							
	Direct - DIRECT PROCUREMENT							
	Sub - SUBCONTRACTOR PROCUREMENT							



WMDVLGBTBE COMPLAINTS RECEIVED SECTION 9.1.6

No WMDVLGBTBE complaints were received.

RECRUITMENT EFFORTS IN UNDERUTILIZED AREAS SECTION 9.1.7

Recruitment efforts for WMDVLGBTBE firms will remain part of Suburban's ongoing business strategy. Efforts to attract innovative suppliers who can provide exceptional value, safe, quality, service and pricing are a part of our day-to-day procurement sourcing efforts. Steps continue to be taken to successfully recruit and retain new diverse firms. Suburban has been carefully monitoring its successes and challenges in sourcing business opportunities with diverse firms.



2019 ANNUAL PLAN

WMDVLGBTBE SHORT, MID AND LONG-TERM GOALS SECTION 10.1.1

Category	Results	Short Term Goals	Mid Term Goals	Long Term Goals
Minority Business Enterprise (MBE)	30.95%	15.00%	15.00%	15.00%
Women Business Enterprise (WBE)	1.79%	5.00%	5.00%	5.00%
Lesbian, Gay, Bisexual and Transgender Business Enterprise (LGBTE)	15.27%			
Disabled Veteran Business Enterprise (DVBE)	1.73%	1.50%	1.50%	1.50%
TOTAL WMDVLGBTBE	49.75%	21.50%	21.50%	21.50%

GO156 has not yet established goals for LGBTE vendors.

In 2019, Suburban's goal will continue to be consistent with that of the CPUC's stated goal of 21.5% spend with diverse businesses.

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

2019 STRATEGIC PROGRAM GOALS

In 2019, Suburban will focus on carefully selected areas for maximum results:

- Tighter integration between project planning/forecasting and sourcing
- Specific focus on increasing purchases from Disabled Veteran Businesses and Women Owned Businesses.

Integration of Sourcing and Planning

Because much of Suburban's spend comes from projects requiring long range planning, the project lead time provides an opportunity to identify WMDVLGBTBE suppliers who meet the procurement needs. Many of our projects for 2019 have already been sourced and will soon begin. Suburban worked diligently to make sure diverse suppliers were included in the projects whether they are prime contractors or subcontractors. Suburban will continue to provide opportunities for diverse suppliers to partner with us to meet our capital expenditure and operational needs.

In planning for 2019, Suburban will continue to focus on finding opportunities to increase our spend with DVBE and WBE service providers.

Subcontracting Program

Subcontracting is an avenue for creating opportunities for diverse businesses, and in 2019 Suburban is requesting that its prime suppliers identify the subcontractors they intend to use. Further, in 2019 we will focus on the following key areas of subcontracting:

- Amend contracts/purchase orders to reflect subcontracting program requirements
- Ensure prime suppliers are consistently made aware of subcontracting requirements
- Track and monitor adherence to subcontracting requirements
- Make it mandatory for Prime suppliers to fill out Suburban's subcontracting form



Enhanced Reporting

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

PLANNED INTERNAL/EXTERNAL ACTIVITIES SECTION 10.1.2

The key strategic activities listed above in section 10.1.1, Suburban will continue to engage in the internal and external activities that have contributed to our program's successes.

Planned Internal Activities

- Continued review and analysis of procurement processes to ensure Supplier Diversity is a part of the day-to-day culture.
- Incorporating sourcing for diverse suppliers into the early stages of the planning processes.

Planned External Activities

- Increase DVBE and WBE spend in 2019.
- CWA USDP Water Certification Workshop. A four-course workshop geared towards training and mentoring vendors on the right practices when working with utility companies.
- Increase communications in the supplier community to raise awareness of Suburban's program, enlarging the company's footprint in the diverse supplier community.
- Increase communications in the supplier community to raise awareness of Suburban's program, enlarging the company's footprint in the diverse supplier community:
 - Participate in various outreach events and meetings;
 - Collaborate with other IOUs on the identification of suppliers.

PLANS TO SEEK AND RECRUIT WMDVLGBTBE SUPPLIERS IN UNDERUTILIZED AREAS (FINANCIAL, LEGAL, ETC.) SECTION 10.1.3

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



PLANS FOR SEEKING OR RECRUITING WMDVLGBTBE SUPPLIERS FOR EXCLUDED CATEGORIES SECTION 10.1.4

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

PLANNED SUBCONTRACTING OPPORTUNITIES SECTION 10.1.5

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

PROGRAM COMPLIANCE SECTION 10.1.6

Suburban remains committed to supporting Supplier Diversity. Suburban's program continues to evolve over time and build on our strengths. As we enter our 16th year of a formal program, we understand that to sustain the growth of our program it will require not just doing what we have always done, but finding new solutions to meet our sourcing challenges, and to maximize opportunities for diverse businesses. Our three-pronged strategic approach of planning, sub-contracting, and reporting will enable Suburban to continue to successfully support the program.

Our leadership and management teams are committed to the Program and have created a culture that supports Suburban's strong Supplier Diversity procurement processes. Actively seeking the support of external stakeholders will remain a key program element. Suburban looks to procure the best products and services at the best possible cost. Suburban will continue to look to diverse suppliers to assist us in meeting our business needs.

For more information about Supplier Diversity at Suburban, contact:

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Communication Manager

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