



**UTILITY SUPPLIER DIVERSITY PROGRAM**  
**Liberty Utilities (CalPeco Electric) LLC**  
**2018 ANNUAL REPORT**  
**AND 2019 PLAN**



Liberty Utilities (CalPeco Electric) LLC	2018 Report	G.O. #156
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## MESSAGE FROM OUR PRESIDENT

**A**t Liberty Utilities, we recognize that our relationship with our customers goes beyond the sale and consumption of our product. We must also be an active, engaged member of the communities we serve.

This community engagement includes creating opportunities for businesses that represent and reflect the rich, diverse heritage and culture of the State of California. We believe the Utility Supplier Diversity Program (USDP) is a program that we should look to share with other Liberty Utilities operations across the country, carrying the spirit of this initiative beyond our California borders.



This year, our parent company, Algonquin Power and Utilities Corporation, established a national Diversity and Inclusion Committee, which will assess our current practices within the company and examine how we can improve and become a more diverse organization. This is not being done under any mandate, but undertaken with the strong conviction that diversity of race, gender, orientation, and identification can yield a broader perspective. It is this broader perspective that can make us a more competitive organization in an ever-changing utility environment.

Liberty Utilities (CalPeco Electric) LLC (“Liberty CalPeco”) is an investor-owned utility that serves more than 49,000 customers in the Lake Tahoe basin. Liberty CalPeco supplies electric distribution service in portions of the counties of Nevada, Placer, Sierra, Plumas, Eldorado, Mono, and Alpine in the State of California.

As part of the USDP, we continually develop ongoing business relationships with talented minority and women-owned businesses, disabled veterans firms, as well as lesbian, gay, bisexual, and transgender business enterprises. We do this, not just because the California Public Utilities Commission has established this worthwhile program, but because it is simply good business. We are proud to provide opportunities for businesses in underrepresented groups to compete and succeed.

We improved our diversity efforts in 2018, increasing our percentage spend to 19.1%, and over \$5.5M (up from 18.7% and \$5.0M in 2017), and performed business with 29 Diverse Businesses.

I sincerely thank all who have contributed to Liberty Utilities’ success with the USDP in 2018 by embracing and championing the program each and every day. We are committed to expanding and bolstering our relationships with our diverse suppliers in 2019 because our diverse suppliers help Liberty Utilities provide best-in-class customer service and strengthen the communities that we serve.

A handwritten signature in blue ink, appearing to read "Greg Sorensen".

Greg Sorensen  
President, Liberty Utilities California

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2018 Report</b>	<b>G.O. #156 Sec 9.1.1</b>
<b>Description of WMDVLGBTBE Program Activities During the Previous Year</b>		

## Internal Program Activities

Liberty CalPeco's Supplier Diversity program is managed by one employee, the Senior Specialist - Procurement. This employee is supported by the Regional Director of Procurement, Regional President, California President, Liberty CalPeco Vice President of Operations, and the management team at Liberty CalPeco in its Diversity Program initiatives.

The Senior Specialist - Procurement screens suppliers to determine their eligibility as a woman, minority, disabled veteran, lesbian, gay, bisexual and transgender business enterprise (WMDVLGBTBE) and to encourage those who qualify to become certified.

The value and growth of Supplier Diversity within Liberty CalPeco continues to expand in California and across our organization.

Staff members with purchasing power are encouraged to screen their suppliers to determine their eligibility as a woman, minority, disabled veteran, lesbian, gay, bisexual and transgender business enterprise (WMDVLGBTBE) and to encourage those who qualify to become certified.

Liberty CalPeco has embraced General Order 156 and Supplier Diversity.

Through our management and procurement team, Liberty CalPeco continues to identify potential to confirm our motto further "Local and Responsive. We Care." Our Liberty family recognizes that our Diversity initiative, which carries over from California to Canada is a move to grow our diversity both internally and externally. Liberty CalPeco understands that our diversity practices are a business imperative.

## External Program Activities

### Sponsorships

#### 2018 WMDVLGBTBE - WRMSDC Event Sponsored - Reno

##### *Northern Nevada Small & Minority Business Opportunity Day*

Liberty CalPeco partnered with Southwest Gas to present a Small and Minority Business Opportunity Day in northern Nevada and with Western Regional Minority Supplier Development Council, which covers northern California, Nevada, and Hawaii. Both entities were well-positioned to bring together small and diverse businesses in the region that may be able to do business with Liberty CalPeco. They intentionally collaborated with small and diverse partners to attend this event for small and diverse businesses (MBE, WBE, LGBTBE, Veterans).

This outreach event allowed Liberty CalPeco to do the following:































1. **SPONSORSHIP** - Our sponsorship of the event eliminated a cost for small businesses and corporations, allowing for greater attendance of the event and establishing the widest audience.
2. **PARTICIPATE** - Liberty CalPeco participated in the Roundtable Matchmaking, which served as an ideal way to engage small and diverse businesses and demonstrate to those corporations requiring Tier 2 reporting that Liberty CalPeco is intentional in identifying diverse businesses.

Liberty CalPeco continues to collaborate to provide opportunities for prime contractors to build relationships that support the Supplier Diversity Program in reaching program goals. Being involved with the Joint Utility meetings quarterly provides insight to diversity events and builds relationships across the utilities. To expand its diversity program, Liberty CalPeco recognizes the need to include outreach to non-diverse prime contractors in efforts to grow their participation in supplier diversity by promoting a second-tier program in the future.





## ***Liberty Utilities (CalPeco Electric) LLC 2018 Outreach Calendar***

January	 USDP Committee Meeting – San Jose
February	 USDP Committee Meeting – San Diego
March	 California Supplier Diversity Roundtable – San Francisco  Joint Utilities Quarterly Meeting – San Francisco  USDP Committee Meeting – San Francisco
April	 SCMSDC – MBOD – Pasadena  CPUC Small Business Expo – Long Beach  CWA Prime Contractors meeting – Downey  USDP Committee Meeting – Torrance
May	 Keeping the Promise – San Diego  CWA Capacity Building & Technical Assistance – San Diego  USDP Committee Meeting – Sacramento  CWA Meet the Buyers Event – Los Angeles
June	 JU Meeting – San Diego  USDP Committee Meeting – San Diego
July	 AICOC Expo – Rancho Mirage  USDP Committee Meeting – Ranch Mirage
August	 Elite SDVOB – San Diego  USDP Committee Meeting – Downey  CHCC Annual Convention – Los Angeles
September	 Prompt Payment Forum CPUC – Rosemead  USDP Committee Meeting – Rosemead  JU Meeting – Rosemead
October	 CPUC EnBanc – Richmond  USDP Committee Meeting – Downey  CWA C/B & T/A – Compton
November	 CPUC Small/Diverse Business Expo – San Ramon  VIB Network National Conference – Los Angeles  USDP Committee Meeting – Los Angeles
December	 USDP Committee Meeting – Los Angeles

## WMDVLGBTBE Annual Results by Ethnicity

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Name of Utility	2018 Report	G.O. #156 Sec. 9.1.2
WMDVLGBTBE Direct Procurement by Product and Service Categories		

				Products		Services		Total	
				\$	%	\$	%	\$	%
1	Minority Male	Asian Pacific American	Direct	\$0	0.00%	\$123,992	0.43%	\$123,992	0.43%
2		African American	Direct	\$267,740	0.92%	\$157,371	0.54%	\$425,111	1.47%
3		Hispanic American	Direct	\$0	0.00%	\$2,567,627	8.87%	\$2,567,627	8.87%
4		Native American	Direct	\$0	0.00%	\$29,311	0.10%	\$29,311	0.10%
5		Total Minority Male	Direct	\$267,740	0.92%	\$2,878,301	9.94%	\$3,146,040	10.87%
6	Minority Female	Asian Pacific American	Direct	\$96,996	0.34%	\$32,938	0.11%	\$129,934	0.45%
7		African American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
8		Hispanic American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
9		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
10		Total Minority Female	Direct	\$96,996	0.34%	\$32,938	0.11%	\$129,934	0.45%
11	Total Minority Business Enterprise (MBE)		Direct	\$364,736	1.26%	\$2,911,238	10.06%	\$3,275,974	11.32%
12	Women Business Enterprise (WBE)		Direct	\$447,432	1.55%	\$1,766,962	6.10%	\$2,214,394	7.65%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		Direct	\$29,037	0.10%	\$680	0.00%	\$29,717	0.10%
15	Other 8(a)*		Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
16	TOTAL WMDVLGBTBE		Direct	\$841,204	2.91%	\$4,678,880	16.16%	\$5,520,084	19.07%
17	Total Product Procurement			\$5,332,552					
18	Total Service Procurement			\$23,617,993					
19	Net Procurement**			\$28,950,545					
20	Total Number of WMDVLGBTBEs that Received Direct Spend			28					

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



## WMDVLGBTBE Direct Procurement by Product and Service Categories

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Name of Utility			2018 Report		G.O. #156 Sec. 9.1.2				
WMDVLGBTBE Direct Procurement by Product and Service Categories									
			Products		Services		Total		
			\$	%	\$	%	\$	%	
1	Minority Male	Asian Pacific American	Direct	\$0	0.00%	\$123,992	0.43%	\$123,992	0.43%
2		African American	Direct	\$267,740	0.92%	\$157,371	0.54%	\$425,111	1.47%
3		Hispanic American	Direct	\$0	0.00%	\$2,567,627	8.87%	\$2,567,627	8.87%
4		Native American	Direct	\$0	0.00%	\$29,311	0.10%	\$29,311	0.10%
5		Total Minority Male	Direct	\$267,740	0.92%	\$2,878,301	9.94%	\$3,146,040	10.87%
6	Minority Female	Asian Pacific American	Direct	\$96,996	0.34%	\$32,938	0.11%	\$129,934	0.45%
7		African American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
8		Hispanic American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
9		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
10		Total Minority Female	Direct	\$96,996	0.34%	\$32,938	0.11%	\$129,934	0.45%
11	Total Minority Business Enterprise (MBE)		Direct	\$364,736	1.26%	\$2,911,238	10.06%	\$3,275,974	11.32%
12	Women Business Enterprise (WBE)		Direct	\$447,432	1.55%	\$1,766,962	6.10%	\$2,214,394	7.65%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		Direct	\$29,037	0.10%	\$680	0.00%	\$29,717	0.10%
15	Other 8(a)*		Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
16	TOTAL WMDVLGBTBE		Direct	\$841,204	2.91%	\$4,678,880	16.16%	\$5,520,084	19.07%
17	Total Product Procurement		\$5,332,552						
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NOTE: \* FIRM \$ 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

## WMDVLGBTBE Subcontractor Procurement by Product and Service Categories

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Name of Utility	2018 Report	G.O. #156 Sec. 9.1.2
WMDVLGBTBE Subcontractor Procurement by Product and Service Categories		

				Products		Services		Total	
				\$	%	\$	%	\$	%
1	Minority Male	Asian Pacific American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
2		African American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
3		Hispanic American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
4		Native American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
5		Total Minority Male	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
6	Minority Female	Asian Pacific American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
7		African American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
8		Hispanic American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
9		Native American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
10		Total Minority Female	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
11	Total Minority Business Enterprise (MBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
12	Women Business Enterprise (WBE)		Sub	\$35,331	0.12%	\$0	0.00%	\$35,331	0.12%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
15	Other 8(a)*		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
16	TOTAL WMDVLGBTBE		Sub	\$35,331	0.12%	\$0	0.00%	\$35,331	0.12%
17	Total Product Procurement	\$5,332,552							
18	Total Service Procurement	\$23,617,993							
19	Net Procurement**	\$28,950,545							

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

Liberty Utilities (CalPeco Electric) LLC	2018 Report	G.O. #156 Sec 9.1.2
WMDVLGBTBE Procurement by Standard Industrial Classification Categories		

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Name of Utility	[Year] of Report	G. O. #156 Sec 9.1.2
WMDVLGBTBE Procurement by Standard Industrial Classification Categories		

SIC Category		Asian Pacific American		African American		Hispanic American		Native American		Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	Other 8(a)**	Total WMDVLGBTBE	
		Male	Female	Male	Female	Male	Female	Male	Female							
07. Agricultural	\$					\$2,562,127				\$2,562,127					\$2,562,127	
	%	0.00%	0.00%	0.00%	0.00%	8.85%	0.00%	0.00%	0.00%	8.85%	0.00%	0.00%	0.00%	0.00%	8.85%	
36. Electronic & Other Electric Equipment	\$									\$0	\$581,224				\$581,224	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.01%	0.00%	0.00%	0.00%	2.01%	
47. Transportation Services	\$			\$267,740						\$267,740	\$107,489				\$375,229	
	%	0.00%	0.00%	0.92%	0.00%	0.00%	0.00%	0.00%	0.00%	0.92%	0.37%	0.00%	0.00%	0.00%	1.30%	
50. Wholesale Trade- Durable Goods	\$		\$96,996							\$96,996	\$296,235		\$29,037		\$422,268	
	%	0.00%	0.34%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.34%	1.02%	0.00%	0.10%	0.00%	1.46%	
51. Wholesale Trade - No-Durable Goods	\$									\$0	\$155,144				\$155,144	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.54%	0.00%	0.00%	0.00%	0.54%	
73. Business Services	\$	\$84,628		\$49,855		\$5,500		\$29,311		\$169,293	\$132,448		\$680		\$302,421	
	%	0.29%	0.00%	0.17%	0.00%	0.02%	0.00%	0.10%	0.00%	0.58%	0.46%	0.00%	0.00%	0.00%	1.04%	
87. Engineering & Management Services	\$	\$72,302								\$72,302	\$837,627				\$909,929	
	%	0.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.25%	2.89%	0.00%	0.00%	0.00%	3.14%	
95. Environmental Services	\$			\$107,516						\$107,516	\$104,226				\$211,742	
	%	0.00%	0.00%	0.37%	0.00%	0.00%	0.00%	0.00%	0.00%	0.37%	0.36%	0.00%	0.00%	0.00%	0.73%	
TOTAL	\$	\$ 156,929.57	\$96,996.22	\$ 425,110.82	\$ -	\$ 2,567,626.61	\$ -	\$ 29,310.96	\$ -	\$ 3,275,974.18	\$ 2,214,393.72	\$ -	\$ 29,716.55	\$ -	\$ 5,520,084.45	
	%	0.54%	0.34%	1.47%	0.00%	8.87%	0.00%	0.10%	0.00%	11.32%	7.65%	0.00%	0.10%	0.00%	19.07%	

Total Product Procurement	\$5,332,552
Total Service Procurement	\$23,617,993

Net Procurement***	\$28,950,545
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NOTE: \*FIRMS WITH MULT MINORITY OWNERSHIP STATUS

\*\*FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE

\*\*\*NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS

TOTAL DOLLARS - TOTAL PROCUREMENT DOLLAR AMOUNT IN THE SPECIFIC SIC CATEGORY

% - PERCENTAGE OF TOTAL DOLLARS

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2018 Report</b>	<b>G.O. #156 Sec 9.1.2 (D.11-05-019 &amp; D.06-11-028)</b>
<b>Number of WMDVLGBTBE Suppliers and Revenue Reported to the Clearinghouse</b>		

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<b>Name of Utility</b>	<b>2018 Report</b>	<b>G. O. #156 Sec 9.1.2 (D.11-05-019 &amp; D.06-11-028)</b>
<b>Number of WMDVLGBTBE Suppliers and Revenue Reported to the Clearinghouse</b>		

<b>Data on Number of Suppliers</b>												
<b>Revenue Reported to CHS</b>							<b>Utility-Specific 2018 Summary</b>					
<b># WMDVLGBTBEs</b>	<b>MBE</b>	<b>WBE</b>	<b>LGBTBE</b>	<b>DVBE</b>	<b>Other 8(a)*</b>	<b>Grand Total</b>	<b>MBE</b>	<b>WBE</b>	<b>LGBTBE</b>	<b>DVBE</b>	<b>Other 8(a)*</b>	<b>Grand Total</b>
Under \$1 million	10	16	0	2	0	28						
Under \$5 million	1	0	0	0	0	1						
Under \$10 million	0	0	0	0	0	0						
Above \$10 million	0	0	0	0	0	0						
<b>TOTAL</b>	<b>11</b>	<b>16</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>29</b>						

<b>Revenue and Payment Data</b>												
<b>Revenue Reported to CHS</b>							<b>Utility-Specific 2018 Summary</b>					
<b>WMDVLGBTBE \$M</b>	<b>MBE</b>	<b>WBE</b>	<b>LGBTBE</b>	<b>DVBE</b>	<b>Other 8(a)*</b>	<b>Grand Total</b>	<b>MBE</b>	<b>WBE</b>	<b>LGBTBE</b>	<b>DVBE</b>	<b>Other 8(a)*</b>	<b>Grand Total</b>
Under \$1 million	\$ 713,848	\$ 2,214,394	\$ -	\$ 29,717	\$ -	\$ 2,957,958						
Under \$5 million	\$ 2,562,127	\$ -	\$ -		\$ -	\$ 2,562,127						
Under \$10 million	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -						
Above \$10 million	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -						
<b>TOTAL</b>	<b>\$ 3,275,974</b>	<b>\$ 2,214,394</b>	<b>\$ -</b>	<b>\$ 29,717</b>	<b>\$ -</b>	<b>\$ 5,520,084</b>						

**NOTE: \* FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE**

**CHS: SUPPLIER CLEARINGHOUSE**

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2018 Report</b>	<b>G.O. #156 Sec 9.1.2</b>
<b>Description of Number of WMDVLGBTBE Suppliers with California Majority Workforce</b>		

Twenty-two of Liberty CalPeco's 29 paid diverse vendors are headquartered in California, capturing a total spend of \$4.04 million in 2018.

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2018 Report</b>	<b>G.O. #156 Sec 9.1.3</b>
<b>WMDVLGBTBE Program Expenses</b>		

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<b>Name of Utility</b>	<b>2018 Report</b>	<b>G.O. #156 Sec. 9.1.3</b>
<b>WMDVLGBTBE Program Expenses</b>		

Expense Category	Year (Actual)
Wages	\$16,447
Other Employee Expenses	\$320
Program Expenses	\$1,000
Reporting Expenses	\$2,000
Training	\$0
Consultants	\$1,270
Other (Clearinghouse)	\$1,762
<b>TOTAL</b>	<b>\$22,800</b>

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2018 Report</b>	<b>G.O. #156 Sec 9.1.4</b>
<b>Description of Progress in Meeting or Exceeding Set Goals</b>		

Liberty CalPeco's net procurement increased from about \$5 million in 2017 to \$5.5 million in 2018. The utility continues to experience some diversity spend constraints due mainly to its service territory location. Hard winters and difficult road conditions and constraints serve as a deterrent to potential vendors. Because of these circumstances, Liberty CalPeco was challenged to replace diversity spend with non-diverse vendors. However, Liberty CalPeco is pleased to report it achieved 19.1% diversity spend despite these limitations. As reported last year, Liberty CalPeco is continuing to take a refreshed look at its spending as a whole to see how best to update its policies and practices. Liberty CalPeco is also analyzing its overall vendor base to grow its diversity dollar spend. As Liberty CalPeco continues with open communications and attending outreach programs, it continues to excel toward the goals set by G.O. 156.



<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2018 Report</b>	<b>G.O. #156 Sec 9.1.4</b>
<b>WMDVLGBTBE Results and Goals</b>		

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<b>Name of Utility</b>	<b>2018 Report</b>	<b>G.O. #156 Sec. 9.1.4</b>
<b>Description of Progress in Meeting or Exceeding Set Goals</b>		

In 2018, Liberty CalPeco made progress against the goal with an increase of almost 11% over 2017. although Liberty CalPeco did not meet the goal in 2018, there were improvements made throughout the year identifying and onboarding new vendors, and identifying opportunities that will come to fruition in 2019 with more diverse vendors.

	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Total Procurement \$</b>	\$ 21,717,901	\$ 26,508,824	\$ 26,644,711	\$ 28,950,545
<b>% change</b>	-2%	22%	1%	9%
<b>Total WMDVLGBTBE \$</b>	\$ 4,860,315	\$ 8,095,632	\$ 4,990,216	\$ 5,520,084
<b>% Spend</b>	22.38%	30.54%	18.73%	19.07%
<b>% Change</b>	-22%	66.57%	-38.36%	10.62%

**ATTACHMENT C**

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<b>Name of Utility</b>	<b>2018 Report</b>	<b>G.O. #156 Sec. 9.1.4</b>
<b>WMDVLGBTBE Results and Goals</b>		

<b>Category</b>	<b>2018 Results</b>	<b>2018 Goals</b>
<b>Minority Men</b>	10.87%	12.00%
<b>Minority Women</b>	0.45%	4.00%
<b>Minority Business Enterprise (MBE)</b>	11.32%	16.00%
<b>Women Business Enterprise (WBE)</b>	7.65%	5.00%
<b>Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)</b>	0.00%	1.00%
<b>Disabled Veteran Business (DVBE)</b>	0.10%	1.50%
<b>TOTAL WMDVLGBTBE</b>	<b>19.07%</b>	<b>23.50%</b>

% - PERCENTAGE OF NET PROCUREMENT

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2018 Report</b>	<b>G.O. #156 Sec 9.1.5</b>
<b>Description of Prime Contractor Utilization of WMDVLGBTBE Subcontractors</b>		

Liberty CalPeco has had limited diverse subcontractor support from prime contractors in 2018, with a total of \$35,331 spent with diverse subcontractors. In 2019, Liberty CalPeco are refining their procurement documentation and policy to ensure improved opportunities for diverse subcontractors and improved reporting from the prime contractors.

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2018 Report</b>	<b>G.O. #156 Sec 9.1.5</b>
<b>Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors</b>		

**ATTACHMENT C**

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<b>Name of Utility</b>	<b>2018 Annual Report</b>	<b>G.O. #156 Sec. 9.1.5</b>
<b>Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors</b>		

	<b>Minority Male</b>	<b>Minority Female</b>	<b>Minority Business Enterprise (MBE)</b>	<b>Women Business Enterprise (WBE)</b>	<b>Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)</b>	<b>Disabled Veterans Business Enterprise (DVBE)</b>	<b>Other 8(a)*</b>	<b>TOTAL WMDVLGBTBE</b>
<b>Direct \$</b>	\$3,146,040	\$129,934	\$3,275,974	\$2,179,063	\$0	\$29,717	\$0	\$5,484,754
<b>Subcontracting \$</b>	\$0	\$0	\$0	\$35,331	\$0	\$0	\$0	\$35,331
<b>Total \$</b>	<b>\$3,146,040</b>	<b>\$129,934</b>	<b>\$3,275,974</b>	<b>\$2,214,394</b>	<b>\$0</b>	<b>\$29,717</b>	<b>\$0</b>	<b>\$5,520,084</b>

<b>Direct %</b>	10.87%	0.45%	11.32%	7.53%	0.00%	0.10%	0.00%	18.95%
<b>Subcontracting %</b>	0.00%	0.00%	0.00%	0.12%	0.00%	0.00%	0.00%	0.12%
<b>Total %</b>	<b>10.87%</b>	<b>0.45%</b>	<b>11.32%</b>	<b>7.65%</b>	<b>0.00%</b>	<b>0.10%</b>	<b>0.00%</b>	<b>19.07%</b>

<b>Net Procurement**</b>	<b>\$28,950,545</b>
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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

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2018 Report</b>	<b>G.O. #156 Sec 9.1.6</b>
<b>A List of WMDVLGBTBE Complaints Received and Current Status</b>		

Liberty CalPeco received no program complaints during 2018.

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2018 Report</b>	<b>G.O. #156 Sec 9.1.7</b>
<b>A summary of purchases and /or contracts for products and services in excluded categories</b>		

Liberty CalPeco's 2018 accounts payable activity totaled approximately \$88.1 million. The NV Energy purchase power agreement totaled \$25.6 million (29.1%) of Liberty CalPeco's total accounts payable activity. Purchased power, along with employee expense reimbursements, employee benefits, fleet lease payments, fees and taxes, were not considered applicable in identifying or quantifying Liberty CalPeco's discretionary spend total.

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2018 Report</b>	<b>G.O. #156 Sec 9.1.8</b>
<b>Description of Efforts to Recruit WMDVLGBTBE Suppliers in Low Utilization Categories</b>		

Liberty CalPeco will continue efforts to increase opportunities in the categories of Professional Services, Legal, Finance and Information Technology. With the CPUC workshops and outreach events, Liberty CalPeco strives to reduce the gap in these categories within its Diversity Program.

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2018 Report</b>	<b>G.O. #156 Sec 9.1.9</b>
<b>Justification for continued existence of any "excluded category"</b>		

Liberty CalPeco continues to strive to achieve relationships across all categories.

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2018 Report</b>	<b>G.O. #156 Sec 9.1.11</b>
<b>WMDVLGBTBE Fuel Procurement</b>		

Purchased power annual costs were on the order of \$26.4 million, and volumes were roughly 678 million kWh for 2018 in the long-term agreement with NV Energy.

Liberty CalPeco's fuel procurement is presently in the form of a multi-year purchased power agreement with NV Energy. The company had undertaken an RFP process beginning in 2018 that considered potential energy procurement providers. Liberty CalPeco specifically asked its potential energy procurement providers to state whether they were a categorically diverse supplier.

While many of the considered procurement providers are not considered categorically diverse, at least one provider states that the company has numerous diversity and inclusion initiatives, detailed more specifically on a dedicated page on their website. Liberty CalPeco has factored in its decision making process the diversity initiatives of its potential energy procurement providers.

# 2019 Plan



<b>Liberty Utilities (CalPeco Electric) LLC</b> <b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2019 Plan</b>	<b>G.O. #156 Sec 10.1.1</b>
<b>WMDVLGBTBE Annual SHORT, MID, AND LONG-TERM Goals</b>		

At this present time, Liberty CalPeco does not have the spend or forecast in a form or format that is easily converted to SIC codes. Therefore, Liberty CalPeco does not have set goals by SIC classification and is not currently in a position to set them with the current data available. In absence of this data set, Liberty CalPeco proposes the following short, medium and long term goals:

Category	2018 Results	2018 Goals	2019 Goals	2020 Goals	2021 Goals	2022 Goals	2023 Goals
Minority Men	10.87%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
Minority Women	0.45%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Minority Business Enterprise (MBE)	11.32%	16.00%	16.00%	16.00%	16.00%	16.00%	16.00%
Women Business Enterprise (WBE)	7.65%	5.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Disabled Veteran Business (DVBE)	0.10%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
<b>TOTAL WMDVLGBTBE</b>	<b>19.07%</b>	<b>23.50%</b>	<b>24.50%</b>	<b>24.50%</b>	<b>24.50%</b>	<b>24.50%</b>	<b>24.50%</b>

% - PERCENTAGE OF NET PROCUREMENT



<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2019 Plan</b>	<b>G.O. #156 Sec 10.1.2</b>
<b>Description of WMDVLGBTBE Planned Program Activities for the Next Calendar Year</b>		

Program activities in 2019 for Liberty CalPeco will include more activities and outreach events. Liberty CalPeco will educate staff of new changes that arise within the Supplier Diversity Program, while continued efforts to execute program activities through outreach, internal meetings, executive engagement, goal setting, peer collaboration, external workshops and matchmaking events.

Lastly, Liberty CalPeco will implement a full-time Supplier Diversity Manager to the Liberty Utilities Team within its Water Utility operations. This position will create closer links with Liberty CalPeco to provide increased attention to G.O. 156 and the responsibilities that accompany its efforts and to further bolster Liberty Utilities' USDP goals.

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2019 Plan</b>	<b>G.O. #156 Sec10.1.3</b>
<b>Plans for Recruiting WMDVLGBTBE Suppliers in Low Utilization Areas</b>		

Liberty CalPeco has reviewed its need of attendance to activities to allow increased opportunities for diverse vendors in low utilization areas. Determining eligibility of current vendors that are not certified and exploring program growth through internal and external events.

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2019 Plan</b>	<b>G.O. #156 Sec 10.1.4</b>
<b>Plans for Recruiting WMDVLGBTBE Suppliers Where Unavailable</b>		

Liberty CalPeco will seek to find those vendors that are unaware of the opportunities that the Supplier Diversity Program can present.

Liberty CalPeco continues to actively engage with diverse vendors and CBOs to identify opportunities to create business relationships within these communities.

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2019 Plan</b>	<b>G.O. #156 Sec 10.1.5</b>
<b>Plans for Encouraging Prime Contractors to Subcontract WMDVLGBTBE Suppliers</b>		

Liberty CalPeco will continue to attend events for prime contractors to build relationships in order to support business growth and meet overall diversity goals.

<b>Liberty Utilities (CalPeco Electric) LLC</b>	<b>2019 Plan</b>	<b>G.O. #156 Sec 10.1.6</b>
<b>Plans for Complying with WMDVLGBTBE Guidelines</b>		

Liberty CalPeco will continue to comply with G.O. 156 and its guidelines and requirements, as well as continue to work with the Commission and its staff and the California Joint Utilities Group in pursuing new strategies to continually advance the Utility Supplier Diversity Program objectives. Liberty CalPeco will comply with all revisions of G.O. 156 and all other requirements of the CPUC.