



Utility Supplier Diversity Program

2021 Annual Report
and 2022 Plan



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G.O. #156		
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Message From Our President



At Liberty, our purpose is sustaining energy and water for life. We provide essential services as an active, engaged member of the communities we serve. Community engagement includes creating opportunities for businesses that represent and reflect the rich, diverse heritage and culture of California.



Our Utility Supplier Diversity Program (USDSP) is an integral part of Liberty’s commitment to community engagement. The USDSP is embedded in our procurement process that provides opportunities to diverse businesses to partner with Liberty.

For over 17 years, Liberty Utilities (Park Water) Corp. and Liberty Utilities (Apple Valley Ranchos Water) Corp. have participated in the USDSP and shared the program with other Liberty operations across the country, carrying the spirit of this initiative beyond our California borders.

Liberty Utilities (Park Water) Corp. operates three water systems in southeast Los Angeles County, serving the communities of Norwalk, Bellflower, Compton, and Lynwood, among others, and one water system in northeast Los Angeles County, serving the community of La Cañada Flintridge. Liberty Utilities (Apple Valley Ranchos Water) Corp. serves approximately 50 square miles in the towns of Apple Valley, Victorville, and Yermo.

As part of the USDSP, we continually develop business relationships with talented minority, women, disabled veteran and lesbian, gay, bisexual and transgender-owned diverse businesses.

In 2021, Liberty achieved 37.73% of spend with diverse businesses, equating to approximately \$10.1M of products and services amongst 43 diverse businesses, exceeding the CPUC goal of 21.5%.

We are committed to expanding and strengthening our relationships with our diverse suppliers and increasing our annual spend with diverse businesses.



Edward Jackson

Edward Jackson
President, Liberty, California

37.73%
Diverse
Business
Spend

**\$10.1
Million**
Diverse
Purchase

43
Diverse
Vendors

WMDVLGBTBE Program Activities During the Previous Calendar Year

Internal Program Activities

Liberty continued to drive education and process improvement to strengthen its Supplier Diversity Program in 2021.

The overall spend to diverse businesses increased by over \$1 million or just over 12% over 2020, despite an overall drop of spend by 25% in the previous year, with Liberty achieving 37.73% spend with diverse businesses in 2021.

The continued increase in diverse business spend was facilitated by matching qualified, capable suppliers with upcoming or increasing needs at Liberty as evidenced by the increase from 37 to 43 diverse businesses being utilized in 2021.

Liberty's workforce continued to work remotely during the ongoing COVID-19 pandemic, and increased use of video conferencing and communication led to improved collaboration. With continued changes in the team supporting Liberty, strong communication enabled the diversity program to continue to blossom and gather support internally from key stakeholders.

With diversity and inclusion being a core part of Liberty, the Liberty team responsible for supplier diversity held virtual education sessions to highlight the history, approach, successes, and future plans for continuing to promote and develop the Supplier Diversity Program. This continued internal education helped employees to understand the importance of the program to both Liberty and the communities it serves.

Although many activities have remained virtual, Liberty held a number of meet-and-greet sessions in 2021 with diverse businesses to assess their capabilities and fit for Liberty's needs. The ongoing support of the internal stakeholders from across the businesses has been critical to the success of these events and meetings.

In 2021, Liberty continued to demonstrate its internal commitment to its Supplier Diversity Program with the increase in spend and additional diverse businesses added to Liberty's supply base. Liberty will continue to develop and improve its Supplier Diversity program in 2022.

WMDVLGBTBE Program Activities During the Previous Calendar Year (cont.)

External Program Activities

Migrating from traditional in-person events to virtual meetings, exhibitions, and meet-and-greet sessions continued in 2021. The Liberty team supported a number of these events.

Liberty attended CPUC virtual expos during the year, meeting and talking with diverse suppliers who were then reviewed by business departments for meeting their needs. Some of these suppliers had individual meetings with the departments, or departments reviewed their qualifications, matched them against Liberty's needs, and included them in bid opportunities where applicable.

At the Annual Supplier Diversity En Banc held by the CPUC in October 2021, the Director of Supply Chain for Liberty – West Region represented Liberty on a panel with the CEOs of Southern California Gas Company, Southern California Edison, San Diego Gas & Electric Company, and the EVP/COO of Pacific Gas and Electric Company to discuss the challenges and opportunities faced by the utilities in the previous year. The invitation to participate on the panel recognized Liberty's continued upward trend with its Supplier Diversity Program during the COVID-19 pandemic the previous year.

The collaboration and teamwork with other utilities represented within the California Water Association continued to stretch and strengthen Liberty's outreach and technical support program.

In 2021, the events and support programs on the following page took place.

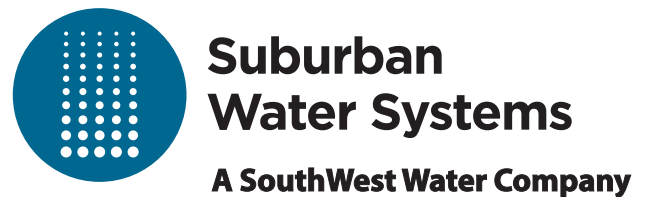


CWA Outreach, Cooperation, and Collaboration

One of the key successes over the years has been the coordination with the California Water Association (CWA) peers to provide an effective, robust, cost-efficient outreach and development program to reach potential diverse businesses and help them gain opportunities across seven of the California Class A water utilities.

Liberty joins with its peers from San Gabriel Water, Golden State Water, San Jose Water, Cal American Water, Suburban Water, and CalWater to develop, fund, and execute this program.

During 2021, the CWA members, including Liberty, set up, attended, and supported a range of Community Business Organization, CPUC, and CWA-produced events and training programs to provide technical assistance and outreach to the various diverse business communities.



2021 CWA Outreach Calendar

January	Hosted By
MBE Needs & Leads Social Hour	SCMSDC
Major Corporate Partner Meeting	NAMC
The Golden Pitch 2021	BuildOUT California
Still We Rise- Honoring Excellence in Business	WBEC
February	Hosted By
The Golden Pitch 2021	BuildOUT California
Construction Event	SCMSDC
March	Hosted By
Major Corporate Partner Meeting	NAMC
Joint Utilities Quarterly Meeting	JU
Salute to Black Women	BBA
April	Hosted By
B3 Conference + Expo. Business Matchmaking	SCMSDC
CPUC Spring Expo	CPUC
May	Hosted By
NMSDC Leadership Week	NMSDC
Major Corporate Partner Meeting	NAMC
CWA Spring Conference	CWA
The Chicago Re-Convening – Virtual - What Will We Make of the Future	NUDC
June	Hosted By
AICOC and CWA - Water Utilities and Primes Event	AICOC
Joint Utilities Quarterly Meeting	JU
CWA and SCMSDC: Doing Business with Water	SCMSDC
July	Hosted By
NMSDC Program Managers' Seminar	NMSDC
August	Hosted By
Utilities Vendor Showcase	WBEC WEST
Major Corporate Partner Meeting	NAMC
ABA LA Advisory Meeting	ABA
September	Hosted By
Meet the Primes	CWA
Joint Utilities Quarterly Meeting	JU
ABA Annual Award Banquet	ABA
October	Hosted By
LAGLCC Doing Business with CWA	LAGLCC
Major Corporate Partner Meeting	NAMC
GO 156 En Banc	CPUC
NMSDC Conference and Business Opportunity Exchange	NMSDC
CPUC Fall Expo	CPUC
November	Hosted By
Veterans in Business Conference	VIB
December	Hosted By
R.I.S.E. Accelerator	CWA
WBEC West Annual Conference	WBEC
Major Corporate Partner Meeting	NAMC
Joint Utilities Quarterly Meeting	JU
CWA Retreat	CWA

Community Based Organizations Supported by CWA USDP (Utility Supplier Diversity Program)

2021 Utility Supplier Diversity Programs
American Indian Chamber of Commerce (AICOC)
Asian Business Association (ABA)
Black Business Association (BBA)
Black Chamber Silicon Valley
Greater Los Angeles African American Chamber of Commerce
Water Education for Latino Leaders (WELL)
ELITE SDVOB Northern CA Chapter
Council for Supplier Diversity
CA PTAC
Golden Gate Business Association (GGBA)
ICSBD / Small Business Summit in San Jose
Los Angeles Gay & Lesbian Chamber of Commerce (LAGLCC)
National Association of Minority Contractors (NAMC)
National Utility Diversity Council (NUDC)
NCAIED: Reservation Economic Summit (RES)
Northern CA Asian CBO - California Asian Business Association
Rainbow Chamber Silicon Valley
SB-VBC Contract Lunch and Learn
Southern CA MSDC (SCMSDC)
US Veteran Business Alliance (USVBA/DVBA)
Veterans In Business Network (VIB Network)
WBEC Pacific
WBEC West
Western Region MSDC

			2021			
			Direct	Sub	Total \$	%
1	Minority Male	Asian Pacific American	\$311,780	\$0	\$311,780	1.16%
2		African American	\$0	\$0	\$0	0.00%
3		Hispanic American	\$2,962,934	\$0	\$2,962,934	11.00%
4		Native American	\$0	\$0	\$0	0.00%
5		Total Minority Male	\$3,274,714	\$0	\$3,274,714	12.15%
6	Minority Female	Asian Pacific American	\$47,527	\$0	\$47,527	0.18%
7		African American	\$94,717	\$0	\$94,717	0.35%
8		Hispanic American	\$195,530	\$0	\$195,530	0.73%
9		Native American	\$0	\$0	\$0	0.00%
10		Total Minority Female	\$337,774	\$0	\$337,774	1.25%
11	Total Minority Business Enterprise (MBE)		\$3,612,488	\$0	\$3,612,488	13.41%
12	Women Business Enterprise (WBE)		\$6,076,019	\$0	\$6,076,019	22.55%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$0	\$0	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		\$477,520	\$0	\$477,520	1.77%
15	Other 8(a)*		\$0	\$0	\$0	0.00%
16	TOTAL WMDVLGBTBE		\$10,166,026	\$0	\$10,166,026	37.73%
17	Net Procurement**		\$26,946,934			

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

9.1.2

2021				Products		Services		Total	
				\$	%	\$	%	\$	%
1	Minority Male	Asian Pacific American	Direct	\$0	0.00%	\$311,780	1.16%	\$311,780	1.16%
2		African American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
3		Hispanic American	Direct	\$31,435	0.12%	\$2,931,499	10.88%	\$2,962,934	11.00%
4		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
5		Total Minority Male	Direct	\$31,435	0.12%	\$3,243,279	12.04%	\$3,274,714	12.15%
6	Minority Female	Asian Pacific American	Direct	\$46,031	0.17%	\$1,496	0.01%	\$47,527	0.18%
7		African American	Direct	\$4,375	0.02%	\$90,342	0.34%	\$94,717	0.35%
8		Hispanic American	Direct	\$185,617	0.69%	\$9,913	0.04%	\$195,530	0.73%
9		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
10		Total Minority Female	Direct	\$236,023	0.88%	\$101,751	0.38%	\$337,774	1.25%
11	Total Minority Business Enterprise (MBE)		Direct	\$267,458	0.99%	\$3,345,030	12.41%	\$3,612,488	13.41%
12	Women Business Enterprise (WBE)		Direct	\$285,783	1.06%	\$5,790,236	21.49%	\$6,076,019	22.55%
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	\$0	0.00%	\$477,520	1.77%	\$477,520	1.77%
15	Other 8(a)*		Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
16	TOTAL WMDVLGBTBE		Direct	\$553,241	2.05%	\$9,612,785	35.67%	\$10,166,026	37.73%
17	Total Product Procurement			\$4,066,204					
18	Total Service Procurement			\$22,880,730					
19	Net Procurement**			\$26,946,934					
20	Total Number of WMDVLGBTBEs that Received Direct Spend			43					

DIRECT

\$26.9 Mil Net Procurement

\$553K
Total Diverse Product Procurement

\$9.6 Mil
Total Diverse Service Procurement

43 Total Number Diverse Direct Vendors

WMDVLGBTBE Subcontractor Procurement by Product and Service Categories

9.1.2

2021				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		0.00%	\$0	0.00%	\$0	0.00%
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	\$0	0.00%	\$0	0.00%	\$0	0.00%
17	Total Product Procurement			\$4,066,204					
18	Total Service Procurement			\$22,880,730					
19	Net Procurement**			\$26,946,934					

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 Procurement by Standard Industrial Categories

SIC Category	2021										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
	Asian Pacific American		African American		Hispanic American		Native American									
	Male	Female	Male	Female	Male	Female	Male	Female								
13. Oil & Gas Extraction	\$					\$26,600					\$26,600					\$26,600
	%	0.00%	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
16. Heavy Construction other than Building Construction Contractors	\$					\$389,863					\$389,863	\$5,696,721				\$6,086,585
	%	0.00%	0.00%	0.00%	0.00%	1.45%	0.00%	0.00%	0.00%	0.00%	1.45%	21.14%	0.00%	0.00%	0.00%	22.59%
17. Special Trade Contractors	\$					\$248,982	\$2,435				\$251,417	\$59,679				\$311,096
	%	0.00%	0.00%	0.00%	0.00%	0.92%	0.01%	0.00%	0.00%	0.00%	0.93%	0.22%	0.00%	0.00%	0.00%	1.15%
27. Printing & Publishing	\$					\$186,944					\$186,944			\$4,531		\$191,475
	%	0.00%	0.00%	0.00%	0.00%	0.69%	0.00%	0.00%	0.00%	0.00%	0.69%	0.00%	0.00%	0.02%	0.00%	0.71%
34. Fabricated Metal Products	\$			\$4,375			\$185,617				\$189,992					\$189,992
	%	0.00%	0.00%	0.02%	0.00%	0.00%	0.69%	0.00%	0.00%	0.00%	0.71%	0.00%	0.00%	0.00%	0.00%	0.71%
36. Electronic & Other Elec Equipment	\$					\$5,594	\$7,478				\$13,072					\$13,072
	%	0.00%	0.00%	0.00%	0.00%	0.02%	0.03%	0.00%	0.00%	0.00%	0.05%	0.00%	0.00%	0.00%	0.00%	0.05%
46. Pipelines, except Natural Gas	\$					\$8,383					\$8,383					\$8,383
	%	0.00%	0.00%	0.00%	0.00%	0.03%	0.00%	0.00%	0.00%	0.00%	0.03%	0.00%	0.00%	0.00%	0.00%	0.03%
47. Transportation Services	\$		\$46,031								\$46,031					\$46,031
	%	0.00%	0.17%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.17%	0.00%	0.00%	0.00%	0.00%	0.17%
50. Wholesale Durable Goods	\$										\$0	\$100,556				\$100,556
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.37%	0.00%	0.00%	0.00%	0.37%
55. Automotive Dealers & Serv Stns.	\$										\$0	\$184,976				\$184,976
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.69%	0.00%	0.00%	0.00%	0.69%
73. Business Services	\$	\$29,080	\$1,498		\$90,342	\$1,853,498					\$1,974,416	\$9,088				\$1,983,504
	%	0.11%	0.01%	0.00%	0.34%	6.88%	0.00%	0.00%	0.00%	0.00%	7.33%	0.03%	0.00%	0.00%	0.00%	7.36%
76. Miscellaneous Repair Services	\$	\$19,095									\$19,095					\$19,095
	%	0.07%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.07%	0.00%	0.00%	0.00%	0.00%	0.07%
81. Legal Services	\$	\$169,953									\$169,953					\$169,953
	%	0.63%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.63%	0.00%	0.00%	0.00%	0.00%	0.63%
87. Engineering & Management Services	\$	\$93,652				\$18,235					\$111,887	\$24,999	\$472,988			\$609,874
	%	0.35%	0.00%	0.00%	0.00%	0.07%	0.00%	0.00%	0.00%	0.00%	0.42%	0.09%	0.00%	1.76%	0.00%	2.26%
89. Miscellaneous Services	\$					\$224,835					\$224,835					\$224,835
	%	0.00%	0.00%	0.00%	0.00%	0.83%	0.00%	0.00%	0.00%	0.00%	0.83%	0.00%	0.00%	0.00%	0.00%	0.83%
TOTAL	\$	\$311,780	\$47,526.88	\$4,375.47	\$90,341.62	\$2,962,933.96	\$195,530.36	\$-	\$-	\$3,612,488	\$6,076,018.78	\$-	\$477,520	\$-	\$-	\$10,166,026
	%	1.16%	0.18%	0.02%	0.34%	11.00%	0.73%	0.00%	0.00%	13.41%	22.55%	0.00%	1.77%	0.00%	0.00%	37.73%

Total Product Procurement	\$4,066,204
Total Service Procurement	\$22,880,730
Net Procurement**	\$26,946,934

NOTE: *FIRMS WITH MULTI-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

Number of WMDVLGBTBE Suppliers and Revenue Reported to the Clearinghouse

9.1.2

Data on Number of Suppliers												
# WMDVLGBTBEs	Revenue Reported to CHS						Utility-Specific 2020 Summary					
	MBE	WBE	LGBTBE	DVBE	Other 8(a)**	Grand Total	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	11	5	0	0	0	16	28	9	0	3	0	40
Under \$5 million	8	2	0	0	0	10	1	2	0	0	0	3
Under \$10 million	4	1	0	0	0	5	0	0	0	0	0	0
Above \$10 million	6	3	0	0	0	9	0	0	0	0	0	0
TOTAL	29	11	0	3	0	40	29	11	0	3	0	43

* DVBE do not report their revenue to CHS

Revenue and Payment Data												
WMDVLGBTBE \$M	Revenue Reported to CHS						Utility-Specific 2020 Summary					
	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	\$ 3,080,266	\$ 2,909,486	\$ -	\$ -	\$ -	\$ 5,989,752	\$ 1,868,953	\$ 379,297	\$ -	\$ 477,520	\$ -	\$ 2,725,770
Under \$5 million	\$ 15,624,721	\$ 5,100,000	\$ -	\$ -	\$ -	\$ 20,724,721	\$ 1,743,535	\$ 5,696,721	\$ -	\$ -	\$ -	\$ 7,440,256
Under \$10 million	\$ 27,144,387	\$ 6,700,000	\$ -	\$ -	\$ -	\$ 33,844,387	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Above \$10 million	\$ 674,674,312	\$ 187,383,464	\$ -	\$ -	\$ -	\$ 862,057,776	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 720,523,686	\$ 202,092,950	\$ -	\$ -	\$ -	\$ 922,616,636	\$ 3,612,488	\$ 6,076,019	\$ -	\$ 477,520	\$ -	\$ 10,166,026

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

CHS: SUPPLIER CLEARINGHOUSE

No data on 3 DVBE Suppliers for their Revenue.



Number of WMDVLGBTBE Suppliers with CA Majority

9.1.2

Forty-one of the 43 Diverse Business Enterprises (DBE) utilized by Liberty are headquartered in California, accounting for \$10.16 million of Liberty's spend in 2021, which was just under 100% of Liberty's spend with diverse businesses.

The other two suppliers were based in Nevada and Texas, accounting for \$9,100 of spend.



WMDVLGBTBE Program Expenses

9.1.3

Expense Category	2021
Wages	\$59,141
Other Employee Expenses	\$1,048
Program Expenses	\$0
Reporting Expenses	\$3,769
Training	\$0
Consultants	\$10,098
Other (Clearinghouse)	\$1,620
TOTAL	\$75,676

Progress in Meeting or Exceeding Set Goals

9.1.4

Liberty achieved diverse business spend of 37.73% in 2021, increasing the spend with diverse suppliers by over \$1 million, despite overall spend dropping.

Liberty's progress in its diversity program is demonstrated with the increase in supplier pool from 37 in 2020 to 43 diverse businesses in 2021, combined with the long-term continuing relationships Liberty has built with qualified, effective and efficient diverse businesses who support Liberty's business areas.

In 2021, Liberty made progress and exceeded the goals for Women-Owned and Disabled Veteran-Owned businesses achieving 22.55% against a 5% goal and 1.77% against a 1.5% goal, respectively. Liberty was just short of the 15% Minority-Owned goal, achieving 13.41%.

With LGBT being formally added in 2022 as a goal, Liberty will find qualified LGBT+ suppliers and provide opportunities to win Liberty's business. In previous years, Liberty has successfully worked with some LGBT suppliers. However, in 2021, no spend was realized. This has been an area that has fluctuated over the past five years, and Liberty will seek ways to stabilize opportunities and support for LGBT suppliers to be competitive through feedback and assistance.

	2017	2018	2019	2020	2021
Total Procurement \$	\$ 29,805,164	\$ 33,539,984	\$ 34,580,097	\$ 35,783,773	\$ 26,946,934
% change		13%	3%	3%	-25%
Total WMDVLGBTBE \$	\$ 8,189,722	\$ 11,130,099	\$ 9,517,903	\$ 9,063,297	\$ 10,166,026
% Spend	27.48%	33.18%	27.52%	25.33%	37.73%
% Change		20.77%	-17.06%	-4.78%	12.17%

WMDVLGBTBE Results and Goals

9.1.4

Category	2021 Results	2021 Goals
Minority Men	12.15%	12.00%
Minority Women	1.25%	3.00%
Minority Business Enterprise (MBE)	13.41%	15.00%
Women Business Enterprise (WBE)	22.55%	5.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.00%	0.50%
Disabled Veteran Business (DVBE)	1.77%	1.50%
TOTAL WMDVLGBTBE	37.73%	22.00%

% - PERCENTAGE OF NET PROCUREMENT

Prime Contractors Utilization of WMDVLGBTBE Subcontractors

9.1.5

In 2021, Liberty recorded 0% of diverse business subcontracting. This is a minor setback after successfully realizing small improvements over the past two years. However, organizational alignment on this activity will get this back on track in 2022.

In 2022, Liberty will continue to educate prime contractors through communication and reinforcement in RFP and contract documentation and identify potential suppliers for Supplier Clearinghouse certification that may not have been certified in 2021.

Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors

9.1.5

	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 \$	\$3,274,714	\$337,774	\$3,612,488	\$6,076,019	\$0	\$477,520	\$0	\$10,166,026
Subcontracting \$	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total \$	\$3,274,714	\$337,774	\$3,612,488	\$6,076,019	\$0	\$477,520	\$0	\$10,166,026

Direct %	12.15%	1.25%	13.41%	22.55%	0.00%	1.77%	0.00%	37.73%
Subcontracting %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total %	12.15%	1.25%	13.41%	22.55%	0.00%	1.77%	0.00%	37.73%

Net Procurement**	\$26,946,934
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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

WMDVLGBTBE Complaints Received and Current Status

9.1.6

Liberty received no complaints in 2021.

Efforts to Recruit WMDVLGBTBE Suppliers in Low Utilization Areas

9.1.7

Liberty continues to improve its execution of its Supplier Diversity Program, making further progress in 2021 with achieving results of 22.55% in WBE and 1.77% in DVBE categories, with MBE just short of the set goal at 13.4%.

Liberty recognized it had more work to do and worked with peers through the Joint Utilities and California Water Association utilities to identify other potential suppliers.

Through collaboration with Liberty's internal stakeholders and the Supplier Diversity Program's continuous outreach efforts, Liberty continues to explore, engage, and build relationships with potential suppliers in these low utilization areas.

Liberty recognizes it still has work to do in identifying qualified suppliers from the sections of minority women, Native American, and LGBTQ diverse suppliers to be able to give them the opportunity to compete for Liberty's business.

Liberty has started outreach with LGBTQ organizations and looked at ways to utilize their constituents within Liberty's service territory. Thus far, formal meetings between these groups and relevant stakeholders at Liberty have not materialized, but this is a focal point for 2022.

2022 PLAN

WMDVLGBTBE Annual Short, Mid, and Long-Term Goals

10.1.1

Category	2021 Results	2021 Goals	2022 Goals	2023 Goals	2024 Goals	2025 Goals
Minority Men	12.15%	12.00%	12.00%	12.00%	12.00%	12.00%
Minority Women	1.25%	3.00%	3.00%	3.00%	3.00%	3.00%
Minority Business Enterprise (MBE)	13.41%	15.00%	15.00%	15.00%	15.00%	15.00%
Women Business Enterprise (WBE)	22.55%	5.00%	5.00%	5.00%	5.00%	5.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.00%	0.50%	0.50%	0.50%	0.50%	0.50%
Disabled Veteran Business (DVBE)	1.77%	1.50%	1.50%	1.50%	1.50%	1.50%
TOTAL WMDVLGBTBE	37.73%	22.00%	22.00%	22.00%	22.00%	22.00%

% - PERCENTAGE OF NET PROCUREMENT

WMDVLGBTBE Planned Program Activities for the Next Calendar Year

10.1.2

Internally, Liberty plans to leverage the procurement processes and approach that have been adopted by Liberty Utilities (CalPeco Electric) LLC and share those with the key stakeholders conducting bids for Liberty’s water operations in Southern California.

Improvements will be put in place for the following:

1. Contractual templates for requirement of Supplier Diversity support
2. Subcontract spend reporting template updates and incorporation into contracts
3. Subcontract spend tracking – add more structure and KPIs to track spend
4. RFP planning improvements
 - a. Earlier assessment and qualification of potential suppliers (including diverse businesses)
 - b. Reinforcement of Supplier Diversity goals and expected support through the RFP process
5. Improved data tracking of supplier diversity performance throughout the year

In addition, continued education of internal stakeholders will be put in place as follows:

1. “Brown Bag” events to provide an overview to all staff
2. Quarterly review with Liberty Management Team of the Supplier Diversity Program including
 - a. Current spend and trend status
 - b. Upcoming external events needing support
 - c. Major projects/opportunities to bid and commitment to provide opportunities to diverse suppliers

WMDVLGBTBE Planned Program Activities for the Next Calendar Year (cont.)

10.1.2

With changes in the organization at the end of 2021, it is likely that a “supplier diversity champion” approach will be implemented to recruit and encourage non-procurement stakeholders to engage and support the overall program through participation in events and active engagement with diverse businesses related to internal stakeholders’ need for external support.

Externally, Liberty will continue to support and drive activities:

1. Collaborate with the Joint Utilities and engage with peers on driving supplier diversity policy and support
2. Continue active participation and leadership within the California Water Association to leverage the reach and relationships available via that route
3. Continue to support the CPUC Supplier Expos and Annual En Banc
4. Participate in other relevant exhibitions, expos, and events where Liberty can engage with qualified diverse suppliers exists
5. Outreach to potential suppliers to discuss their capabilities with relevant internal business stakeholders
6. Improved liaison, communication and collaboration with Community Business Organizations (CBOs) and trade associations that provide access to qualified diverse businesses that meet Liberty’s needs

Plans for Recruiting WMDVLGBTBE Suppliers in Low Utilization Areas

10.1.3

As per the activities outlined in the previous section, Liberty will look to engage with CBOs and qualified diverse suppliers in the minority women, Native American and LGBT communities specifically, as well as continue to work to improve results in the other areas.

Once potential qualified suppliers from those areas have been identified, Liberty will engage them for RFPs when suitable bids arise to provide the diverse suppliers with opportunities to win Liberty’s business.

Plans for Recruiting WMDVLGBTBE Suppliers Where Unavailable

10.1.4

Liberty will continue to evaluate diverse suppliers or opportunities to help suppliers get certified where possible in those areas where Liberty currently struggles or sees challenges to recruiting qualified diverse suppliers.

Liberty will continually communicate with new suppliers to see if opportunities for certification are possible. Liberty will encourage prime contractors to improve support of the subcontractor program in 2022.

Plans for Encouraging Prime Contractors to Subcontract WMDVLGBTBE

10.1.5

Liberty will build upon the platform established in previous years after 2021's setback and will reinforce the messaging and requirements of Liberty's prime contractor suppliers to engage with potential diverse businesses as subcontractors for work packages/RFPs issued to them.

Continued discussions and meeting with prime contractors as well as increased formalization of Liberty's requirements in the RFP and contracting process will help drive improvement in this area. The following three activities will underpin this approach:

1. Contractual templates for requirement of Supplier Diversity support
2. Subcontract spend reporting template updates and incorporation into contracts
3. Subcontract spend tracking – add more structure and KPIs to the internal buyers to track spend

Plans for Complying with WMDVLGBTBE Program Guidelines

10.1.6

Liberty continues to successfully exceed the CPUC goal of 21.5% and has done so over many years. In 2022, Liberty will focus on how to better develop the program and increase the opportunities provided to the diverse supplier community through improved utilization of outreach opportunities, especially with the Joint Utilities and California Water Association, but also with adoption of appropriate procurement processes and approaches that are in place within other parts of the business.

In 2022, Liberty will continue to review its approach to both its internal education and external outreach program in order to identify ways to take the Supplier Diversity Program to the next level. Liberty anticipates that this next step in the evolution of Liberty's Supplier Diversity Program will provide improved opportunities for diverse suppliers to engage with Liberty and win work that is being bid out.

Liberty will continue to strive to meet and exceed the CPUC goals as defined in General Order 156.

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LibertyTM

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