



**UTILITY SUPPLIER DIVERSITY PROGRAM
2018 ANNUAL REPORT AND
2019 PLAN**



Liberty Utilities	2018 Report	G.O. #156
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Message From Our President

At 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.

For 15 years, we have participated in the USDP with our two Southern California regulated utilities, Liberty Utilities (Park Water) Corp. and Liberty Utilities (Apple Valley Ranchos Water) Corp. The former operates three water systems in southeast Los Angeles County, serving the communities of Norwalk, Bellflower, Compton, and Lynwood, among others. The latter serves about 50 square miles in Apple Valley, Victorville, and Yermo.

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 achieved success with our diversity efforts in 2018. I am proud to report that, last year, we achieved 33.18 percent spend with diverse businesses, exceeding the Commission's target of 21.5 percent. We purchased about \$11.1 million in products and services from diverse businesses, and we increased the number of diverse vendors with whom we do business to 41.

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 in which we serve.

A handwritten signature in blue ink, appearing to read 'Greg Sorensen', written in a cursive style.

Greg Sorensen
President, Liberty Utilities California

Description of WMDVLGBTBE Program Activities During the Previous Calendar Year

Internal Program Activities

The value and growth of supplier diversity within Liberty Utilities 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 Utilities' acquisition of Park Water Company and Apple Valley Ranchos Water Company came with a learning curve with respect to supplier diversity. Liberty Utilities has embraced General Order 156 and supplier diversity.

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

External Program Activities

Sponsorship

Liberty Utilities, along with the California Water Association (CWA) and partner class A water utilities, continues to collaborate to provide opportunities for prime contractors and sub-contractors not only to build relationships that support the Utility Supplier Diversity Program but also learn the value of second-tier spending in reaching program goals.

✚ CWA Member utilities sponsor the Veterans in Business Conference.



✚ California Water Association Meet the Primes

In 2018, CWA continued hosting its signature Meet the Primes event, a forum for prime contractors and diverse suppliers to connect.

Meet the Primes, Southern CA: Torrance | April 2018



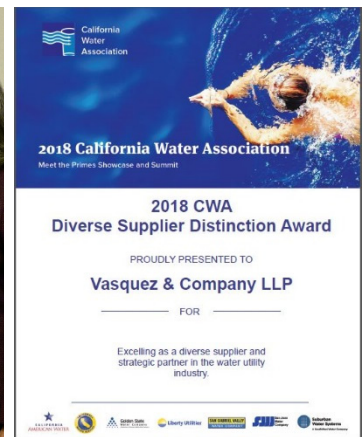
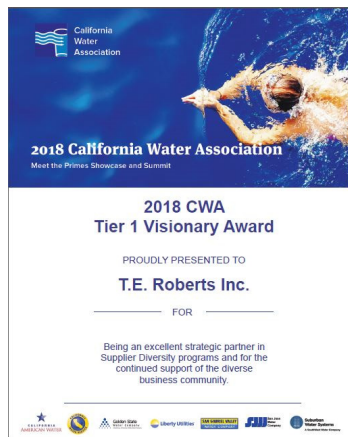
CWA Meet the Primes, Southern CA



The program was designed to provide diverse suppliers insider views to doing business with CWA members, followed by 15 minutes of Q&A facilitated by keynote speaker, Pamela Isom.



The event featured a vendor showcase allotting diverse suppliers two minutes to present their companies' capabilities to an audience of CWA representatives and prime suppliers. The representatives were then able to request follow-up meetings during the afternoon session.



CWA Representatives Honor T.E. Roberts, Inc. and Vasquez & Company LLP



CWA Meet the Primes, Northern CA

Our second Meet the Primes session was hosted at the Campbell Community Center in Northern California.

In contrast to our previous event, CWA Prime Contractors had operations expanding from the San Joaquin Valley to the Northern Sacramento Valley.

The program included opening comments by Cal Water's Chief Procurement & Lead Continuous Improvement Officer, as well as a presentation by San Jose Water's Assistant Chief Engineer in Construction. West Valley Construction, a prime contractor, discussed upcoming projects in its service territory.

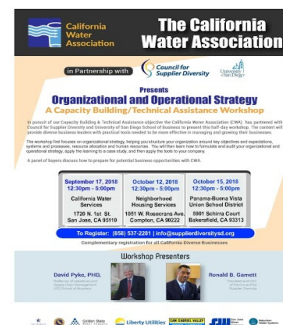


CWA Representatives Honor Garney Construction

During lunch, Garney Construction, a California American Water Prime Contractor, was honored by CWA for its project performance and subcontractor expenditures while completing a Monterey Pipeline Project.

Finally, in closing the event, subcontractors had the opportunity to present their organizations through a two-minute quick pitch.

Capacity-Building and Technical Assistance (CB&TA): Workshop Series



David Pyke Ph.D., Professor of Operations/Supply Chain Management, University of San Diego School of Business and Ronald B. Garnett, President, and CEO of the Council for Supplier Diversity

We manage our CB&TA program under the umbrella of the CWA, as this is an effective method for outreaching diverse suppliers.

Following our successful partnership with the Minority Business Development Agency, in 2018, we conducted a Request for Proposal (RFP) with nine community-based organizations for an opportunity to showcase their expertise in doing such programs.

Through a structured evaluation process, we selected the Council for Supplier Diversity and the University of San Diego (USD) School of Business. Their joint proposal outlined an innovative approach through a series of workshops on organization and operational strategy.

Our kickoff session took place in San Diego in May with about 20 participants. Following the workshop, we held a panel discussion on strategies for success.

In September, we hosted the second session at Cal Water's San Jose Campus. With more than 15 RSVPs, this installment allowed for Bay Area-diverse suppliers to learn about

operational strategy. The discussion centered on topics including defining operations strategy, mission, operations objectives, and tactics.

A question-and-answer session on the Water Association, diversity certifications, certifying entities and typical water-utility projects followed the workshop.

We held our third session in October at the City Club in Downtown Los Angeles. Also, as in previous workshops, diverse suppliers had an opportunity to review their organizational and operational strategy.

A highlight of the session was when, in a group setting, suppliers defined and ranked their priorities based on cost, quality, delivery, and flexibility, and discussed what is essential to success in the industry.





For our fourth and final session, we partnered with the Small Business Development Center at El Camino College Business Training Center in Hawthorne. Following our previous model, we discussed organizational strategy topics, such as supporting systems and process, proper alignment of resources, and assessing human resource capability.

This fourth workshop marked the culmination of a year-long, statewide effort in providing tools for small and diverse suppliers to become more competitive in the marketplace.



At the WBEC- West Annual Conference, Liberty Utilities was fortunate, along with San Gabriel Valley Water and California American Water, to be nominated for “Corporation of the Year”.

Liberty Utilities 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

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WMDVLGBTBE Annual Results by Ethnicity						
			2018			
			Direct	Sub	Total \$	%
1	Minority Male	Asian Pacific American	\$256,083	\$0	\$0	0.76%
2		African American	\$0	\$0	\$0	0.00%
3		Hispanic American	\$3,072,165	\$0	\$0	9.16%
4		Native American	\$0	\$0	\$0	0.00%
5		Total Minority Male	\$3,328,248	\$0	\$0	9.92%
6	Minority Female	Asian Pacific American	\$0	\$0	\$0	0.00%
7		African American	\$7,812	\$0	\$0	0.02%
8		Hispanic American	\$52,552	\$0	\$0	0.16%
9		Native American	\$0	\$0	\$0	0.00%
10		Total Minority Female	\$60,365	\$0	\$0	0.18%
11	Total Minority Business Enterprise (MBE)		\$3,388,613	\$0	\$0	10.10%
12	Women Business Enterprise (WBE)		\$7,737,022	\$0	\$0	23.07%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$0	\$0	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		\$4,455	\$0	\$0	0.01%
15	Other 8(a)*		\$0	\$0	\$0	0.00%
16	TOTAL WMDVLGBTBE		\$11,130,090	\$0	\$0	33.18%
17	Net Procurement**		\$33,539,984			

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

				Products		Services		Total	
				\$	%	\$	%	\$	%
1	Minority Male	Asian Pacific American	Direct	\$46,567	1.25%	\$209,517	0.70%	\$256,083	0.76%
2		African American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
3		Hispanic American	Direct	\$4,819	0.13%	\$3,067,346	10.29%	\$3,072,165	9.16%
4		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
5		Total Minority Male	Direct	\$51,385	1.37%	\$3,276,863	11.00%	\$3,328,248	9.92%
6	Minority Female	Asian Pacific American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
7		African American	Direct	\$7,812	0.21%	\$0	0.00%	\$7,812	0.02%
8		Hispanic American	Direct	\$680	0.02%	\$51,872	0.17%	\$52,552	0.16%
9		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
10		Total Minority Female	Direct	\$8,492	0.23%	\$51,872	0.17%	\$60,365	0.18%
11	Total Minority Business Enterprise (MBE)		Direct	\$59,878	1.60%	\$3,328,735	11.17%	\$3,388,613	10.10%
12	Women Business Enterprise (WBE)		Direct	\$2,010,370	53.78%	\$5,726,652	19.22%	\$7,737,022	23.07%
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%	\$4,455	0.01%	\$4,455	0.01%
15	Other 8(a)*		Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
16	TOTAL WMDVLGBTBE		Direct	\$2,070,248	55.38%	\$9,059,842	30.40%	\$11,130,090	33.18%
17	Total Product Procurement			\$3,738,471					
18	Total Service Procurement			\$29,801,513					
19	Net Procurement**			\$33,539,984					
20	Total Number of WMDVLGBTBEs that Received Direct Spend			34					

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 Subcontractor Procurement by Product and Service Categories

				Products		Services		Total	
				\$	%	\$	%	\$	%
Minority Male	Asian Pacific American		Sub	\$0	0.00%	\$3,472	0.01%	\$3,472	0.01%
	African American		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Hispanic American		Sub	\$0	0.00%	\$3,360	0.01%	\$3,360	0.01%
	Native American		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Total Minority Male		Sub	\$0	0.00%	\$6,832	0.02%	\$6,832	0.02%
Minority Female	Asian Pacific American		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
	African American		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Hispanic American		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Native American		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Total Minority Female		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
Total Minority Business Enterprise (MBE)			Sub	\$0	0.00%	\$6,832	0.02%	\$6,832	0.02%
Women Business Enterprise (WBE)			Sub	\$0	0.00%	\$5,767	0.02%	\$5,767	0.02%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)			Sub	\$0	\$0	\$0	0.00%	\$0	0.00%
Disabled Veteran Business Enterprise (DVBE)			Sub	\$0	\$0	\$0	0.00%	\$0	0.00%
Other 8(a)*			Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
TOTAL WMDVLGBTBE			Sub	\$0	0.00%	\$12,599	0.04%	\$12,599	0.04%
Total Product Procurement		\$3,738,471							
Total Service Procurement		\$29,801,513							
Net Procurement**		\$33,539,984							
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									

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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	Total Dollars
	Male	Female	Male	Female	Male	Female	Male	Female							
15. General Bldg. Contractors	\$ 0	0	0	0	0	2,690	0	0	2,690	0	0	0		2690	661,603
	% 0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.00%	0.0%	0.00%	
16. Heavy Construction	\$ 0	0	0	0	2,079,686	0	0	0	2,079,686	5,631,851	0	0	0	7,711,536	13,010,745
	% 0.0%	0.0%	0.0%	0.0%	15.98%	0.0%	0.0%	0.0%	15.98%	43.29%	0.0%	0.0%	0.0%	59.27%	
17.Special Trade Contractors	\$ 0	0	0	1,800	401,036	680	0	0	403,516	0	0	0	0	403,516	809,809
	% 0.0%	0.0%	0.0%	0.0%	49.52%	0.08%	0.0%	0.0%	49.61%	0.0%	0.0%	0.0%	0.0%	49.61%	
23. Apparel & Other Textile Products	\$ 0	0	0	0	0	0	0	0	0	18,227	0	0	0	18,227	18,227
	% 0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.00%	0.0%	0.0%	0.0%	100.00%	
26. Paper & Allied Products	\$ 0	0	0	0	0	0	0	0	0	\$1,495	0	0	0	1,495	1,495
	% 0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.00%	0.0%	0.0%	0.0%	100.00%	
27.Printing & Publishing	\$ 0	0	0	0	61,671	0	0	0	61,671	14,160	0	0	0	75,832	76,002
	% 0.0%	0.0%	0.0%	0.0%	81.14%	0.0%	0.0%	0.0%	81.14%	18.63%	0.0%	0.0%	0.0%	99.78%	
28.Chemical & Allied Products	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,742
	% 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 & Miscellaneous Plastic Products	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	10,383
	% 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	\$ 0	0	0	6012	0	0	0	0	6,012	0	0	0	0	6,012	44,786
	% 0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.00%	0.0%	0.0%	0.0%	13.4%	
35.Industrial Machinery & Equipment	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	50,762
	% 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%	
36.Electronic & Other Electric Equipment	\$ 0	0	0	0	56,608	0	0	0	56,608	0	0	0	0	56,608	90,017
	% 0.0%	0.0%	0.0%	0.0%	62.89%	0.0%	0.0%	0.0%	62.9%	0.0%	0.0%	0.0%	0.0%	62.9%	
37.Toyota Scion of Hollywood	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	138,594
	% 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%	
38. Instruments & Related Products	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	83,426
	% 0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.00%	0.0%	0.0%	0.0%	
39. Miscellaneous Manufacturing Industries	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	13,067
	% 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	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	11,068
	% 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%	
48. Communications	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	175,297
	% 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%	
49.Electric, Gas, & Sanitary Services	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,725
	% 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%	
50.Wholesale trade - Durable Goods	\$ 0	0	0	0	0	0	0	0	0	1,855,686	0	0	0	1,855,686	2,642,620
	% 0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	70.22%	0.0%	0.0%	0.0%	70.2%	
51.Wholesale trade - Nondurable Goods	\$ 0	0	0	0	0	0	0	0	0	0	0	0	0	0	20,192
	% 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%	

Total Product Procurement	\$2,378,132
Total Service Procurement	\$27,427,032
Net Procurement***	\$29,805,164

NOTE: *FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON -WMDVLGBTBE
**NET PROCUREMENT INCLUDES PURCHASE ORDERS, NO-PURCHASE ORDERS, AND CREDIT CARD DOLLARS
Direct - DIRECT PROCUREMENT
Sub - SUBCONTRACTOR PROCUREMENT
% - PERCENTAGE OF NET PROCUREMENT

WMDVLGBTBE Procurement by Standard Industrial Classification Categories (Cont.)

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	Total Dollars
		Male	Female	Male	Female	Male	Female	Male	Female							
52. Building Materials & Gardening Supplies	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	37,207
	%	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%	
53. General Merchandise Stores	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	35,479
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.00%	0.0%	0.0%	0.0%	0.00%	
54. Food Stores	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20,241
	%	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%	
55. Automotive Dealers & Service Stations	\$	0	0	0	0	0	0	0	0	0	136,329	0	0	0	136,329	249,169
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	54.7%	0.0%	0.0%	0.0%	54.7%	
56. Apparel & Accessory Stores	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	11,564
	%	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%	
58. Eating & Drinking Places	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-314
	%	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%	
59. Miscellaneous Retail	\$	46,567	0	0	0	0	0	0	0	46,567	0	0	0	0	46,567	246,898
	%	18.86%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	18.86%	0.0%	0.0%	0.0%	0.0%	18.9%	
60. Depository Institutions	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	436,459
	%	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%	
61. Nondepository Institutions	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	49,540
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.00%	0.0%	0.0%	0.0%	0.00%	
62. Security & Commodity Brokers	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,261,000
	%	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%	
63. Insurance Carriers	\$	0	0	0	0	0	0	0	0	0	14,175	0	0	0	14,175	1,776,274
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%	0.8%	
65. Real Estate	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,410,113
	%	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%	
70. Hotels & Other Lodging Places	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15,531
	%	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%	
72. Personal Services	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	800
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%	0.00%	0.0%	0.0%	0.0%	0.00%	
73. Business Services	\$	33,337	0	0	0	465,744	49,182	0	0	548,263	44,630	0	0	0	592,894	6,878,335
	%	0.5%	0.0%	0.0%	0.0%	6.77%	0.72%	0.0%	0.0%	7.97%	0.6%	0.0%	0.0%	0.0%	8.62%	
75. Auto Repair, Services, & Parking	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	94,596
	%	0	0.00%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.00%	
76. Miscellaneous Repair Services	\$	12,577	0	0	0	0	0	0	0	12,577	0	0	0	0	12,577	88,973
	%	14.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.14%	0.0%	0.0%	0.0%	0.0%	14.14%	
79. Amusement & Recreation Services	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,557
	%	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%	
80. Health Services	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,880
	%	0.00%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.00%	0.0%	0.0%	0.0%	0.0%	0.00%	
81. Legal Services	\$	163,602	0	0	0	0	0	0	0	163,602	0	0	0	0	163,602	2,082,620
	%	7.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.86%	0.0%	0.0%	0.0%	0.0%	7.86%	
82. Educational Services	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	61,373
	%	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%	
83. Social Services	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,606
	%	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%	
86. Membership Organizations	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7,937
	%	0.0%	0.0%	0.0%	0.0%	0.00%	0.0%	0.0%	0.0%	0.00%	0.00%	0.0%	0.0%	0.0%	0.00%	
87. Engineering & Management Services	\$	0	0	0	0	7,420	0	0	0	7,420	20,469	0	0	0	27,889	879,928
	%	0.0%	0.0%	0.0%	0.0%	0.84%	0.0%	0.0%	0.0%	0.84%	2.33%	0.0%	0.0%	0.0%	3.17%	
92. Justice, Public Order, & Safety	\$	0	0	0	0	0	0	0	0	0	0	0	4,455	0	4,455	4,655
	%	0.0%	0.0%	0.0%	0.0%	0.00%	0.0%	0.0%	0.0%	0.00%	0.00%	0.0%	95.70%	0.0%	95.70%	
Total	\$	256,083	0	\$0	\$7,812	3,072,165	52,552	0	0	3,388,613	7,737,022	0	4,455	0	11,130,090	33,539,984
	%	0.76%	0.00%	0.00%	0.02%	9.16%	0.16%	0.00%	0.00%	10.10%	23.07%	0.00%	0.01%	0.00%	33.18%	

Liberty Utilities	2018 Report	G.O. #156 Sec. 9.1.2 (D.11-05-019 & D.06-11-028)
Number of WMDVLGBTBE Suppliers and Revenue Report to the Clearinghouse		

Data on Number of Suppliers												
Revenue (Range) Reported to CHS							Utility-Specific 2018 Summary					
# WMDVLGBTBEs	MBE	WBE	LGBTGBE	DVBE	Other 8(a)*	Grand Total	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million or Unknown	8	4		1		13	19	10		1		30
Under \$5 million	4	5				9	1	3				4
Under \$10 million	5	2				7						0
Above \$10 million	3	2				5						0
TOTAL	20	13	0	1	0	34	20	13	0	1	0	34

NOTE: * FIRMS
CLASSIFIED AS 8(a) OF

Revenue and Payment Data												
(Average) Revenue Reported to CHS							Utility-Specific 2018 Summary					
# WMDVLGBTBEs	MBE	WBE	LGBTGBE	DVBE	Other 8(a)*	Grand Total	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million or Unknown	2,323,971.00	1,756,995.00				\$ 4,080,966.00	254,300.65	53,962.99		4,455.00		312,718.64
Under \$5 million	11,643,957.00	13,155,079.00				\$ 24,799,036.00	658,335.40	4,053,387.66				4,711,723.06
Under \$10 million	37,288,945.00					\$ 37,288,945.00	302,760.01	3,494,354.01				3,797,114.02
Above \$10 million	2,044,054,045.00	206,500,000.00				\$2,250,554,045.00	2,172,110.10	136,423.75				2,308,533.85
TOTAL	\$2,095,310,918.00	\$ 221,412,074.00	\$ -	\$ -	\$ -	\$2,316,722,992.00	\$ 3,387,506.16	\$ 7,738,128.41	\$ -	\$ 4,455.00	\$ -	\$ 11,130,089.57

SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE
CHS: SUPPLIER CLEARINGHOUSE

Liberty Utilities	2018 Report	G.O. #156 Sec 9.1.2
Description of Number of WMDVLGBTBE Suppliers with CA Majority		

Thirty-three of our 34 paid diverse vendors are headquartered in California, capturing a total spend of \$11 million.

Liberty Utilities	2018 Report	G.O. #156 Sec 9.1.3
WMDVLGBTBE Program Expenses		

Expense Category	2018
Wages	\$33,606
Other Employee Expenses	\$19,801
Program Expenses	\$14,581
Reporting Expenses	\$0
Training	\$0
Consultants	2091\$0
Other	\$0
TOTAL	\$70,079

Liberty Utilities	2018 Report	G.O. #156 Sec 9.1.4
Description of Progress in Meeting or Exceeding Set Goals		

Liberty Utilities was able to excel past the G.O.156 goal of 21.5% in 2018. Our net procurement in 2017 was \$29 million, whereas, in 2018, net procurement increased to \$33.5 million.

As detailed in the 2017 Annual Report, review of our spending policies and practices has paid off, raising Liberty Utilities' spend percentage to 33.1%, while also increasing our vendor pool by three new vendors.

Liberty Utilities	2018 Report	G.O. #156 Sec 9.1.4
WMDVLGBTBE Results and Goals		

Category	2018 Year Results	2019 Year Goals
Minority Men	12.00%	12.00%
Minority Women	3.00%	3.00%
Minority Business Enterprises (MBE)	15.00%	15.00%
Women Business Enterprises (WBE)	10.00%	10.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprisesd (LGBTBE)	1.00%	1.00%
Disabled Veteran Business Enterprises (DVBE)	1.50%	1.50%
Total WMDVLGBTBE	21.50%	21.50%

% PERCENTAGE OF NET PROCUREMENT

Liberty Utilities	2018 Report	G.O. #156 Sec 9.1.5
Description of Prime Contractors Utilization of WMDVLGBTBE Subcontractors		

Our procurement documents and potential vendor packages reflect Liberty Utilities' commitment to the utilization of women, minority, disabled veteran, lesbian, gay, bisexual and transgender business enterprises.

We continue to encourage our prime contractors to unbundle contracts to diverse subcontractors and take positive roles in support of our diversity program.

We continue to educate non-diverse contractors, so they become familiar with second-tier tracking and meet potential diversity suppliers during the CWA's "Meet the Primes" events, conducted by the seven California Class A water utilities in both Southern and Northern California.

Liberty Utilities	2018 Report	G.O. #156 Sec 9.1.5
Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors		

PSOMAS Engineering Consultants continue to do well being a partner in our 2nd tier Diversity spend. This is their third year partnering with Liberty Utilities.

PSOMAS was able to increase the use of WMDVLGBTBE within Liberty Utilities' engineering projects.

Liberty Utilities	2018 Report	G.O. #156 Sec 9.1.6
A List of WMDVLGBTBE Complaints Received and Current Status		

Liberty Utilities received no complaints, and none were filed in 2018 relative to its USDP.

Liberty Utilities	2018 Report	G.O. #156 Sec 9.1.7
Description of Efforts to Recruit WMDVLGBTBE Suppliers in Low Utilization Categories		

In 2018, our efforts to recruit suppliers in low utilized categories were minor but positive. We were successful in adding three new vendors to our vendor pool to expand the underutilized categories.

Liberty Park Water and Liberty Apple Valley will continue efforts to increase opportunities in the categories of Professional Services, Legal, Finance and Information Technology.

Together with the CPUC Workshops and outreach events, Liberty Utilities strives to reduce the gap in these categories within our Diversity Program.



Liberty Utilities	2018 Report	G.O. #156 Sec 10.1.1
WMDVLGBTBE Annual SHORT, MID, LONG-TERM Goals		

Service	Short-Term 2019					Mid-Term 2020					Long-Term 2021				
	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	WMDVLGBTBE	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	WMDVLGBTBE	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	WMDVLGBTBE
15. General Bldg. Contractors	0.00%	0.00%	0.00%	0.96%	0.96%	0.00%	0.00%	0.00%	0.96%	0.96%	0.00%	0.00%	0.00%	0.96%	0.96%
16. Heavy Construction, Except Building	5.34%	12.01%	0.67%	0.00%	18.02%	5.34%	12.01%	0.67%	0.00%	18.02%	5.34%	12.01%	0.67%	0.00%	18.02%
17. Special Trade Contractors	1.21%	0.00%	0.00%	0.00%	1.21%	1.21%	0.00%	0.00%	0.00%	1.21%	1.21%	0.00%	0.00%	0.00%	1.21%
63. Insurance Carriers	0.00%	0.04%	0.00%	0.00%	0.04%	0.00%	0.04%	0.00%	0.00%	0.04%	0.00%	0.04%	0.00%	0.00%	0.04%
73. Business Services	0.90%	0.31%	0.00%	0.00%	1.21%	0.90%	0.31%	0.00%	0.00%	1.21%	0.90%	0.31%	0.00%	0.00%	1.21%
76 .Miscellaneous Repair Services	0.01%	0.00%	0.00%	0.00%	0.01%	0.01%	0.00%	0.00%	0.00%	0.01%	0.01%	0.00%	0.01%	0.00%	0.01%
81. Legal Services	0.17%	0.00%	0.00%	0.00%	0.17%	0.17%	0.00%	0.00%	0.00%	0.17%	0.17%	0.00%	0.00%	0.00%	0.17%
87. Engineering and Management Services	0.18%	0.13%	0.00%	0.00%	0.32%	0.18%	0.13%	0.00%	0.00%	0.32%	0.18%	0.13%	0.00%	0.00%	0.32%
Subtotal	7.81%	12.50%	0.67%	0.96%	21.93%	7.81%	12.50%	0.67%	0.96%	21.93%	7.81%	12.50%	0.67%	0.96%	21.93%

Product	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	WMDVLGBTBE	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	WMDVLGBTBE	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	WMDVLGBTBE
	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	WMDVLGBTBE	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	WMDVLGBTBE	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	WMDVLGBTBE
27. Printing and Publishing	0.16%	0.00%	0.00%	0.00%	0.16%	0.16%	0.00%	0.00%	0.00%	0.16%	0.16%	0.00%	0.00%	0.00%	0.16%
35. Industrial Machinery and Equipment	0.00%	0.02%	0.00%	0.00%	0.02%	0.00%	0.02%	0.00%	0.00%	0.02%	0.00%	0.02%	0.00%	0.00%	0.02%
36. Electronic and Other Electric Equipment	0.36%	0.00%	0.00%	0.00%	0.36%	0.36%	0.00%	0.00%	0.00%	0.36%	0.36%	0.00%	0.00%	0.00%	0.36%
46. Pipelines, Except Natural Gas	0.02%	0.00%	0.00%	0.00%	0.02%	0.02%	0.00%	0.00%	0.00%	0.02%	0.02%	0.00%	0.00%	0.00%	0.02%
50. Wholesale Trade—Durable Goods	0.53%	3.93%	0.00%	0.00%	4.46%	0.53%	3.93%	0.00%	0.00%	4.46%	0.53%	3.93%	0.00%	0.00%	4.46%
55. Automotive Dealers and Service Stations	0.00%	0.36%	0.00%	0.00%	0.36%	0.00%	0.36%	0.00%	0.00%	0.36%	0.00%	0.36%	0.00%	0.00%	0.36%
Subtotal	1.07%	4.30%	0.00%	0.00%	5.38%	1.07%	4.30 %	0.00%	0.00%	5.38%	1.07%	4.30%	0.00%	0.00%	5.38%

Liberty Utilities	2018 Report	G.O. #156 Sec 10.1.2
Description of WMDVLGBTBE Planned Program Activities for the Next Calendar Year		

In 2019, Liberty Utilities will have to rely on an assortment of the same events for 2019. However, we plan to extend our outreach to the other utilities to help expand our program activities.

Liberty Utilities will align with our affiliate Liberty Utilities (CalPeco Electric) LLC to further build our program. Working together, we will expand our footprint in both the water and electric sector. Through alignment of best practices, building employee participation, and streamlining purchasing practices, Liberty Utilities will better utilize WMDVLGBT businesses throughout California, having a combined economic impact for underutilized businesses.

Liberty Utilities	2018 Report	G.O. #156 Sec 10.1.3
Plans for Recruiting WMDVLGBTBE Suppliers in Low Utilization Areas		

Liberty Utilities will continue its participation in outreach events, CWA workshops, Meet the Primes events, and CPUC workshops. Liberty Utilities will work with Liberty Utilities (CalPeco Electric) LLC to standardize our policies and practices to ensure quality results for supplier diversity in low utilized areas.

Liberty Utilities	2018 Report	G.O. #156 Sec 10.1.4
Plans for Recruiting WMDVLGBTBE Suppliers Where Unavailable		

Liberty Utilities continues to expand and extend our reach to the product and service providers within our service areas and to educate them on available diverse opportunities. Liberty Utilities will continue to reach out to our CBOs to assist and identify vendors that can benefit from the program. Liberty Utilities continues to visit with our community businesses to identify growing opportunities.

Liberty Utilities	2018 Report	G.O. #156 Sec 10.1.5
Plans for Encouraging Prime Contractors to Subcontract WMDVLGBTBE		

Liberty Utilities plans to review current practices to establish a more substantial way to improve prime contractors' engagement with our objectives and goals for supplier diversity.

Liberty Utilities	2018 Report	G.O. #156 Sec 10.1.6
Plans for Complying with WMDVLGBTBE Program Guidelines		

Liberty Utilities continues to engage our executive and management team to support our diversity program strategies and goals. Additionally, we actively seeking to engage with our internal team. In 2019, Liberty Utilities will aggressively target underutilized category goals.

Support of external stakeholders will remain a key program element. As Liberty Utilities looks to provide the best products and services to our customers at the best possible cost, we continue to show that our efforts move in a positive direction.

Lastly, Liberty Utilities will implement a full time Supplier Diversity Manager to the Liberty Utilities Team. This position will facilitate the Supplier Diversity role to dedicate attention to G.O.156 and the responsibilities that accompany its efforts and to further interpret Liberty Utilities' USDP goals.

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