

UTILITY SUPPLIER DIVERSITY PROGRAM

2019 ANNUAL REPORT AND 2020 PLAN



**Liberty
CalPeco**

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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 (USDSP) is one that we, as a company, should look to share with other Liberty Utilities operations across the country, carrying the spirit of this initiative beyond our California borders. In support of this, in late 2019, our parent company, Algonquin Power and Utilities Corporation, announced that a company-wide supplier[ST1] diversity policy and program will be developed and rolled out across the organization during the course of 2020 and 2021.



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 USDSP, 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 CPUC has established this progressive and worthwhile program, but because it is merely good business. One of the pillars of this country has always been to provide opportunities for firms in underrepresented groups. To compete and succeed is what the USDSP is all about.

We achieved success with our diversity efforts in 2019. I am proud to report that last year we achieved 25.76 percent spend with diverse businesses, exceeding the CPUC’s target of 21.5 percent. We purchased about \$6.5 million in products and services from 29 diverse businesses.

I sincerely thank all who have contributed to Liberty Utilities’ success with our USDSP in 2019. We are committed to expanding and strengthening our relationships with our diverse suppliers in 2020 because our diverse suppliers help Liberty Utilities provide best-in-class customer service and strengthen the communities we serve.”

A blue ink signature of Chris Alario.

Chris Alario
President, Liberty Utilities California

25.76%
Diverse
Business
Spend

**\$6.5
Million**
Diverse
Purchase

29
Diverse
Vendors



Description of WMDVLGBTBE Program Activities During the Previous Calendar Year

9.1.1

Internal Program Activities

Liberty CalPeco's supplier diversity program aligns closely with its overall corporate and social responsibility philosophy related to diversity and inclusion and sustainability initiatives.

The supplier diversity program enhances procurement efforts by broadening supply base, providing increased opportunity for current and potential suppliers, increasing competition to drive value for Liberty CalPeco, identifying innovative solutions related to new products and services, and demonstrating commitment to develop value-based business relationships with diverse suppliers.

In 2019, Liberty CalPeco continued to focus on supplier diversity in the procurement process, reviewing its approach to market and identify opportunities and communicating supplier diversity best practices to operational, business support, and procurement teams.

During 2019, Liberty CalPeco continued to educate its management team on the role of the supplier diversity program and the importance of it to the company as a whole via meetings by the Regional President emphasizing the company's overall commitment to this initiative.

Liberty CalPeco developed a new RFP template for its procurement process, including specific forms to educate bidders on the G.O. 156 requirements, informing them of Liberty CalPeco's goals in this area and capturing both prime and subcontract supplier information from bidders. Liberty CalPeco implemented this revised template during the second half of the year and will result in improved visibility and communication of our program as we moved forward.



Description of WMDVLGBTBE Program Activities During the Previous Calendar Year (cont)

External Program Activities

Liberty CalPeco participated in a number of events during 2019 and also collaborated with its water utilities (Liberty Utilities (Park Water) Corp. and Liberty Utilities (Apple Valley Ranchos Water) Corp.) to cross-pollinate opportunities to introduce Liberty Utilities in California to the diverse business enterprise community as the supplier diversity program falls under the company's regional supply chain organization.



Liberty CalPeco has actively participated in the joint utility meetings throughout 2019 and attended a number of events and expositions to bring greater awareness of its supplier diversity program, including the CPUC Small Business Expo in Pomona in April, CPUC En Banc in Fresno, CPUC Small Business Expo in Citrus Heights and CWA Pipeline into Procurement event in Whittier in October.



Description of WMDVLGBTBE Program Activities During the Previous Calendar Year (cont)

External Program Activities (cont.)

As the program runs under the company's supply chain organization, Liberty CalPeco has been able to increase outreach at other events.

As a direct result of these events, Liberty CalPeco connected with at least four new suppliers that have either been awarded contracts or are currently in negotiations on current bid events.

In addition, Liberty CalPeco discussed with several major suppliers the requirements to support supplier diversity and to investigate ways that they could support the program with improved subcontracting opportunities when possible.



WMDVLGBTBE Annual Results by Ethnicity

9.1.2

For 2019, Liberty CalPeco achieved 25.76% diverse business enterprise spend, exceeding the CPUC goal on \$25.4 million of spend.

			2019			
			Direct	Sub	Total \$	%
1	Minority Male	Asian Pacific American	\$504,278	\$0	\$504,278	1.99%
2		African American	\$178,642	\$0	\$178,642	0.70%
3		Hispanic American	\$3,733,135	\$0	\$3,733,135	14.71%
4		Native American	\$0	\$0	\$0	0.00%
5		Total Minority Male	\$4,416,055	\$0	\$4,416,055	17.40%
6	Minority Female	Asian Pacific American	\$4,803	\$0	\$4,803	0.02%
7		African American	\$1,350	\$0	\$1,350	0.01%
8		Hispanic American	\$0	\$0	\$0	0.00%
9		Native American	\$0	\$0	\$0	0.00%
10		Total Minority Female	\$6,153	\$0	\$6,153	0.02%
11	Total Minority Business Enterprise (MBE)		\$4,422,207	\$0	\$4,422,207	17.43%
12	Women Business Enterprise (WBE)		\$1,005,675	\$0	\$1,005,675	3.96%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$0	\$0	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		\$1,107,308	\$0	\$1,107,308	4.36%
15	Other 8(a)*		\$0	\$0	\$0	0.00%
16	TOTAL WMDVLGBTBE		\$6,535,190	\$0	\$6,535,190	25.76%
17	Net Procurement**		\$25,373,185			

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

All spend in 2019 was direct, as a full-scale sub-contracting process was not in place. The new RFP template includes tools and techniques to better capture the sub-contracted spend moving forward.

				Products		Services		Total	
				\$	%	\$	%	\$	%
1	Minority Male	Asian Pacific American	Direct	\$493,064	1.94%	\$11,214	0.04%	\$504,278	1.99%
2		African American	Direct	\$0	0.00%	\$178,642	0.70%	\$178,642	0.70%
3		Hispanic American	Direct	\$12,866	0.05%	\$3,720,268	14.66%	\$3,733,135	14.71%
4		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
5		Total Minority Male	Direct	\$505,930	1.99%	\$3,910,125	15.41%	\$4,416,055	17.40%
6	Minority Female	Asian Pacific American	Direct	\$0	0.00%	\$4,803	0.02%	\$4,803	0.02%
7		African American	Direct	\$0	0.00%	\$1,350	0.01%	\$1,350	0.01%
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	\$0	0.00%	\$6,153	0.02%	\$6,153	0.02%
11	Total Minority Business Enterprise (MBE)		Direct	\$505,930	1.99%	\$3,916,277	15.43%	\$4,422,207	17.43%
12	Women Business Enterprise (WBE)		Direct	\$415,560	1.64%	\$590,115	2.33%	\$1,005,675	3.96%
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	\$177,902	0.70%	\$929,406	3.66%	\$1,107,308	4.36%
15	Other 8(a)*		Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
16	TOTAL WMDVLGBTBE		Direct	\$1,099,392	4.33%	\$5,435,798	21.42%	\$6,535,190	25.76%

17	Total Product Procurement	\$4,943,979
18	Total Service Procurement	\$20,429,206
19	Net Procurement**	\$25,373,185
20	Total Number of WMDVLGBTBEs that Received Direct Spend	29

DIRECT

\$6.5 Mil Net Diverse Procurement

\$1.1 Mil
Total Diverse Product Procurement

\$5.4 Mil
Total Diverse Service Procurement

29 Total Number Diverse Direct Vendors

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

9.1.2

As stated previously, no sub-contracting was recorded in 2019.

				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			\$4,943,979					
18	Total Service Procurement			\$20,429,206					
19	Net Procurement**			\$25,373,185					

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 Classification Categories

9.1.2

The table below represents an estimate of the SIC categories, as the data set is not contained in our system of record.

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	\$				\$3,631,921				\$3,631,921					\$3,631,921
	%	0.00%	0.00%	0.00%	0.00%	14.31%	0.00%	0.00%	14.31%	0.00%	0.00%	0.00%	0.00%	14.31%
16. Heavy Construction other than Building Construction Contractors	\$				\$82,097				\$82,097	\$37,725		\$928,863		\$1,048,685
	%	0.00%	0.00%	0.00%	0.00%	0.32%	0.00%	0.00%	0.32%	0.15%	0.00%	3.66%	0.00%	4.13%
36. Electronic & Other Electric Equipment	\$				\$12,866				\$12,866	\$104,679				\$117,545
	%	0.00%	0.00%	0.00%	0.00%	0.05%	0.00%	0.00%	0.05%	0.41%	0.00%	0.00%	0.00%	0.46%
47. Transportation Services	\$	\$493,064							\$493,064	\$292,282		\$153,462		\$938,808
	%	1.94%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.94%	1.15%	0.00%	0.60%	0.00%	3.70%
50. Wholesale Trade- Durable Goods	\$								\$0	\$14,832		\$24,440		\$39,273
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%	0.00%	0.10%	0.00%	0.15%
51. Wholesale Trade - No-Durable Goods	\$								\$0	\$161,310				\$161,310
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.64%	0.00%	0.00%	0.00%	0.64%
73. Business Services	\$	\$11,214	\$4,803	\$162,702	\$1,350	\$6,250			\$186,318	\$30,488		\$543		\$217,349
	%	0.04%	0.02%	0.64%	0.01%	0.02%	0.00%	0.00%	0.73%	0.12%	0.00%	0.00%	0.00%	0.86%
87. Engineering & Management Services	\$			\$15,941					\$15,941	\$261,322				\$277,263
	%	0.00%	0.00%	0.06%	0.00%	0.00%	0.00%	0.00%	0.06%	1.03%	0.00%	0.00%	0.00%	1.09%
95. Environmental Services	\$								\$0	\$103,037				\$103,037
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.41%	0.00%	0.00%	0.00%	0.41%
TOTAL														
	\$	\$504,278	\$4,802.50	\$178,642.42	\$1,350.00	\$3,733,134.60	\$-	\$-	\$-	\$4,422,207	\$1,005,675.27	\$-	\$1,107,308	\$6,535,190.43
	%	1.99%	0.02%	0.70%	0.01%	14.71%	0.00%	0.00%	0.00%	17.43%	3.96%	0.00%	4.36%	25.76%

Total Product Procurement	\$4,943,979
Total Service Procurement	\$20,429,206
Net Procurement***	\$25,373,185

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 Report to the Clearinghouse

9.1.2

# WMDVLGBTBEs	Data on Number of Suppliers											
	Revenue Reported to CHS						Utility-Specific 2019 Summary					
	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	5	2				7	10	14	0	4	0	28
Under \$5 million	1	4				5	1	0	0	0	0	1
Under \$10 million		1				1	0	0	0	0	0	0
Above \$10 million	5	7		1		13	0	0	0	0	0	0
TOTAL	11	14	0	1	0	26	11	14	0	4	0	29

WMDVLGBTBE \$M	Revenue and Payment Data											
	Revenue Reported to CHS						Utility-Specific 2019 Summary					
	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	\$ 1,003,363	\$ 867,005	\$ -			\$ 1,870,368	\$ 790,286	\$ 1,005,675	\$ -	\$ 1,107,308	\$ -	\$ 2,903,269
Under \$5 million	\$ 6,599,283	\$ 11,414,982	\$ -			\$ 18,014,265	\$ 3,631,921	\$ -	\$ -	\$ -	\$ -	\$ 3,631,921
Under \$10 million	\$ -	\$ 8,000,000	\$ -			\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Above \$10 million	\$ 725,104,535	\$ 697,199,447	\$ -	\$ 173,777,396		\$ 1,596,081,378	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 732,707,181	\$ 717,481,434	\$ -	\$ 173,777,396	\$ -	\$ 1,623,966,011	\$ 4,422,207	\$ 1,005,675	\$ -	\$ 1,107,308	\$ -	\$ 6,535,190

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.



Description of Number of WMDVLGBTBE Suppliers with CA Majority

9.1.2

Twenty-five of the diverse business enterprises are based in California with a spend of \$6.0M in 2019. Three of the remaining four DBEs are in the Reno/Tahoe area of Nevada with close geographical proximity to the Liberty CalPeco operations.



WMDVLGBTBE Program Expenses

9.1.3

Expense Category	Year (Actual)
Wages	\$5,518
Other Employee Expenses	\$0
Program Expenses	\$0
Reporting Expenses	\$1,350
Training	\$0
Consultants	\$0
Other	\$1,788
TOTAL	\$8,656



Description of Progress in Meeting or Exceeding Set Goals

9.1.3

Liberty CalPeco performed well in the category of Minority Men and DVBE in 2019.

Category	2019 Year Results	2019 Year Goals
Minority Men	17.40%	12.00%
Minority Women	0.02%	4.00%
Minority Business Enterprise (MBE)	17.43%	16.00%
Women Business Enterprise (WBE)	3.96%	6.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprises (LGBTBE)	0.00%	1.00%
Disabled Veteran Business Enterprises (DVBE)	4.36%	1.50%
Total WMDVLGBTBE	25.76%	24.50%

% PERCENTAGE OF NET PROCUREMENT

WMDVLGBTBE Results and Goals

9.1.4

Liberty CalPeco delivered above the G.O. 156 goal of 21.5% in 2019, achieving 25.76% and \$6.5 million spent with diverse suppliers.

Net procurement in 2019 decreased to \$25.4 million



	2015	2016	2017	2018	2019
Total Procurement \$	\$21,717,901	\$26,508,824	\$26,644,711	\$28,950,545	\$25,373,185
% change	-2%	22%	1%	9%	-12%
Total WMDVLGBTBE \$	\$4,860,315	\$8,095,632	\$4,990,216	\$5,520,084	\$6,535,190
% Spend	22.38%	30.54%	18.73%	19.07%	25.76%
% Change	-22%	66.57%	-38.36%	10.62%	18.39%



Description of Prime Contractors Utilization of WMDVLGBTBE Subcontractors

9.1.5

Liberty CalPeco implemented a revised RFP package in the second half of 2019 that will help capture this information more readily at both bid and contracting stage.

Liberty CalPeco has a number of prime diverse business enterprises in the fields of vegetation management, fleet acquisition, and engineering/project management.

For future support of operations and Wildfire Mitigation Plans, Liberty CalPeco has also engaged discussions with and/or issued RFPs to a number of potential diverse business enterprises to act as prime contractors in a range of different disciplines.

Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors

9.1.5

As stated previously, Liberty CalPeco did not capture any spend for subcontracted services or materials in 2019

	Minority Male	Minority Female	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	Other 8(a)*	TOTAL WMDVLGBTBE
Direct \$	\$4,416,055	\$6,153	\$4,422,207	\$1,005,675	\$0	\$1,107,308	\$0	\$6,535,190
Subcontracting \$	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total \$	\$4,416,055	\$6,153	\$4,422,207	\$1,005,675	\$0	\$1,107,308	\$0	\$6,535,190

Direct %	17.40%	0.02%	17.43%	3.96%	0.00%	4.36%	0.00%	25.76%
Subcontracting %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total %	17.40%	0.02%	17.43%	3.96%	0.00%	4.36%	0.00%	25.76%

Net Procurement**	\$25,373,185
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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

Liberty CalPeco developed a new RFP package that was deployed in the second half of 2019, enabling better identification at bid and contract stage of subcontracted opportunities.

Liberty CalPeco discussed with a number of prime contractors in the areas of construction services, materials, and fleet maintenance the importance of the supplier diversity program and requested their commitment to support it.



List of WMDVLGBTBE Complaints Received and Current Status

9.1.6

Liberty Utilities received no complaints and is unaware of any filings in 2019 relative to its supplier diversity program.

Description of Efforts to Recruit WMDVLGBTBE Suppliers in Low Utilization Categories

9.1.7

2019 proved to be a positive year for suppliers in the Minority Men and Disabled Veteran Business Enterprise categories.

Liberty CalPeco's internal understanding and teamwork facilitated an increase in these categories by promoting the value of the supplier diversity program and emphasizing how internal support of the program carries over to the communities served.

Through executive support, Liberty CalPeco will continue to champion and recruit diverse businesses enterprises in underutilized categories.

WMDVLGBTBE Fuel Procurement

9.1.11

Purchased power annual costs for 2019 were approximately \$24.1 million, and volumes were roughly 454 million kWh for 2019 in the long-term agreement with NV Energy. Liberty CalPeco's electric energy procurement is presently in the form of a multi-year net-requirements purchased power agreement with NV Energy. The company had undertaken an RFP process beginning in 2018 that considered potential energy procurement providers, in which Liberty CalPeco specifically asked its potential energy procurement providers to state whether they were a categorically diverse supplier. Liberty CalPeco had factored in its decision making process the diversity initiatives of its potential energy procurement providers. Ultimately, the company decided that NV Energy was its best electric energy procurement option for the near-term, all factors considered.

Annual Power Product Results by Ethnicity and WMDVLGBTBE Certification

(All dollar figures in \$MM)

Product ¹	Unit	Results by Ethnicity & Gender												Results by WMDVLGBTBE Certification						Total Procurement Spend
		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 Veteran Business Enterprise (DVBE)	Other 8(a) ⁶	Subcontracting Total	
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total	Total	Total	Total	Total	Total	
Power Purchased	Renewable Power Products Direct	\$																		
		%																		
		\$ ²																		
		% ²																		
Non-Renewable Power Products Direct		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$ 24,076,283
		%																		
		\$ ²																		
		% ²																		
Fuel for Generation	Diesel Direct	\$																		
		%																		
	Nuclear Direct	\$																		
		%																		
Natural Gas Direct		\$																		
		%																		
Post 2011	SubTotal of Columns ²	\$																	\$	\$ 24,076,283
	SubTotal % of Total Procurement Spend	%																		Overall WMDVLGBTBE %: 0.0%
ALL	SubTotal of Columns ⁴	\$																	\$	\$ 24,076,283
	SubTotal % of Total Procurement Spend	%																		Overall WMDVLGBTBE %: 0.0%

Notes:

¹Excludes purchases from the CAISO, other IOUs, utilities, Federal entities, State entities, Municipalities and cooperatives

²Includes only long term power procurement commitments after June 6, 2011 or as a result of RFOs after June 6, 2011

³Total WMDVLGBTBE spend does not include pre-COD subcontracting values

⁴Includes all power procurement commitments

⁵Firms with multi-minority ownership status

⁶Firms classified as 8(a) by the Small Business Administration includes non-WMDVLGBTBE

% - percentages calculated by the Row Category Total Procurement Spend



2020 PLAN



WMDVLGBTBE Annual SHORT, MID, LONG-TERM Goals

10.1.1

In 2020, Liberty CalPeco looks to build on the steady progress made over the past 2 years and solidify our position in growing our Diverse Business Enterprise support. There are a number of initiatives underway to develop new suppliers and relationships that should continue to bolster our program.

Category	2019 Results	2019 Goals	2020 Goals	2021 Goals	2022 Goals	2023 Goals
Minority Men	17.40%	12.00%	12.00%	12.00%	12.00%	12.00%
Minority Women	0.02%	4.00%	4.00%	4.00%	4.00%	4.00%
Minority Business Enterprise (MBE)	17.43%	16.00%	16.00%	16.00%	16.00%	16.00%
Women Business Enterprise (WBE)	3.96%	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%
Disabled Veteran Business (DVBE)	4.36%	1.50%	1.50%	1.50%	1.50%	1.50%
TOTAL WMDVLGBTBE	25.76%	24.50%	24.50%	24.50%	24.50%	24.50%

% - PERCENTAGE OF NET PROCUREMENT



Description of WMDVLGBTBE Planned Program Activities for the Next Calendar Year

10.1.2

In 2020, Liberty CalPeco plans to continue to educate our internal management team and stakeholders on the Supplier Diversity program, bringing more RFPs under the control of the Supply Chain department and ensuring we identify potential additional suppliers during those activities.

Internally, there's been a lot of work on better advanced planning, which will also allow Liberty CalPeco more opportunity to be proactive in sharing upcoming RFPs / contracts to allow potential diverse business enterprises to participate.

A goal for 2020 from our parent company is to also develop and roll out a Company Wide Supplier Diversity Program, as it's seen as a strategic opportunity to demonstrate our commitment to diversity and sustainability.

External program activities, include continued active participation in the Joint Utilities meetings, increased attendance at Supplier Diversity events and expositions, and more outreach and follow up with the CBOs who are active in our service territory.

Plans for Recruiting WMDVLGBTBE Suppliers in Low Utilization Areas

10.1.3

While striving to surpass the CPUC goal of 21.5% continually can be a challenging endeavor, Liberty CalPeco hopes to attract suppliers in under-utilized areas through continued collaboration across the company's California utilities, relationships within the joint utilities community, outreach to targeted diverse business enterprises that can meet company needs, and continued improved communications with CBOs to attract the right talent in the diverse business enterprise supplier pool to better partner with Liberty CalPeco.

Plans for Recruiting WMDVLGBTBE Suppliers Where Unavailable

10.1.4

Liberty CalPeco continues to expand and extend its reach to the product and service providers in its service area and beyond to provide information regarding available opportunities.

Continued constructive communication with CBOs related to the company's needs and potential matches to them should help identify diverse business enterprises that can both benefit from and provide benefit to the Liberty CalPeco supplier diversity program.



Plans for Encouraging Prime Contractors to Subcontract WMDVLGBTBE

10.1.5

Liberty CalPeco will continue to engage with prime contractors to review current practices to substantially improve the engagement of second- and third-tier suppliers, improving understanding of supplier diversity goals and objectives.

Liberty CalPeco will increase efforts in 2020 to educate prime contractors on the positive economic impact that the program provides.

In addition, Liberty CalPeco will use the new RFP format for more categories and projects in 2020 to capture proposals that quantify the diverse business enterprise commitments from suppliers through the bid process.

Plans for Complying with WMDVLGBTBE Program Guidelines

10.1.6

Liberty CalPeco will continue to engage executive and mid-manager levels in supporting supplier diversity strategies and goals, while actively seeking to engage the company's internal team to again exceed goals in 2020 and address any underutilized categories.

Support of external stakeholders in the CBOs and wider diverse business enterprise communities will remain a key program element to help identify potential suppliers and support the program.

Liberty CalPeco strives to provide the best products and services to its customers in the safest, most efficient way that provides the best possible value. This execution includes the integration of the supplier diversity program to identify suppliers that can support these objectives.





Liberty Utilities®

Liberty Utilities (CalPeco) LLC
933 Eloise Ave.
South Lake Tahoe, CA 96150