



2021

JOINT UTILITIES
**SUPPLIER DIVERSITY
BENCHMARK REPORT**

Implementing Best Practices
to Reshape the Future of Supplier Diversity





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GWEN MOORE



October 28, 1940 – August 19, 2020

This inaugural edition of the Joint Utilities Supplier Diversity Benchmark Report on the 20th anniversary of CPUC Supplier Diversity En Banc is dedicated to the late **California Assemblymember Gwen Moore**.

We recognize **Gwen Moore for her leadership and influence on the California utility companies, CPUC, and Community Based Organizations** to increase the participation of Women, Minorities, Service Disabled-Veterans, LGBT, and Person with Disabilities Business Enterprises in Procurement of Contracts from Utilities.*

Today, there are over 8,000 firms certified within the Supplier Clearinghouse as diverse suppliers.

In 2021, 27 California Investor-Owned Utilities **spent over \$12 billion** in purchasing goods and services with diverse suppliers.

Because of Moore's efforts, this report represents over 34 years of supplier diversity's best practices and lessons learned that has allowed General Order 156 program to be the model for other industry groups to practice.

Moore's legacy in supplier diversity will live on beyond this general order!

Together, we have the opportunity to build a stronger and more diverse supply chain!



ABOUT THE AUTHORS

At Shift Diverse Business Solutions (Shift dbs), our focus is on assisting our clients in the areas of **supplier diversity, and diversity and inclusion.**

Our mission is to help clients **build sustainable and diverse supply chains** driven by company leaders and employees. The vision also includes developing robust diversity and inclusion programs where **employees are empowered** through business initiatives supporting the communities they serve.

Shift dbs' leadership team has over **46 years of experience** in the gas & electric utility industry. Over those years, this team has developed successful best practices for supplier diversity programs, and now through Shift dbs the goal is to share this knowledge & experience with all industry groups.

This marks the **20th anniversary of CPUC's Supplier Diversity En Banc**, where utilities and suppliers have the opportunity to discuss their supplier diversity programs, best practices and lessons learned.

Shift dbs appreciates its partnership with **(W)right On Communications** on the design and implementation of this report. (W)right On is **ranked by Forbes** as one of America's best PR agencies and specializes in strategic external and internal communications, creative design and efficient project management. Their familiarity with DEI and other outreach efforts in the utility sector has been a great asset. (W)right On works with cleantech, energy and business innovators as well as non-profit and public sector difference-makers.

Shift dbs would like to acknowledge the **California Public Utilities Commission (CPUC) Supplier Diversity staff team** (Stephanie Green, Drisha Melton, Bezawit Dilgassa, and Sean Chaffin) for their dedication and passion to ensure that all diverse suppliers have opportunities to participate within the utilities' supply chains.

This year, Shift dbs is excited to share its first edition of the **2021 Joint Utilities Supplier Diversity Benchmark Report** "Implementing Best Practices to Reshape the Future of Supplier Diversity",

In this report, you will find the supplier diversity performance results for **27 of the California joint utility companies** that participated within the CPUC General Order 156.

 For more information, please visit Shiftdbs.com or email Supplierdiversity@Shiftdbs.com



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Sherry Shafiei is one of the co-founders of **Shift Diverse Business Solutions**. Shift dbs is based in San Diego, supporting companies in the areas of **supplier diversity and diversity and inclusion.**

Sherry has **15 years of experience** working in the gas and electric utility industry, working in various organizations such as, **safety and emergency services, fleet operations, supply management and supplier diversity organizations.**

In her role in Supplier Diversity, Sherry led the development, implementation, and management of comprehensive supplier diversity program strategies.

As the project leader, Sherry was instrumental in developing the framework for the employee advocacy program, "**Ambassadors for Excellence**" by establishing tools to ensure engagements between **employees, suppliers, and the leadership team.** As a result, SDG&E Supplier Diversity department trained over 340 Ambassadors to support the sustainability of the supplier diversity program.

Because of Sherry's passion in supplier diversity, Sherry started Shift Diverse Business Solutions to broaden the pool of suppliers beyond her position at SDG&E. At Shift dbs, Sherry's focus is to **help clients build a sustainable supply chain**, as well as building a **robust diversity and inclusions program** that connects both the workforce and the organizations. This isn't just important, but it's necessary, not only for our community, but for the future generation!

SYDNEY FURBUSH

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Sydney Furbush is one of the co-founders of **Shift Diverse Business Solutions** and has over **31 years of experience** working in the gas and electric utility industry. In his tenure, Sydney achieved over 40% in spend with diverse suppliers within the last 10 years of service.

He was also the founder of the first **Business Resource Group** at San Diego Gas & Electric.

One of Sydney's focuses at Shift dbs is to **help clients expand their Supplier Diversity programs** by leveraging industry's best practices from his experience as a supplier diversity professional. Additionally, Sydney helps companies strengthen their diversity and inclusion programs by helping companies **reshape their work environment to align with diversity of their workforce.**

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ABOUT THE REPORT

In May 1988, California Public Utilities Commission (CPUC) issued General Order 156, governing the development of programs to increase participation of Women, Minority, Disabled Veterans, Lesbian, Gay, Bisexual and Transgender (LGBT), Small Business Administration 8 (a), and Persons with Disabilities Business Enterprises in procurement of contracts from utilities.

California Investor-Owned Utilities (IOUs) are committed to creating programs that have **inclusive supply chains of diverse suppliers**, and for this purpose, each utility has a supplier diversity program to oversee these efforts.

Every year, the IOUs submit a **supplier diversity report** that includes their program details and spend result with diverse suppliers.

Per GO 156, each utility and other covered entity should establish a **minimum long-term procurement goal for each major category** of products and services purchased from eligible suppliers of not less than the following:

15%
for **minority business enterprises**

5%
for **women business enterprises**

1.5%
for **disabled veteran business enterprises**

0.5%+
0.5% for 2022, 1.0% for 2023, and 1.5% for 2024 and beyond for **LGBT business enterprises**

No procurement goal has been adopted for **persons with disabilities business enterprises**. *(This is a newly added business enterprise, effective April 2022)*

In this report, you will find detailed information about each utility's **performance and results**.

THE HISTORY OF GENERAL ORDER 156

1988

34 Years Ago

GO 156 was adopted by CPUC and Gas & Electric Utilities Joined GO 156



2002

20 Years Ago

First Supplier Diversity En Banc was hosted



2008

14 Years Ago

Water Companies Joined GO 156



2010

12 Years Ago

Cable & Wireless Telecommunications Joined GO156



THE GENERAL ORDER 156 RULE INCLUDES THE FOLLOWING:

These rules implement California Public Utilities Code (Pub. Util. Code) § 366.2 and §§ 8281-8286, which require the Commission to establish rules for (1) **electric utilities, gas utilities, water utilities, wireless telecommunications service providers, telephone utilities, and electric service providers** with gross annual California **revenues exceeding \$15,000,000** and their Commission regulated subsidiaries and affiliates and (2) **community choice aggregators** with gross annual **revenues exceeding \$15,000,000** to submit annual plans and reports, excepted as noted below, for purposes of increasing procurement in all categories from business enterprises **owned and controlled by women, minority, disabled veteran, and LGBT. Persons with disabilities** was added to the Supplier Diversity Program by the Commission. Additionally, pursuant to Pub. Util. Code 366. 2(m)(1), these rules direct community choice aggregators to submit different information for **annual plans, meaning detailed and verifiable annual plans** to address increasing procurement from small and local business enterprises. All utilities are referred to **herein as “utilities.”** Non-utility entities, meaning electric service providers and community choice aggregators, are collectively referred to herein as “other covered entities.”¹

¹General Order 156, Page 4, Section 1.1.1. Purpose, <https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M466/K761/466761945.pdf>

THE SCORING MATRIX

Each utility will receive performance scores as follow:

- 1 Overall performance score
- 2 Minority Business Enterprise performance score (MBE)
- 3 Women Business Enterprise performance score (WBE)
- 4 Disabled Veteran Business Enterprise performance score (DVBE)

The **LGBTBE** and **PDBE** will not be scored since there was no goal associated in 2021.



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UTILITY

SCORING MATRIX

Overall Performance Score

The scoring minimum is based upon GO 156 overall targeted goal for diversity spend of 21.5%

Score	Results Minimum %	Results - Maximum %	
Below Minimum	Below 21.5%		★☆☆☆☆
At Minimum	21.5%	25.99%	★★★☆☆
Above Minimum	26%	29.99%	★★★★☆
Below Target	30%	33.99%	★★★★★
At Target	34%	37.99%	★★★★★
Above Target	38%	41.99%	★★★★★
At Maximum	42%	45.99%	★★★★★
Exceeding Maximum	46% >		★★★★★

Minority Business Enterprise (MBE) Performance Score

The scoring minimum is based upon GO 156 overall targeted goal for MBE spend of 15%

Score	Results Minimum %	Results - Maximum %	
Below Minimum	Below 15%		★☆☆☆☆
At Minimum	15%	17.99%	★★★☆☆
Above Minimum	18%	20.99%	★★★★☆
Below Target	21%	23.99%	★★★★★
At Target	24%	26.99%	★★★★★
Above Target	27%	29.99%	★★★★★
At Maximum	30%	32.99%	★★★★★
Exceeding Maximum	33% >		★★★★★

Woman Business Enterprise (WBE) Performance Score

The scoring minimum is based upon GO 156 overall targeted goal for WBE spend of 5%

Score	Results Minimum %	Results - Maximum %	
Below Minimum	Below 5.00%		★☆☆☆☆
At Minimum	5.00%	6.00%	★★★☆☆
Above Minimum	6.01%	7.01%	★★★★☆
Below Target	7.02%	8.02%	★★★★★
At Target	8.03%	9.03%	★★★★★
Above Target	9.04%	10.04%	★★★★★
At Maximum	10.05%	11.05%	★★★★★
Exceeding Maximum	11.06% >		★★★★★

Disabled Veteran Business Enterprise (DVBE) Performance Score

The scoring minimum is based upon GO 156 overall targeted goal for WBE spend of 1.5%

Score	Results Minimum %	Results - Maximum %	
Below Minimum	Below 1.50%		★☆☆☆☆
At Minimum	1.50%	1.80%	★★★☆☆
Above Minimum	1.81%	2.11%	★★★★☆
Below Target	2.12%	2.42%	★★★★★
At Target	2.43%	2.73%	★★★★★
Above Target	2.74%	3.04%	★★★★★
At Maximum	3.05%	3.35%	★★★★★
Exceeding Maximum	3.36% >		★★★★★

PARTICIPATING UTILITIES



	Total Spend of Goods and Services	Total \$ / % Spend with Diverse Suppliers	Performance Goal
Bear Valley Electric Service	\$24,764,464	\$9,971,398 40.26%	Above Target ★★★★★
Liberty Utilities (CalPeco Electric)	\$69,984,840	\$19,407,390 27.73%	Above Minimum ★★★★★
Pacific Gas and Electric	\$10,362,629,507	\$4,008,990,565 38.69%	Above Target ★★★★★
PacifiCorp	\$67,852,962	\$24,111,774 35.54%	At Target ★★★★★
San Diego Gas and Electric	\$2,392,256,805	\$936,046,731 39.13%	Above Target ★★★★★
Southern California Edison	\$6,416,362,709	\$2,441,624,189 38.05%	Above Target ★★★★★
Southern California Gas	\$2,292,720,643	\$972,574,339 42.42%	At Maximum ★★★★★
Southwest Gas Corporation	\$81,411,281	\$57,915,939 71.10%	Exceeding Maximum ★★★★★
Wild Goose Storage	\$5,375,545	\$241,155 4.49%	Below Minimum ★★★★★



California American Water	\$100,796,029	\$48,201,459 47.82%	Exceeding Maximum ★★★★★
California Water Service	\$256,397,274	\$53,457,933 20.85%	Below Minimum ★★★★★
Golden State Water Company	\$133,016,053	\$39,428,134 29.64%	Above Minimum ★★★★★
Liberty Utilities (Park Water & Apple Valley Water)	\$26,946,934	\$10,166,026 37.73%	At Target ★★★★★
San Gabriel Valley Water Company	\$67,012,782	\$22,444,218 33.49%	Below Target ★★★★★
San Jose Water Company	\$119,821,872	\$40,496,869 33.80%	Below Target ★★★★★
Suburban Water Systems	\$38,098,263	\$21,043,577 55.24%	Exceeding Maximum ★★★★★



	Total Spend of Goods and Services	Total \$ / % Spend with Diverse Suppliers	Performance Goal
AT&T CA	\$2,067,322,139	\$491,217,480 23.76%	At Target ★★★★★
AT&T Corp	\$722,429,886	\$146,483,720 20.28%	Below Minimum ★★★★★
AT&T Mobility	\$5,095,123,045	\$975,137,954 19.14%	Below Minimum ★★★★★
AT&T Long Distance	\$48,515,584	\$10,931,519 22.53%	At Minimum ★★★★★
CenturyLink	\$709,265,167	\$148,128,235 20.88%	Below Minimum ★★★★★
Charter Communications	\$692,634,500	\$93,103,679 13.44%	Below Minimum ★★★★★
Comcast	\$739,635,043	\$76,526,281 10.35%	Below Minimum ★★★★★
Frontier Communications	\$295,576,694	\$113,993,845 38.56%	Above Target ★★★★★
T-Mobile	\$6,368,533,223	\$1,495,554,233 23.48%	At Minimum ★★★★★
Trans Bay Cable	\$26,262,243	\$529,668 2.02%	Below Minimum ★★★★★
U.S. TelePacific Corp.	\$46,324,468	\$444,189 0.96%	Below Minimum ★★★★★

SCORING LEGEND

- ★★★★★ Below Minimum
- ★★★★★ At Minimum
- ★★★★★ Above Minimum
- ★★★★★ Below Target
- ★★★★★ At Target
- ★★★★★ Above Target
- ★★★★★ At Maximum
- ★★★★★ Exceeding Maximum



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BEAR VALLEY ELECTRIC SERVICE

2021 HIGHLIGHTS



SUMMARY

Bear Valley Electric Service (BVES) achieved an overall total performance score of **“Above Target”**, exceeding the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- BVES remains strong at **39.56% or \$9.8 million** with Woman Business Enterprise (WBE).
- Nearly **99%** of BVES diversity spend is **dependent** on the spend of **three (3) WBE suppliers**, totaling **\$9.6 million** in spend.
- Recommendation for BVES is to **identify more diverse suppliers** to increase BVES’ pool of suppliers.

Total Spend with Diverse Suppliers

\$9.9M



Diverse Suppliers
15

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$173.8K | 0.7%

★★★★★ Below Minimum

Women Business Enterprise (WBE)

\$9.8M | 39.6%

★★★★★ Exceeding Maximum

Disabled Veterans Business Enterprise (DVBE)

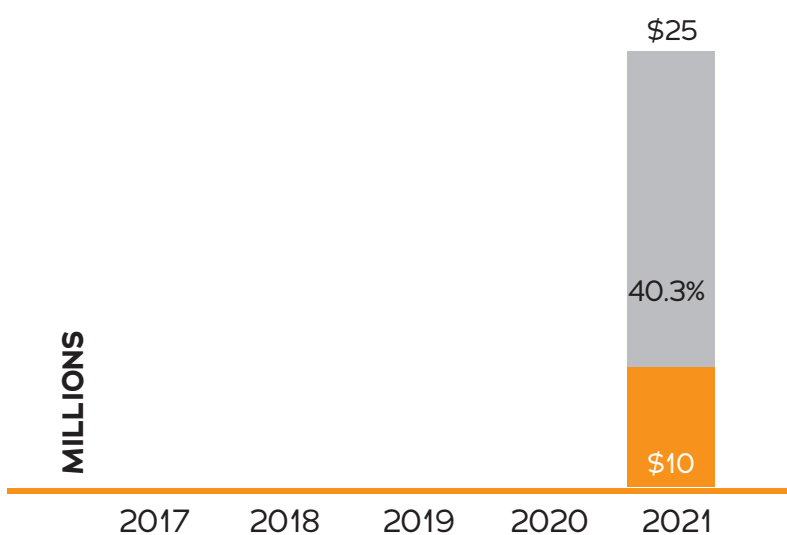
\$1.9K | 0.01%

★★★★★ Below Minimum

LGBT Business Enterprise (LGBTBE)

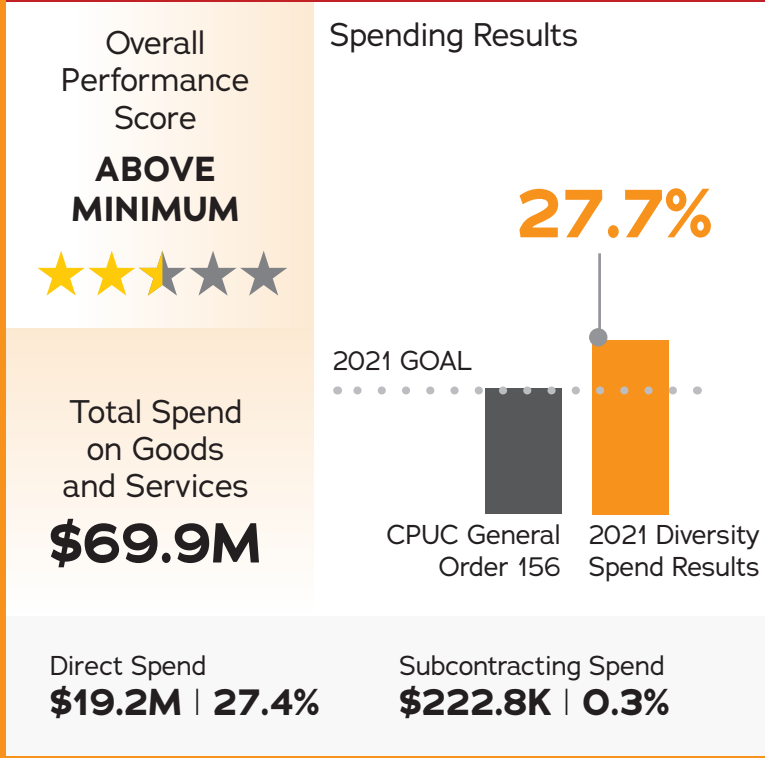
\$0 | 0%

5 YEAR OVERVIEW



LIBERTY UTILITIES (CALPECO ELECTRIC)

2021 HIGHLIGHTS



SUMMARY

Liberty Utilities (CalPeco Electric) achieved an overall total performance score of **“Above Minimum”**, slightly above the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- Liberty Utilities (CalPeco Electric) has a **strong** spend in **Minority Business Enterprise (MBE)**. In 2021, Liberty Utilities (CalPeco Electric) had a spending of **18.89% or \$13.2 million** with **MBEs**; however, **two (2) MBEs** account for **\$10 million** of the MBE’s total spend.
- Over **61%** of CalPeco Electric’s diversity spend is **dependent** on the spend of three **(3) suppliers, totaling \$11.7 million** of the total diversity spend.
- Recommendation for CalPeco Electric is to **identify more diverse suppliers** to increase CalPeco Electric’s pool of suppliers.

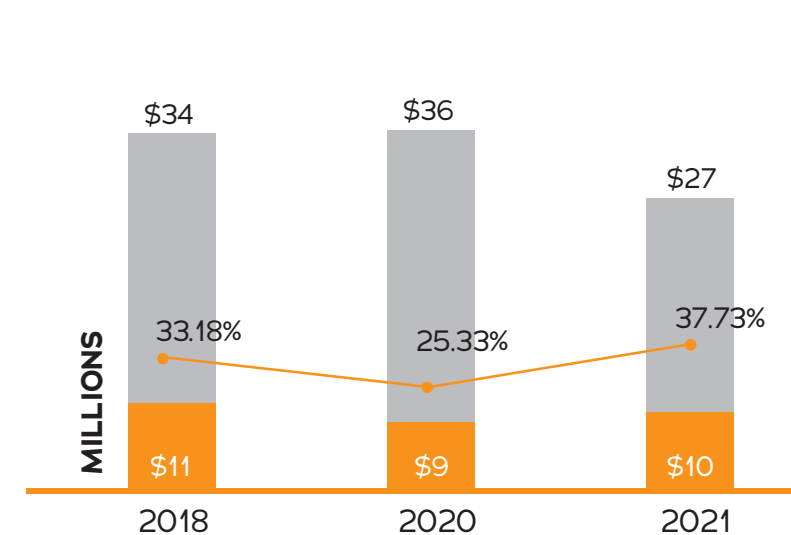
Total Spend with Diverse Suppliers

\$19.4M



Diverse Suppliers
40

5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$13.3M | 18.9%

★★★★★ Above Minimum

Women Business Enterprise (WBE)

\$4.7M | 6.7%

★★★★★ Above Minimum

Disabled Veterans Business Enterprise (DVBE)

\$14.M | 2.0%

★★★★★ Above Minimum

LGBT Business Enterprise (LGBTBE)

\$0 | 0%

PACIFIC GAS AND ELECTRIC

2021 HIGHLIGHTS

Overall Performance Score
ABOVE TARGET
★★★★★

Spending Results

Total Spend on Goods and Services
\$10.4B

2021 GOAL

CPUC General Order 156

2021 Diversity Spend Results
38.7%

Direct Spend
\$3.4B | 32.3%

Subcontracting Spend
\$663.9M | 6.4%

SUMMARY

Pacific Gas & Electric (PG&E) achieved an overall total performance score of **“Above Target”**, exceeding the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- 2021 marks the **10th consecutive year** of **over \$2 billion spend** with diverse suppliers.
- PG&E remains strong at **22.96%**, or **\$2.3 billion** in spend with **Minority Business Enterprise**.
- Recommendation for PG&E is to **identify additional subcontracting opportunities** for diverse suppliers.

Total Spend with Diverse Suppliers

\$4.03B



Diverse Suppliers
639

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$2.4B | 22.9%

★★★★★ Below Target

Women Business Enterprise (WBE)

\$1.2B | 11.4%

★★★★★ Exceeding Maximum

Disabled Veterans Business Enterprise (DVBE)

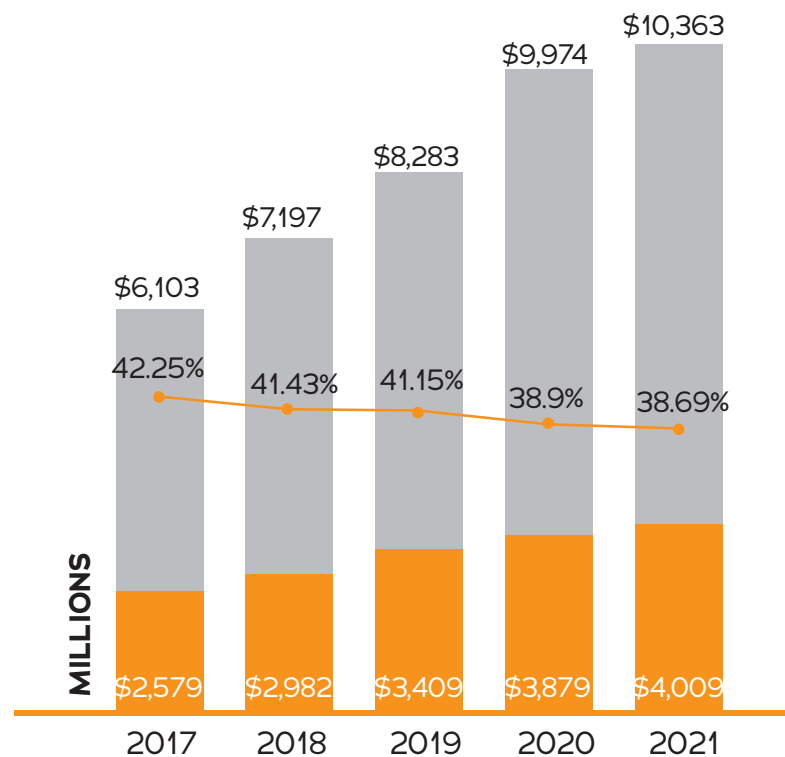
\$434.3M | 4.2%

★★★★★ Exceeding Maximum

LGBT Business Enterprise (LGBTBE)

\$10.2M | 0.1%

5 YEAR OVERVIEW



PACIFICORP

2021 HIGHLIGHTS

Overall Performance Score
AT TARGET
★★★★★

Spending Results

Total Spend on Goods and Services
\$67.9M

2021 GOAL

CPUC General Order 156

2021 Diversity Spend Results
35.5%

Direct Spend
\$23.8M | 35.1%

Subcontracting Spend
\$288.4K | 0.4%

SUMMARY

PacifiCorp achieved an overall total performance score of **“At Target”**, above the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- PacifiCorp has a **strong** spend in the **Minority Business Enterprise (MBE)**, and in 2021 had a spending of **35.3%** or **\$23.9 million** with MBE.
- **98%** of the total diversity spend is **driven** by **one (1) MBE supplier**, with a total of **\$23.5 million** in overall spending.
- Recommendation for PacifiCorp is to **identify more diverse suppliers** to increase PacifiCorp’s pool of suppliers in **all categories** of diversity.

Total Spend with Diverse Suppliers

\$24.1M



Diverse Suppliers
12

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$23.9M | 35.3%

★★★★★ Exceeding Maximum

Women Business Enterprise (WBE)

\$170.4K | 0.3%

★★★★★ Below Minimum

Disabled Veterans Business Enterprise (DVBE)

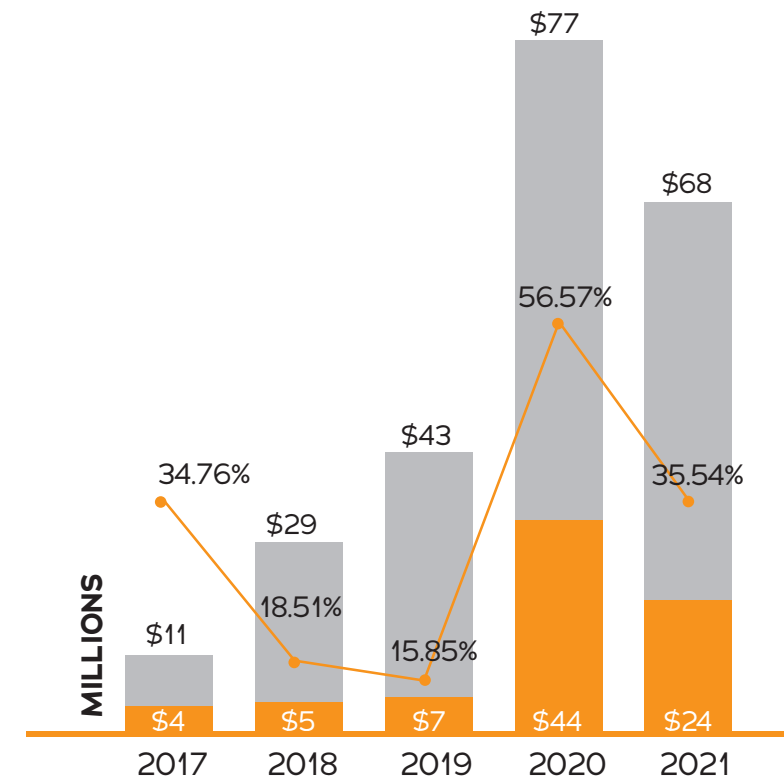
\$0 | 0%

★★★★★ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$26.0 | 0%

5 YEAR OVERVIEW



SAN DIEGO GAS & ELECTRIC

2021 HIGHLIGHTS



SUMMARY

SDG&E achieved an overall total performance score of **“Above Target”**, exceeding the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- SDG&E continues to show success by **leveraging** its volunteer employee **workforce** with the **“Ambassadors for Excellence”** program.
- SDG&E continues to **demonstrate** strong diverse **subcontracting**, with **over 12% or \$288 million** in **subcontracting** spend.
- Recommendation for SDG&E is to continue with their **Supplier Relationship Management (SRM) program** to help sustain their **strong diverse subcontracting spend**.

Total Spend with Diverse Suppliers

\$936.0M



Diverse Suppliers

554

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$461.2M | 19.3%

★★★★★ Above Minimum

Women Business Enterprise (WBE)

\$355.2M | 14.9%

★★★★★ Exceeding Maximum

Disabled Veterans Business Enterprise (DVBE)

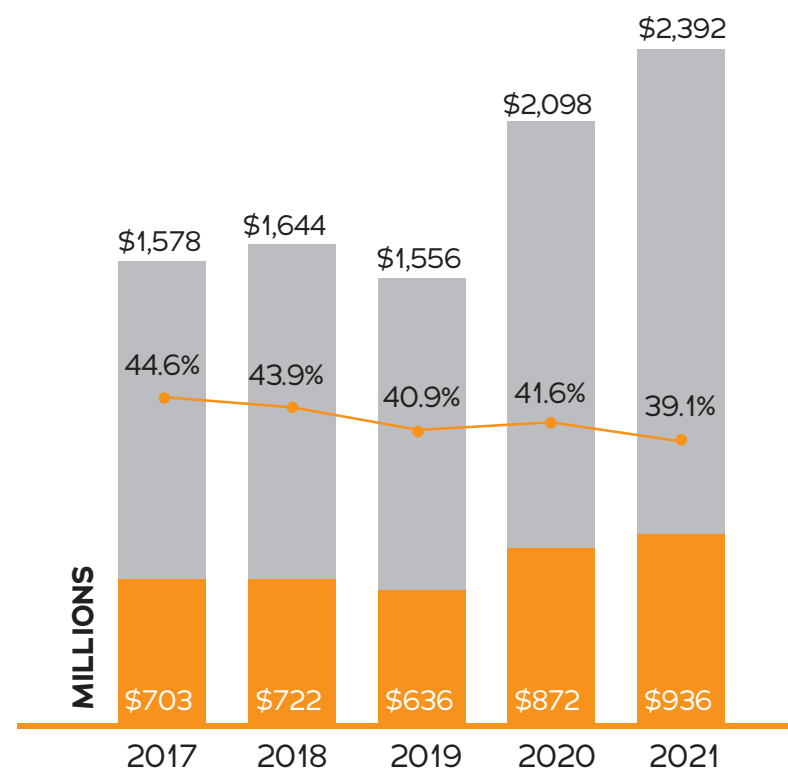
\$110.3M | 4.6%

★★★★★ Exceeding Maximum

LGBT Business Enterprise (LGBTBE)

\$9.3M | 0.4%

5 YEAR OVERVIEW



SOUTHERN CALIFORNIA EDISON

2021 HIGHLIGHTS



SUMMARY

Southern California Edison (SCE) achieved an overall total performance score of **“Above Target”**, exceeding the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- SCE continues to be a leader in spending with Woman Business Enterprise (WBE). In 2021, SCE had spending of **over 16.75%, or \$1.07 billion** with **270 WBEs**.
- SCE remains strong in spending with Minority Business Enterprise (MBE). In 2021, SCE spend **19.54% or \$1.25 billion** with **MBEs**.
- Recommendation for SCE is to focus on the growth of their **Native American & Disabled Veteran business enterprises**.

Total Spend with Diverse Suppliers

\$2.4B



Diverse Suppliers

623

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$1.3B | 19.5%

★★★★★ Above Minimum

Women Business Enterprise (WBE)

\$1.1B | 16.8%

★★★★★ Exceeding Maximum

Disabled Veterans Business Enterprise (DVBE)

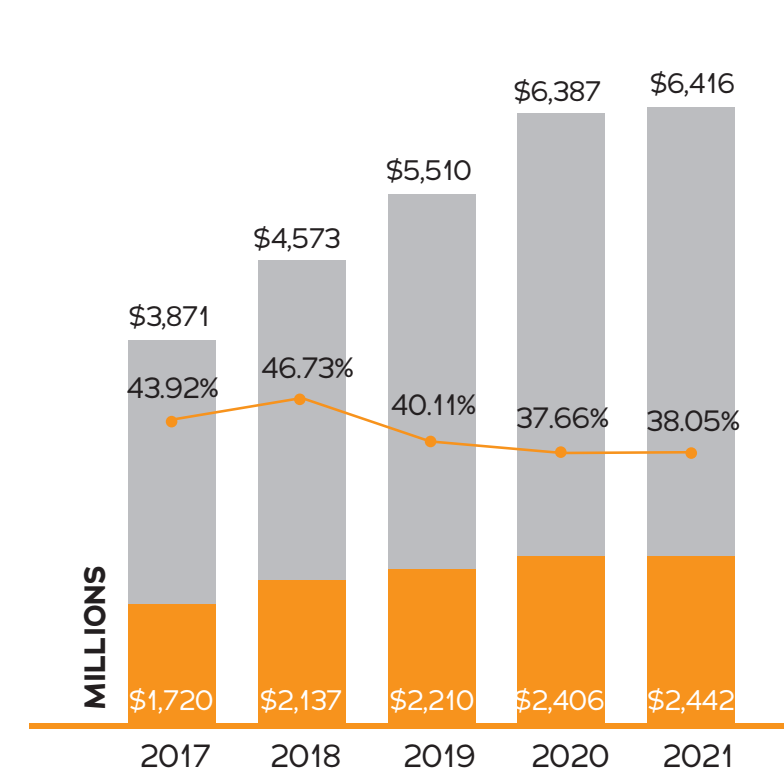
\$102.3M | 1.6%

★★★★★ At Minimum

LGBT Business Enterprise (LGBTBE)

\$210.7M | 0.2%

5 YEAR OVERVIEW



SOUTHERN CALIFORNIA GAS

2021 HIGHLIGHTS

Overall Performance Score
AT MAXIMUM

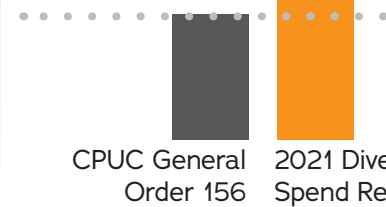


Total Spend on Goods and Services
\$2.3B

Spending Results

42.4%

2021 GOAL



Direct Spend
\$754.0M | 32.9%

Subcontracting Spend
\$218.6M | 9.5%

SUMMARY

Southern California Gas (SCG) achieved an overall total performance score of **“At Maximum”**, nearly doubling the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- SCG continues to **expand** their spend with the **Minority Business Enterprise (MBE)**. In 2021, SCG had spending of **28% or \$639.5 million** with MBEs.
- In 2021, SCG **nearly doubled** their **efforts** with the **African American Business Enterprise**, spending **4.74%, or \$108.4 million**, in comparison to 2020 spending of **2.58% or \$55.1 million**.
- Recommendation for SCG is to focus on the **growth** of their **diverse subcontracting** spend by partnering with prime suppliers to provide **more opportunity for subcontracting**.

Total Spend with Diverse Suppliers

\$972.6M



Diverse Suppliers
577

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$639.5M | 27.9%

★★★★★ Above Target

Women Business Enterprise (WBE)

\$275.7M | 12.0%

★★★★★ Exceeding Maximum

Disabled Veterans Business Enterprise (DVBE)

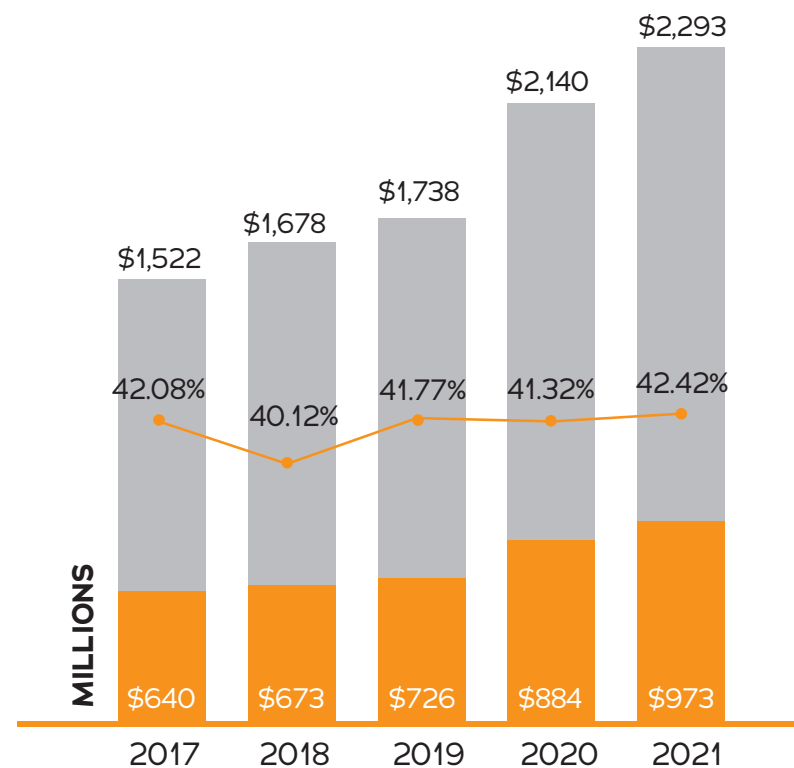
\$56.8M | 2.5%

★★★★★ At Target

LGBT Business Enterprise (LGBTBE)

\$510.3M | 0.02%

5 YEAR OVERVIEW



SOUTHWEST GAS CORPORATION

2021 HIGHLIGHTS

Overall Performance Score
EXCEEDING MAXIMUM

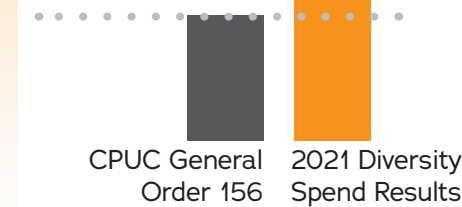


Total Spend on Goods and Services
\$81.4M

Spending Results

71.1%

2021 GOAL



Direct Spend
\$55.9M | 68.6%

Subcontracting Spend
\$2.0M | 2.5%

SUMMARY

Southwest Gas Corporation achieved an overall total performance score of **“Exceeding Maximum”**, more than doubling the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- Southwest Gas Corporation achieved each of the CPUC’s General Order 156 - supplier diversity’s goal for 2021.
- **71%** of Southwest Gas Corporations’ diversity spend is **dependent** on the spend of one **(1) Disabled Veteran Business Enterprise (DVBE)**, totaling **\$41.1 million** in spend.
- Recommendation for Southwest Gas Corp. is to **identify** more diverse suppliers to **increase SGC’s pool of suppliers in all categories of diversity**.

Total Spend with Diverse Suppliers

\$57.9M



Diverse Suppliers
42

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$12.2M | 15.0%

★★★★★ At Minimum

Women Business Enterprise (WBE)

\$4.4M | 5.5%

★★★★★ At Minimum

Disabled Veterans Business Enterprise (DVBE)

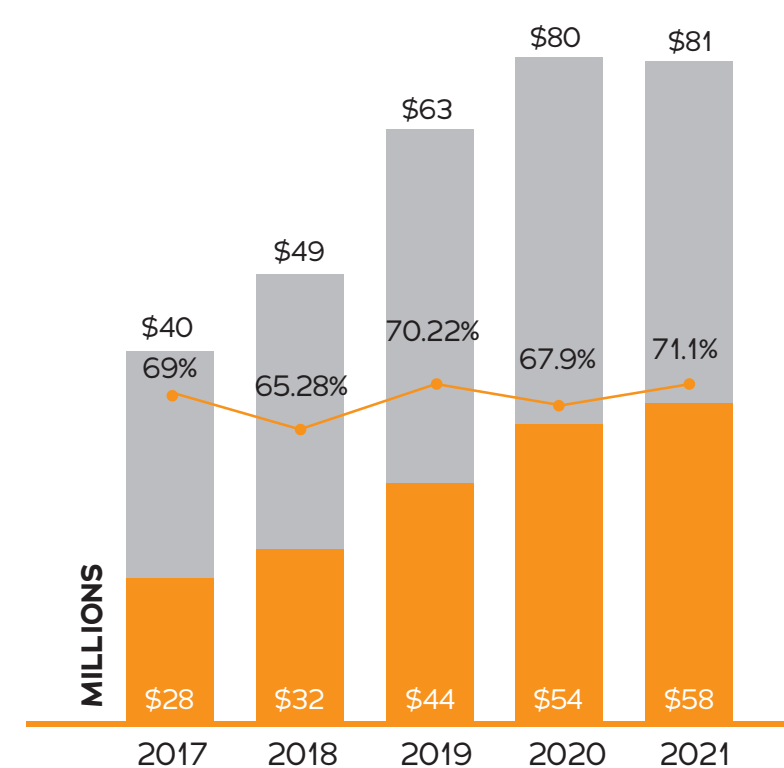
\$41.3M | 50.7%

★★★★★ Exceeding Maximum

LGBT Business Enterprise (LGBTBE)

\$1.1K | 0%

5 YEAR OVERVIEW



WILD GOOSE STORAGE

2021 HIGHLIGHTS

Overall Performance Score
BELOW MINIMUM

★☆☆☆☆

Total Spend on Goods and Services
\$5.4M

Direct Spend
\$241.2K | 4.5%

Spending Results

2021 GOAL

4.5%

CPUC General Order 156 | 2021 Diversity Spend Results

Subcontracting Spend
\$0 | 0%

SUMMARY

Wild Goose Storage had an overall total performance score of **"Below Minimum"**, not meeting the CPUC's supplier diversity goal.

Best Practices & Lessons Learned

- Wild Goose's **majority of spend** is in the **Minority Business Enterprise (MBE)**. In 2021, Wild Goose had a total spending of **2.97% or \$159 thousand** with **MBEs**.
- Wild Goose should develop a strong supplier diversity program to **identify** and attract **suppliers in all categories** of diversity.

Total Spend with Diverse Suppliers

\$241.2K

Diverse Suppliers
8



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$159.6K | 2.9%

★☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)

\$63.2K | 1.2%

★☆☆☆☆ Below Minimum

Disabled Veterans Business Enterprise (DVBE)

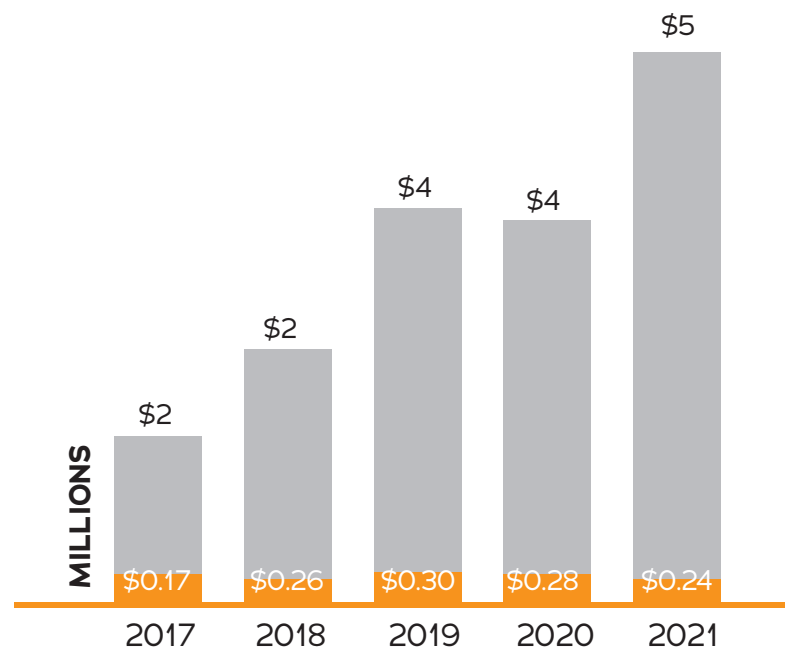
\$18.4K | 0.3%

★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$0 | 0%

5 YEAR OVERVIEW



CORDOBA CORPORATION

WE SALUTE CALIFORNIA'S UTILITIES FOR THEIR COMMITMENT TO SUPPLIER DIVERSITY!

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- Project Controls
- Construction Management
- Engineering and Design
- Owner's Engineer
- Quality Assurance/Quality Control
- Permitting, Environmental and Regulatory Support

OUR ENERGY LEADERSHIP TEAM



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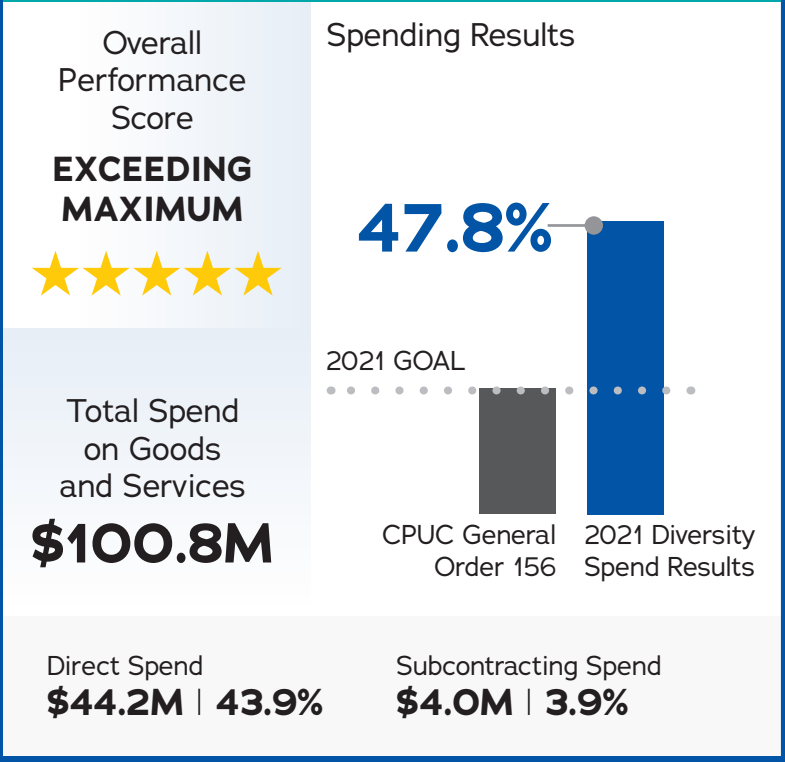


PETER YU
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CALIFORNIA AMERICAN WATER

2021 HIGHLIGHTS



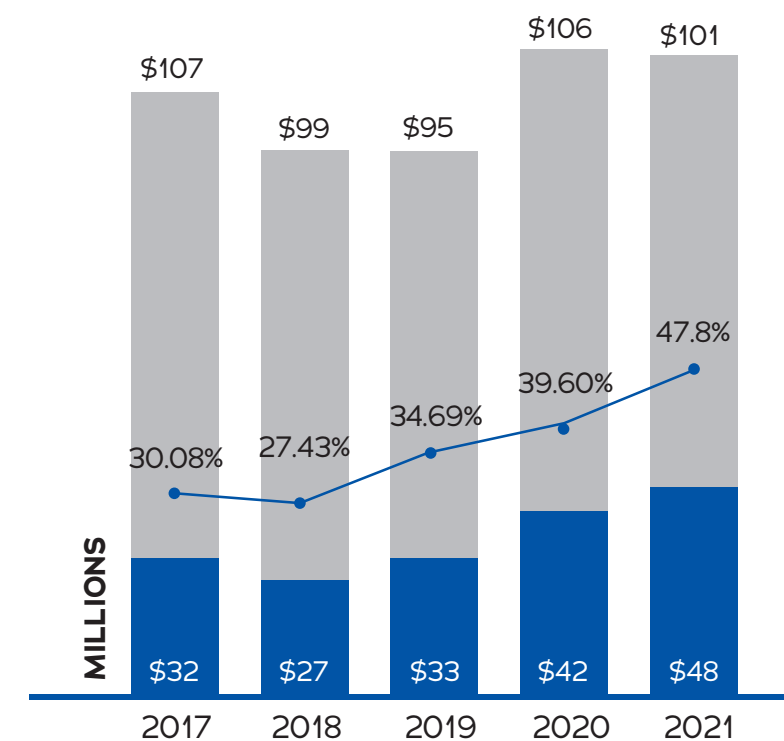
SUMMARY

California American Water (CAW) achieved an overall total performance score of **“Exceeding Maximum”**, **more than doubling** the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- CAW continues to **expand** their spend with the **Minority Business Enterprise (MBE)**. In 2021, CAW spent **26.4% or \$26.6 million** with MBEs.
- CAW also continues to have success in the spending with the **Women Business Enterprise (WBE)**. In 2021, CAW spending with WBEs was **13.3% or \$13.4 million**.
- Recommendation for CAW is to **look for opportunities to expand** their **subcontracting** spend by identifying more diverse suppliers.

5 YEAR OVERVIEW



Total Spend with Diverse Suppliers

\$48.2M



Diverse Suppliers
114

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$26.6M | 26.4%
★★★★★ At Target

Women Business Enterprise (WBE)

\$13.4M | 13.3%
★★★★★ Exceeding Maximum

Disabled Veterans Business Enterprise (DVBE)

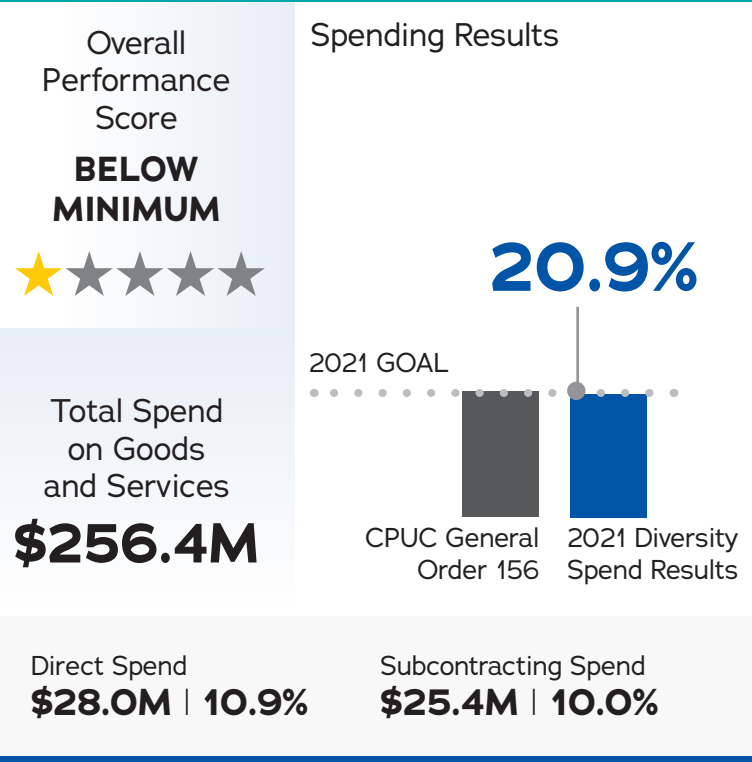
\$3.9M | 3.9%
★★★★★ Exceeding Maximum

LGBT Business Enterprise (LGBTBE)

\$4.3K | 4.2%

CALIFORNIA WATER SERVICE

2021 HIGHLIGHTS



SUMMARY

California Water Service (CWS) achieved an overall total performance score of **“Below Minimum”**, slightly below the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- CWS continues to demonstrate strong diverse subcontracting, with **over 9.9% or \$25.4 million** in subcontracting spend.
- CWS remains **strong in spending** with **Disabled Veteran Business Enterprise (DVBE)**. In 2021, CWS spent **2.3% or \$6.1 million** with DVBEs.
- Recommendation for CWS is to **identify more diverse suppliers** to increase the pool of direct spend with diverse suppliers.

Total Spend with Diverse Suppliers



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$36.9M | 14.4%
★☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)

\$10.4M | 4.1%
★☆☆☆☆ Below Minimum

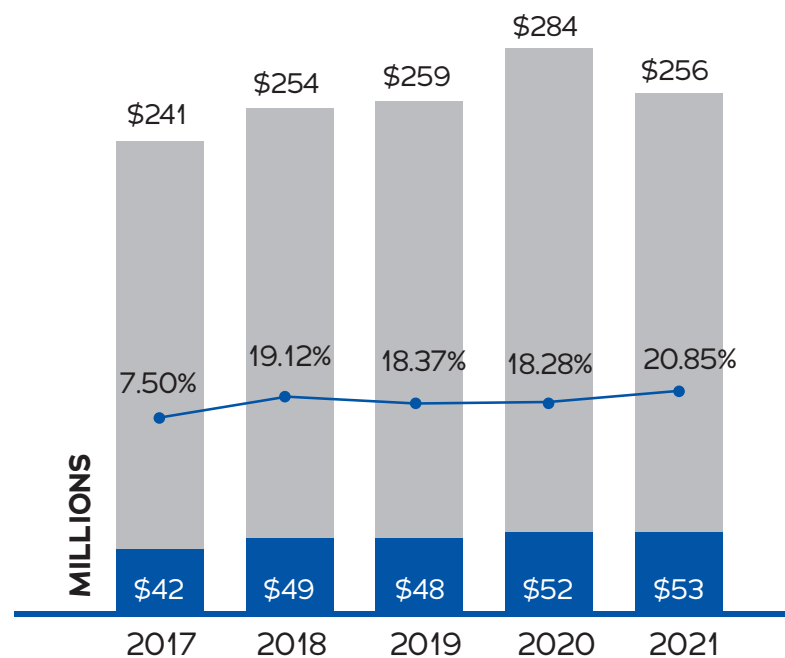
Disabled Veterans Business Enterprise (DVBE)

\$6.1M | 2.4%
★☆☆☆☆ Below Target

LGBT Business Enterprise (LGBTBE)

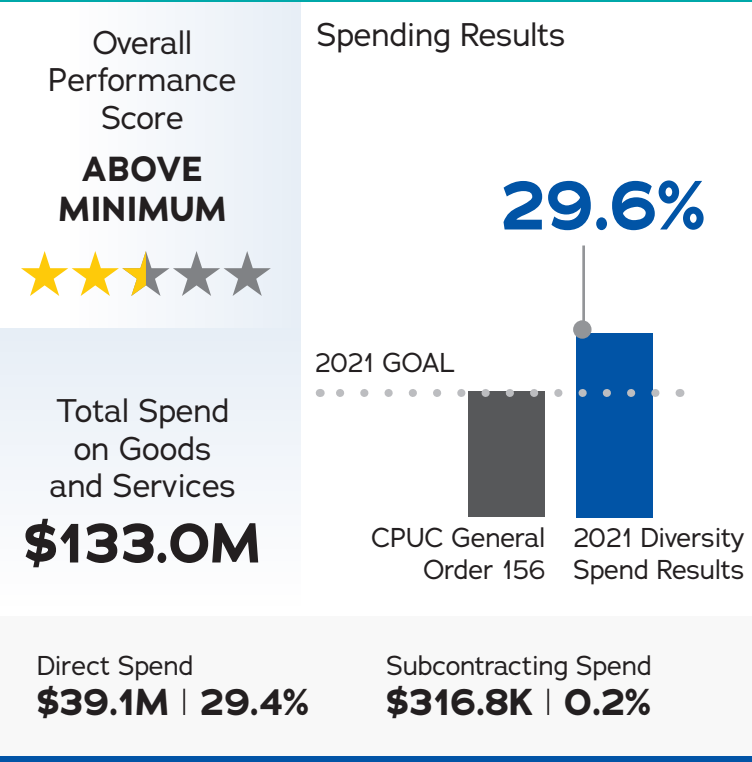
\$7.5K | 0%

5 YEAR OVERVIEW



GOLDEN STATE WATER COMPANY

2021 HIGHLIGHTS



SUMMARY

Golden State Water Company (GSWC) achieved an overall total performance score of **“Above Minimum”**, above the CPUC’s supplier diversity goal.

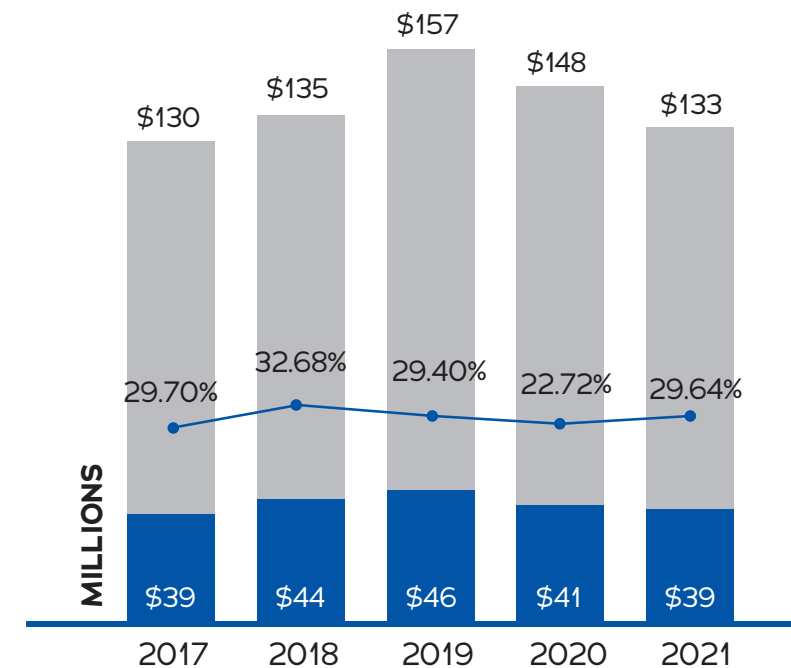
Best Practices & Lessons Learned

- GSWC has a **strong spending** with **Minority Business Enterprise (MBE)**. In 2021, GSWC spent **25.3% or \$33.7 million** with MBEs.
- GSWC **increased** their overall spending percentage with diverse suppliers in 2021, with **29.6% or \$39.4 million**, exceeding their percentage spend of **27.7% or \$41 million** in 2020.
- Recommendation for GSWC is to **look for more subcontracting opportunities** by identifying more diverse suppliers.

Total Spend with Diverse Suppliers



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$33.7M | 25.3%
★★★★★ At Target

Women Business Enterprise (WBE)

\$5.6M | 4.3%
★☆☆☆☆ Below Minimum

Disabled Veterans Business Enterprise (DVBE)

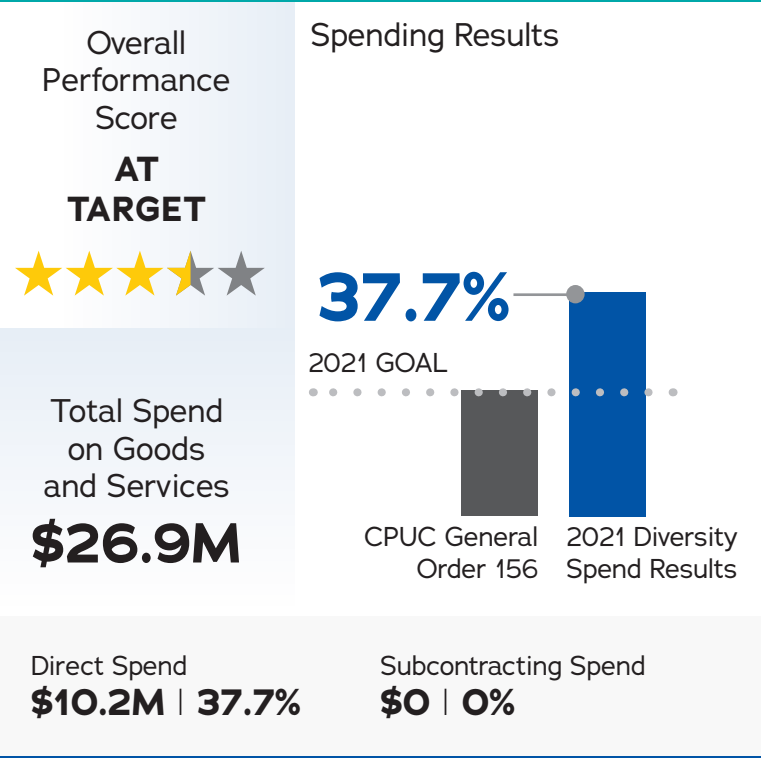
\$74.7K | 0%
★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$0 | 0%

LIBERTY UTILITIES

2021 HIGHLIGHTS



SUMMARY

Liberty Utilities (Park Water & Apple Valley Water) achieved an overall total performance score of **“At Target”**, above the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- Liberty Utilities (Park Water & Apple Valley Water) demonstrates a strong spend with Woman Business Enterprise (WBE) achieving **22.6% or \$6.1 million** with WBE.
- Liberty Utilities (Park Water & Apple Valley Water) achieved **1.8% or \$477 thousand** with Disabled Veteran Business Enterprise (DVBE).
- Recommendation for Liberty Utilities (Park Water & Apple Valley Water) is to **look** for more **subcontracting opportunities** by identifying more diverse suppliers.

Total Spend with Diverse Suppliers



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)



Women Business Enterprise (WBE)



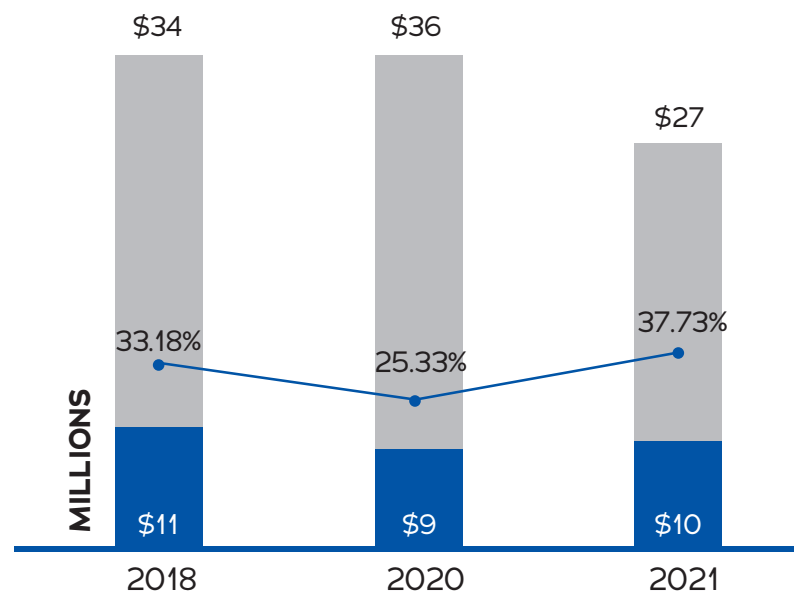
Disabled Veterans Business Enterprise (DVBE)



LGBT Business Enterprise (LGBTBE)

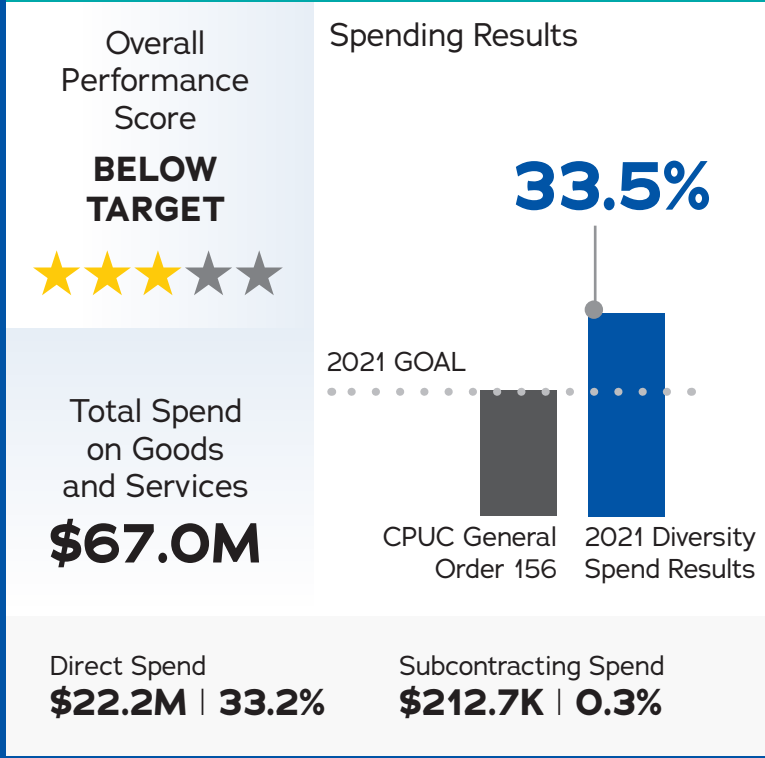


5 YEAR OVERVIEW



SAN GABRIEL VALLEY WATER COMPANY

2021 HIGHLIGHTS



SUMMARY

San Gabriel Valley Water Company (SGVWC) achieved an overall total performance score of **“Below Target”**, meeting the CPUC’s supplier diversity goal.

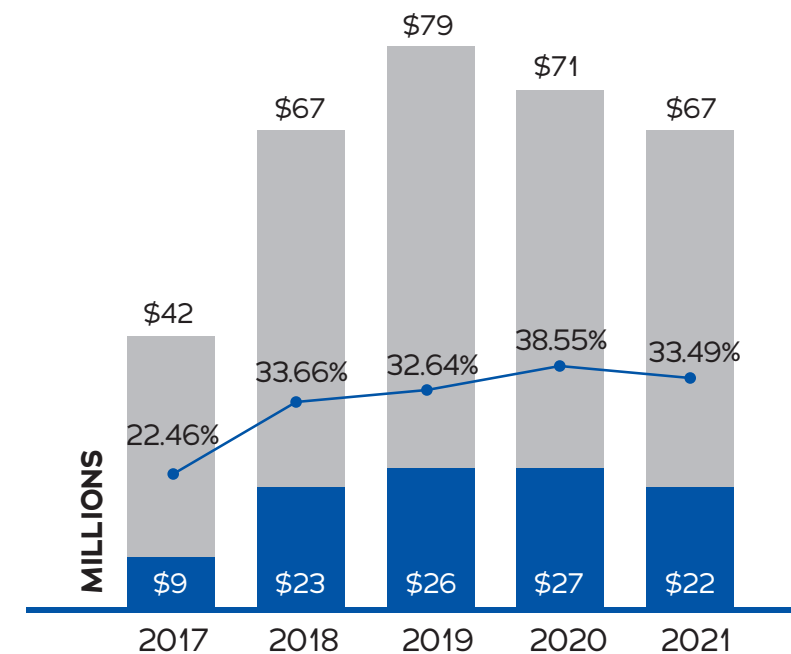
Best Practices & Lessons Learned

- SGVWC remains **strong** in spending with **Woman Business Enterprise (WBE)**. In 2021, SGVWC spent **16.3% or \$10.9 million** with WBEs.
- In 2021, SGVWC **exceeded** their company goal of 1.5% spend with **LGBTBE** by achieving **2.25% or \$1.5 million** in spend.
- Recommendation for SGVWC is to **expand** the **subcontracting** spend by identifying more opportunities for diverse suppliers.

Total Spend with Diverse Suppliers



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)



Women Business Enterprise (WBE)



Disabled Veterans Business Enterprise (DVBE)

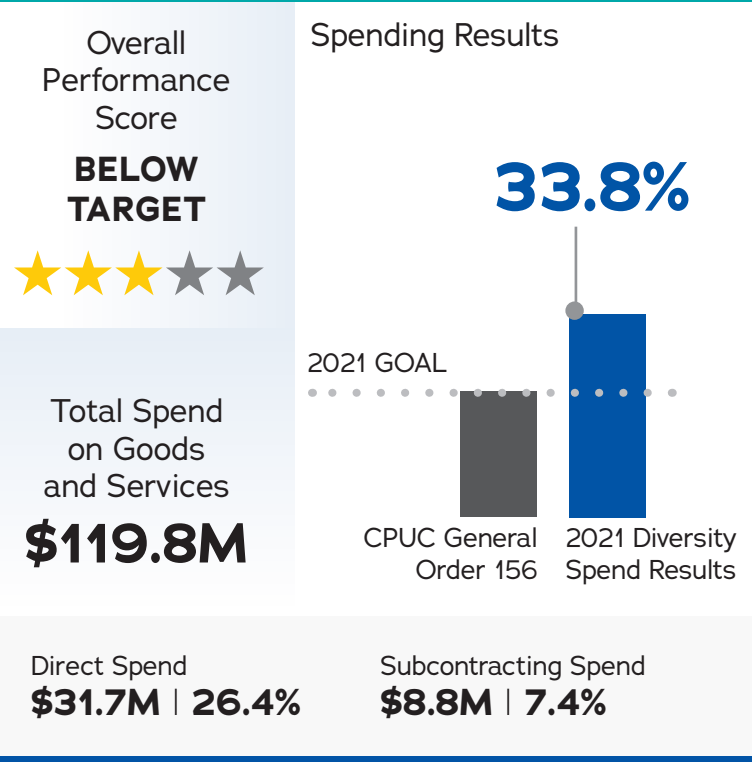


LGBT Business Enterprise (LGBTBE)



SAN JOSE WATER COMPANY

2021 HIGHLIGHTS



SUMMARY

San Jose Water Company (SJWC) achieved an overall total performance score of **"Below Target"**, meeting the CPUC's supplier diversity goal.

Best Practices & Lessons Learned

- SJWC **increased** their overall spending with diverse suppliers in 2021, with **\$40.5 million or 33.8%** exceeding their spend of **30.1% or \$28.8 million** in 2020.
- SJWC continues to gain success with strong subcontracting spend achieving 7.4% or \$8.8 million with diverse suppliers.
- **Over 59%** of SJWC's diverse spend is **dependent** on the spend of **one (1) MBE supplier**, totaling **\$239.9 million**. Recommendation for SJWC is to **identify** more **diverse suppliers** to increase SJWC's pool of suppliers in all categories of diversity.

Total Spend with Diverse Suppliers

\$40.5M



Diverse Suppliers
44

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$29.8M | **24.9%**

★★★★★ At Target

Women Business Enterprise (WBE)

\$6.0M | **5.0%**

★★★★★ At Minimum

Disabled Veterans Business Enterprise (DVBE)

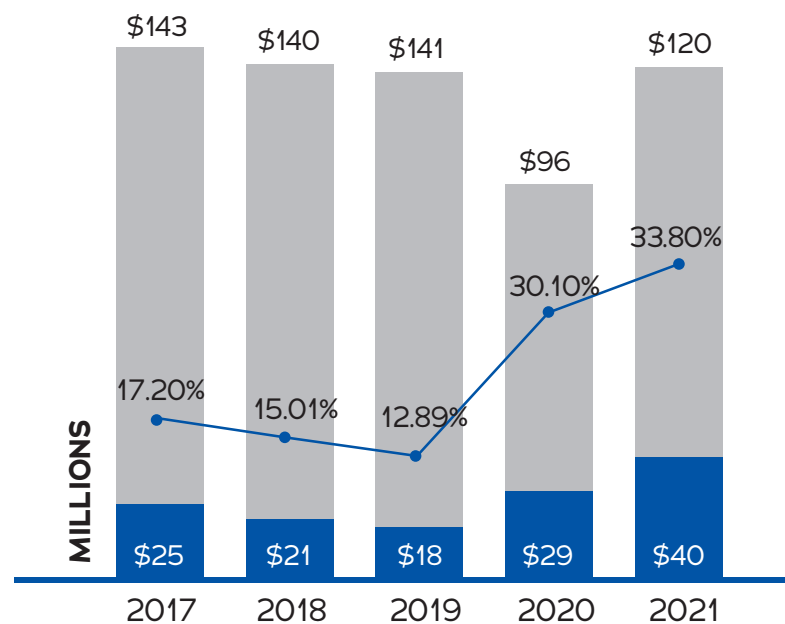
\$4.7M | **3.9%**

★★★★★ Exceeding Maximum

LGBT Business Enterprise (LGBTBE)

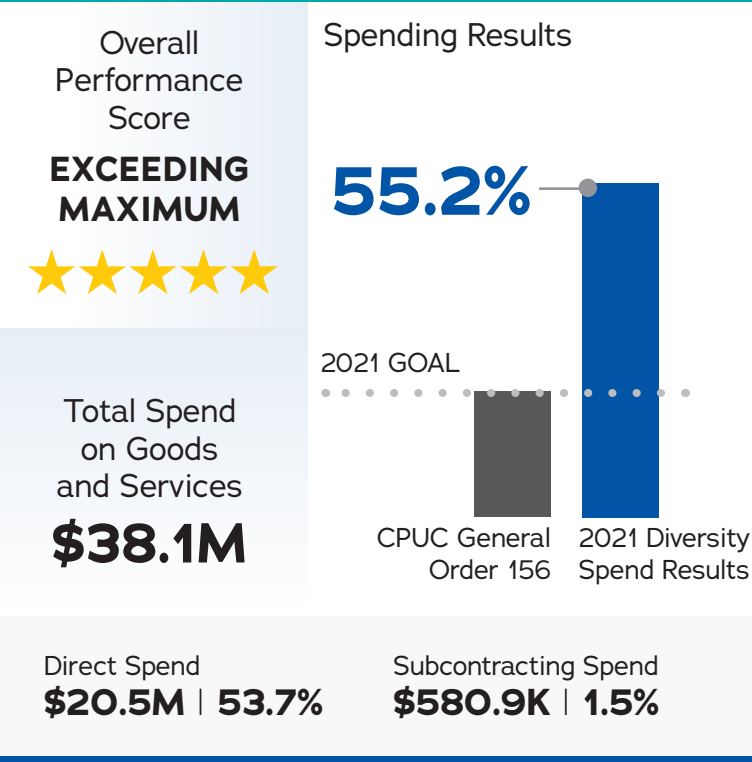
\$0 | **0%**

5 YEAR OVERVIEW



SUBURBAN WATER SYSTEMS

2021 HIGHLIGHTS



SUMMARY

Suburban Water Systems (SWS) achieved an overall total performance score of **"Exceeding Maximum"**, more than doubling the CPUC's supplier diversity goal.

Best Practices & Lessons Learned

- SWS demonstrates **strong spending** with diverse suppliers achieving **55.2% or \$21.0 million** in 2021.
- SWS has **strong spending** with **Minority Business Enterprise (MBE)**. In 2021, SWS spent **30.2% or \$11.5 million** with **MBEs**.
- Recommendation for SWS is to **look** for more **subcontracting opportunities** by identifying more diverse suppliers.

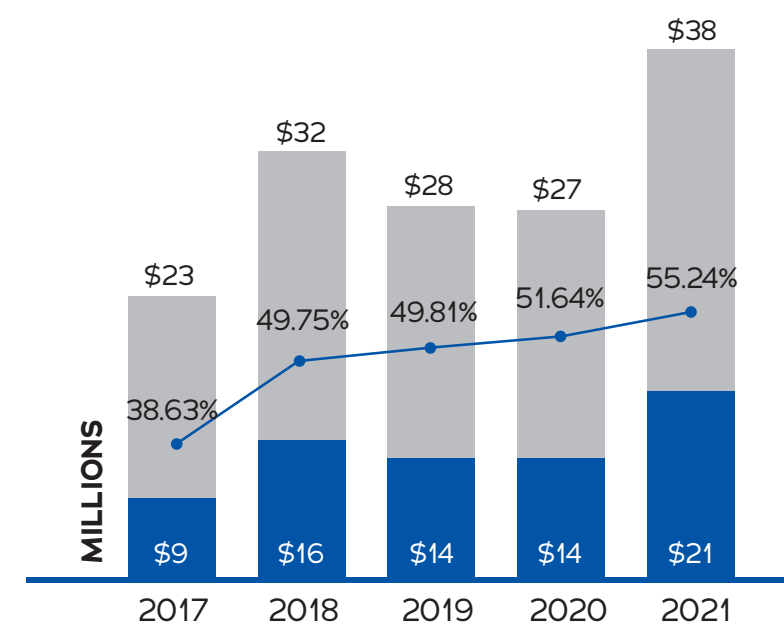
Total Spend with Diverse Suppliers

\$21.0M



Diverse Suppliers
38

5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$11.5M | **30.2%**

★★★★★ At Maximum

Women Business Enterprise (WBE)

\$3.7M | **9.8%**

★★★★★ Above Target

Disabled Veterans Business Enterprise (DVBE)

\$482.5K | **1.3%**

★★★★★ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$5.3M | **13.9%**

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At Shift DBS, our focus is to support clients in the areas of **Supplier Diversity** and **Diversity & Inclusion**. Our mission is to help clients build sustainable and diverse supply chains driven by company leaders and employees. The vision also includes developing robust **diversity and inclusion programs** where employees are **empowered** through business initiatives supporting the communities they serve.



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Celebrating Our Differences

AT&T CALIFORNIA

2021 HIGHLIGHTS



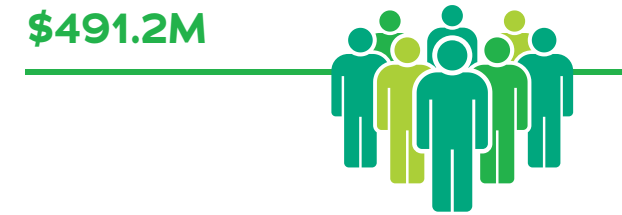
SUMMARY

AT&T California achieved an overall total performance score of **“At Minimum”**, slightly above the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- AT&T CA **demonstrates a strong spend** with **Woman Business Enterprise (WBE)** achieving **10.3%** or **\$212.3 million** with WBE.
- Recommendation for ATT&T CA is to **look for more subcontracting opportunities** by identifying more diverse suppliers.
- AT&T CA should **identify more diverse suppliers** to be included in the supply chain.

Total Spend with Diverse Suppliers



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$243.9M | 11.8%
★★★★★ Below Minimum

Women Business Enterprise (WBE)

\$212.3M | 10.3%
★★★★★ At Maximum

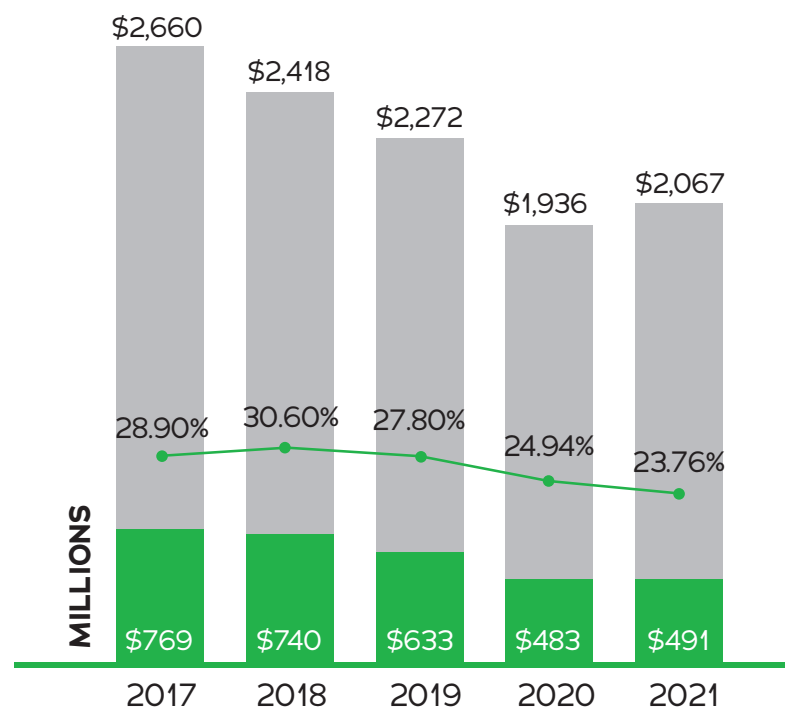
Disabled Veterans Business Enterprise (DVBE)

\$28.1M | 1.4%
★★★★★ Below Minimum

LGBT Business Enterprise (LGBTBE)

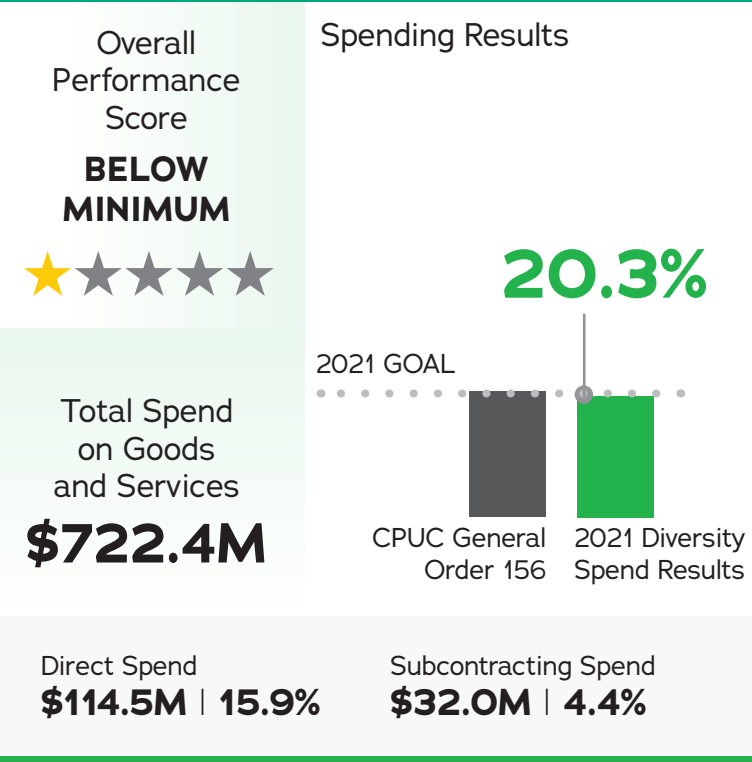
\$109.2K | 0%

5 YEAR OVERVIEW



AT&T CORPORATION

2021 HIGHLIGHTS



SUMMARY

AT&T Corp achieved an overall total performance score of **“Below Minimum”**, slightly below the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- AT&T Corp had a **slight increase** over the CPUC’s **target goal** of 5% with **Woman Business Enterprise (WBE)** achieving **6.5%** or **\$47.2 million** with **WBE**.
- Recommendation for ATT&T Corp is to **look for more subcontracting opportunities** by identifying more diverse suppliers.
- AT&T Corp should **identify more diverse suppliers** to be included in the supply chain.

Total Spend with Diverse Suppliers



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$96.8M | 13.4%
★★★★★ Below Minimum

Women Business Enterprise (WBE)

\$47.2M | 6.5%
★★★★★ Above Minimum

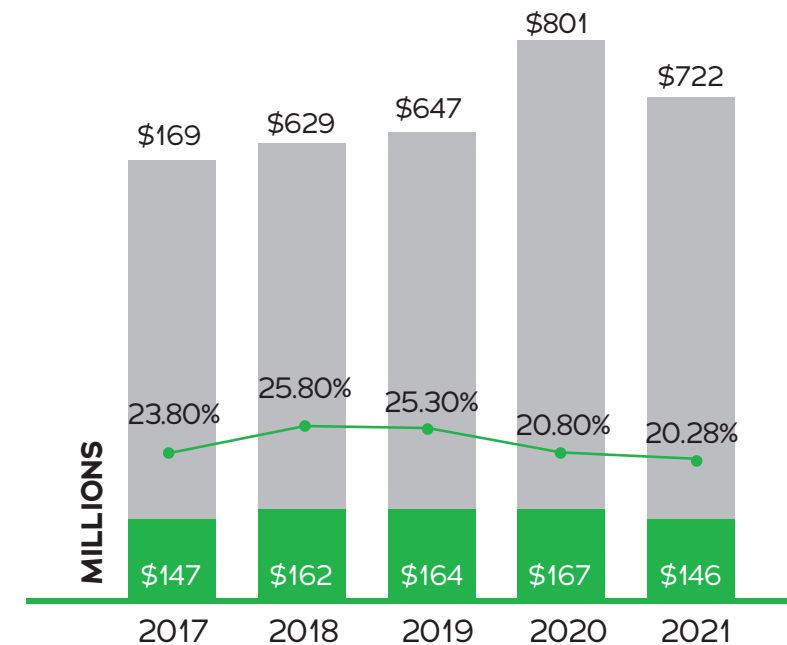
Disabled Veterans Business Enterprise (DVBE)

\$1.9M | 0.3%
★★★★★ Below Minimum

LGBT Business Enterprise (LGBTBE)

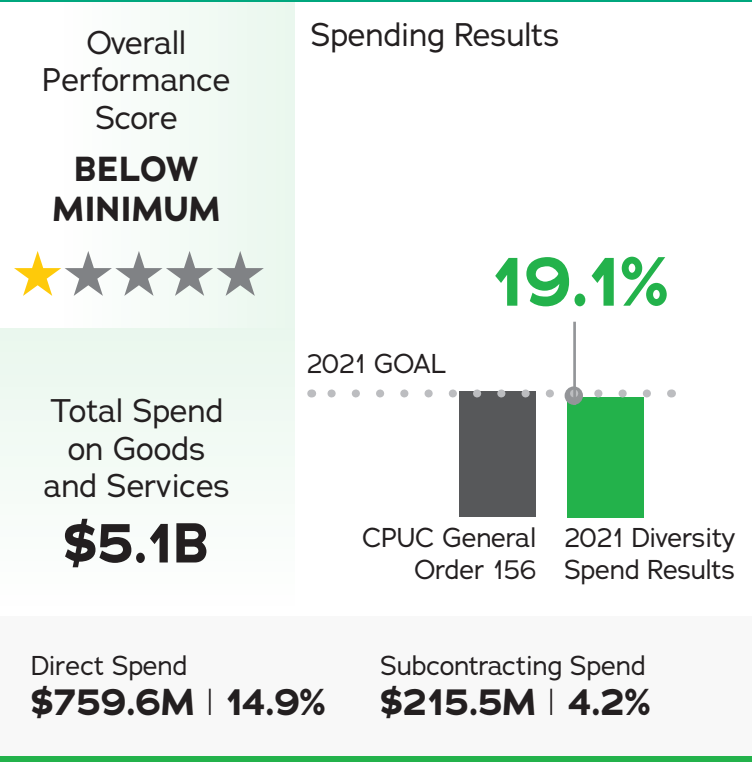
\$32.6K | 0%

5 YEAR OVERVIEW



AT&T MOBILITY

2021 HIGHLIGHTS



SUMMARY

AT&T Mobility achieved an overall total performance score of **“Below Minimum”**, slightly below the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

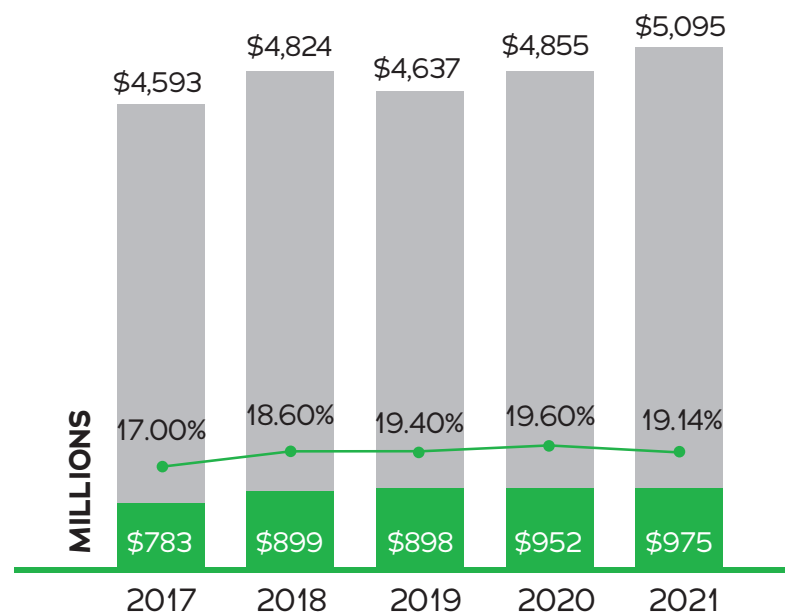
- AT&T Mobility had a **slight increase** over CPUC’s **target goal** of 5% with **Woman Business Enterprise (WBE)** achieving **5.6%** or **\$284.5 million** with **WBE**.
- Recommendation for ATT&T Mobility is to look for **more subcontracting opportunities** by identifying more diverse suppliers.
- AT&T Mobility should **identify** more **diverse suppliers** to be included in the supply chain.

Total Spend with Diverse Suppliers

\$975.1M



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$686.5M | 13.5%

★☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)

\$284.5M | 5.6%

★★★★★ At Minimum

Disabled Veterans Business Enterprise (DVBE)

\$3.9M | 0.8%

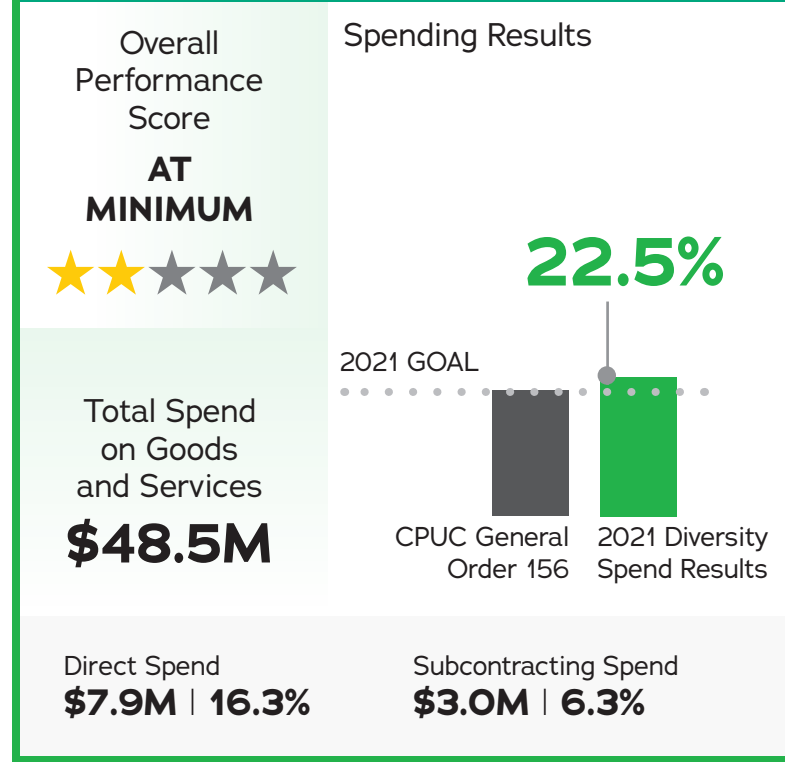
★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$177.3K | 0%

AT&T LONG DISTANCE

2021 HIGHLIGHTS



SUMMARY

AT&T Long Distance achieved an overall total performance score of **“Below Minimum”**, slightly below the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

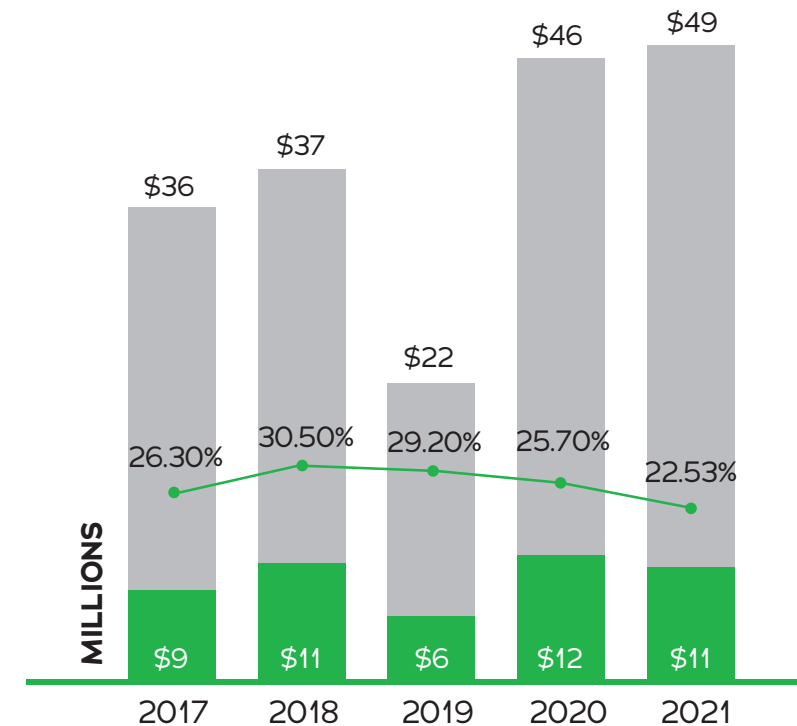
- AT&T Long Distance had a **slight increase** over CPUC’s **target goal** of 5% with **Woman Business Enterprise (WBE)** achieving **7.7%** or **\$3.7 million** with **WBE**.
- Recommendation for AT&T Long Distance is to look for **more subcontracting opportunities** by identifying more diverse suppliers.
- AT&T Long Distance should **identify** more **diverse suppliers** to be included in the supply chain.

Total Spend with Diverse Suppliers

\$10.9M



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$7.1M | 14.6%

★★★★★ Below Minimum

Women Business Enterprise (WBE)

\$3.7M | 7.7%

★★★★★ Above Minimum

Disabled Veterans Business Enterprise (DVBE)

\$83.2K | 0.2%

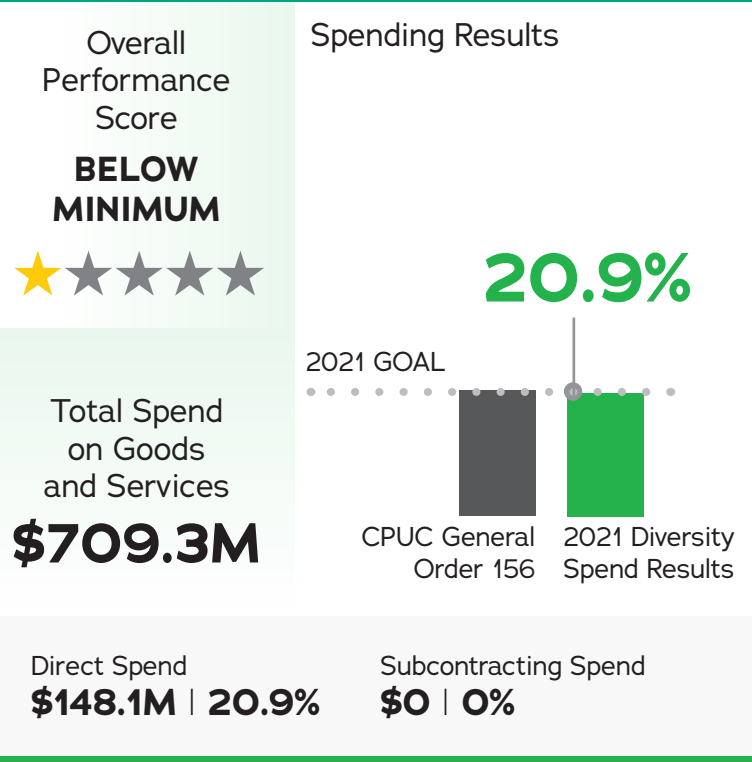
★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$3.5K | 0%

CENTURYLINK

2021 HIGHLIGHTS



SUMMARY

Century Link achieved an overall total performance score of **"Below Minimum"**, slightly below the CPUC's supplier diversity goal.

Best Practices & Lessons Learned

- Century Link had a **slight increase** over the CPUC's **target goal of 5%** with **Woman Business Enterprise (WBE)** achieving **5.8 % or \$41.2 million** with **WBE**.
- Century Link **nearly met** CPUC's **target goal** of 15% with Minority Business Enterprise (MBE), achieving 14.9% or \$105.8 million with MBE.
- Recommendation for Century Link is to **look for more subcontracting opportunities** by identifying more diverse suppliers.

Total Spend with Diverse Suppliers



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)



Women Business Enterprise (WBE)



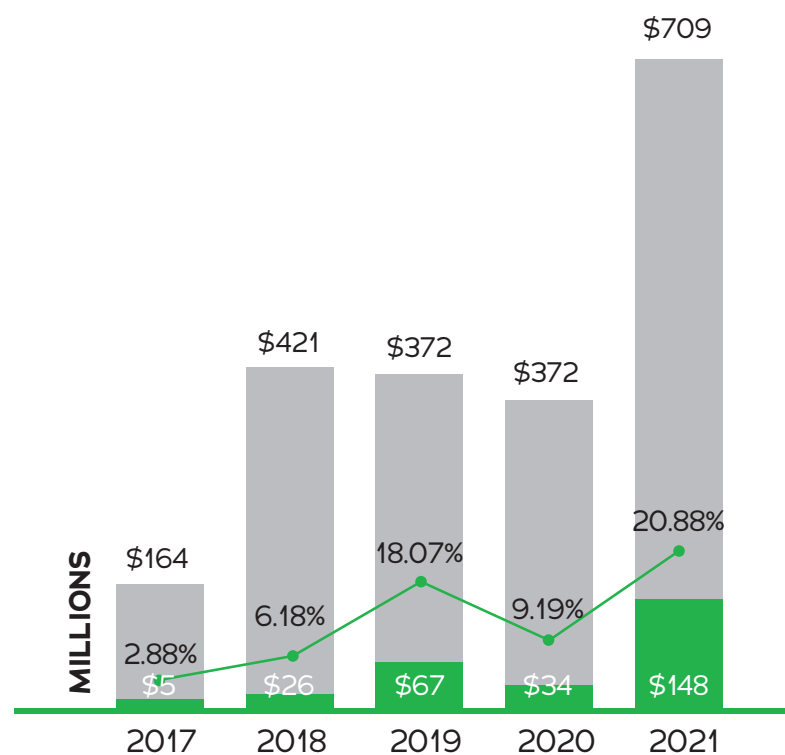
Disabled Veterans Business Enterprise (DVBE)



LGBT Business Enterprise (LGBTBE)

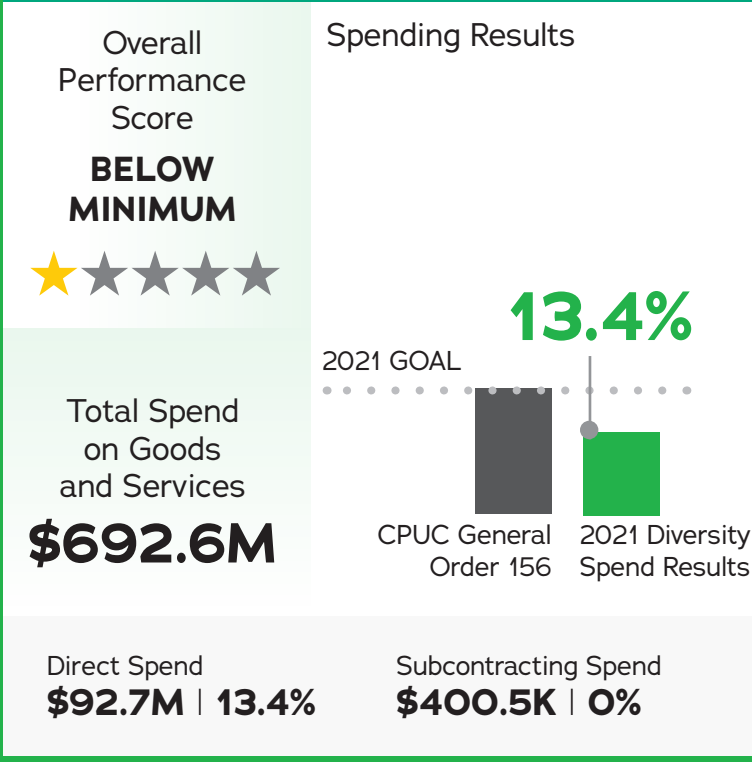


5 YEAR OVERVIEW



CHARTER COMMUNICATIONS

2021 HIGHLIGHTS



SUMMARY

Charter Communications had an overall total performance score of **"Below Minimum"**, not meeting the CPUC's supplier diversity goal.

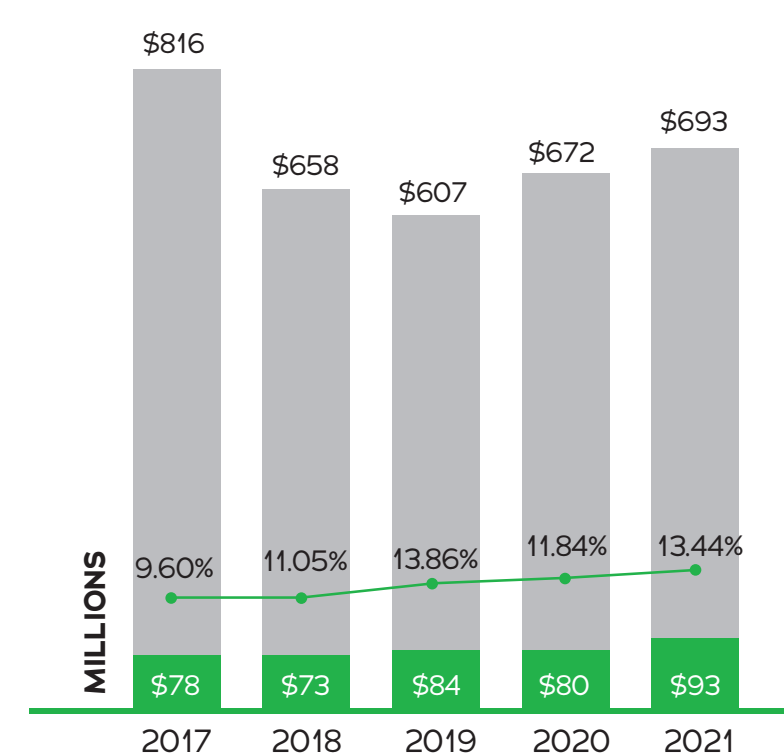
Best Practices & Lessons Learned

- Recommendation for Charter Communication is to **develop a strong supplier diversity program** to identify and attract suppliers in all categories of diversity.
- Charter Communications should **identify more diverse suppliers** to increase the pool of diverse suppliers.

Total Spend with Diverse Suppliers



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)



Women Business Enterprise (WBE)



Disabled Veterans Business Enterprise (DVBE)

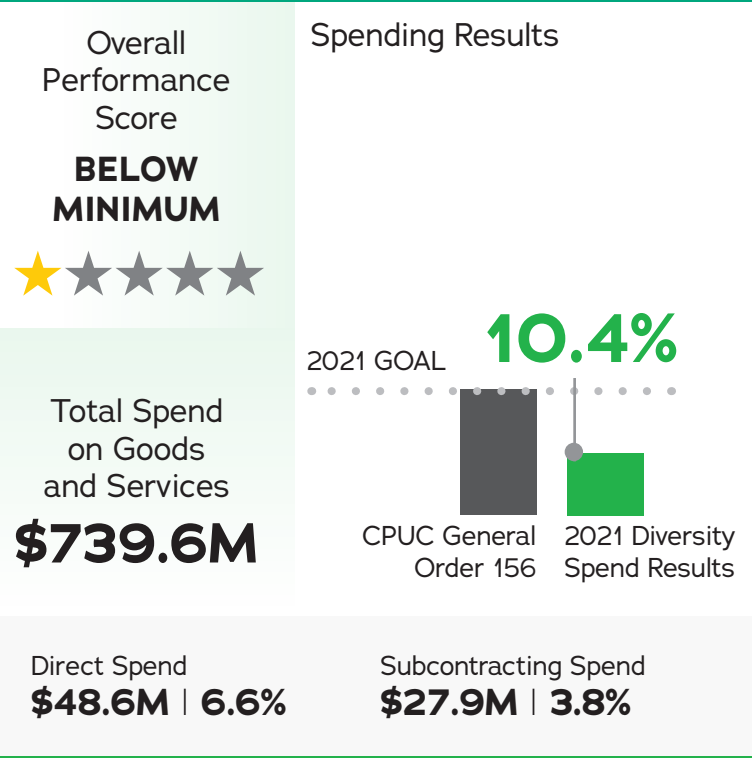


LGBT Business Enterprise (LGBTBE)



COMCAST

2021 HIGHLIGHTS



SUMMARY

Comcast had an overall total performance score of **“Below Minimum”**, not meeting the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- Comcast had a **slight increase** over the CPUC’s **target goal of 5%** with **Woman Business Enterprise (WBE)** achieving **6% or \$44.5 million** with WBE.
- Recommendation for Comcast is to **develop** a strong **supplier diversity program** to identify and attract suppliers in all categories of diversity.
- Comcast should **identify** more **diverse suppliers** to increase the pool of diverse suppliers.

Total Spend with Diverse Suppliers

\$76.5M



Diverse Suppliers
64

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$31.6M | 4.3%

★☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)

\$44.5M | 6.0%

★★★★★ Above Minimum

Disabled Veterans Business Enterprise (DVBE)

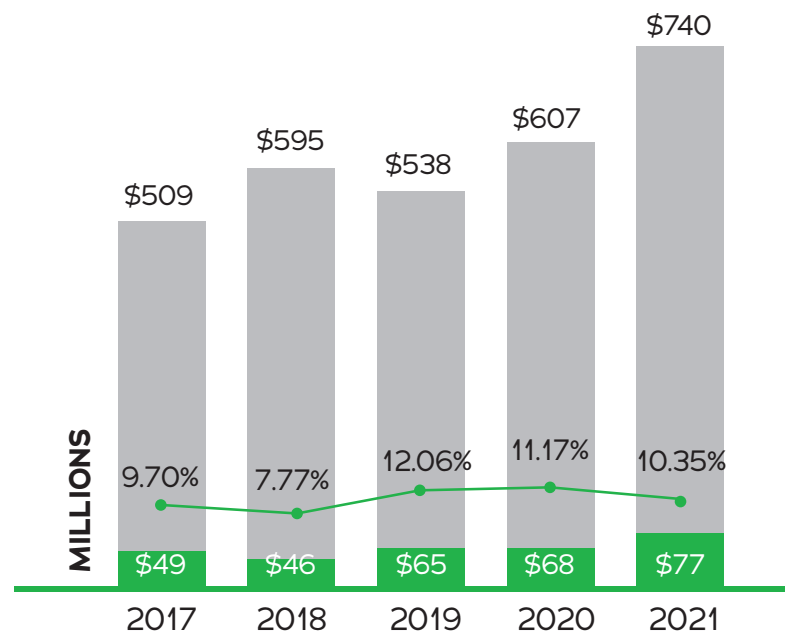
\$425.5K | 0.1%

★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

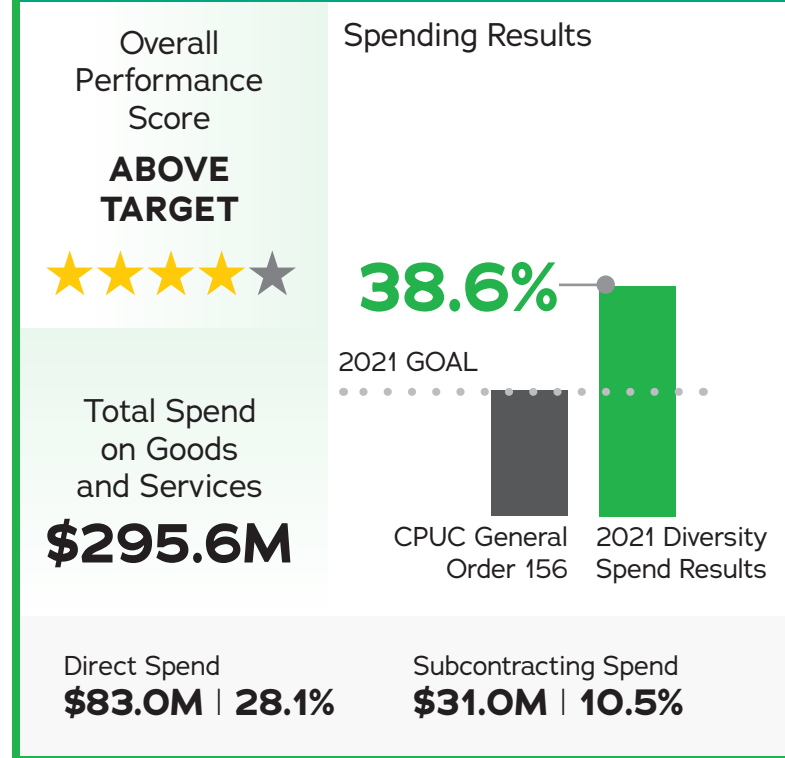
\$0 | 0%

5 YEAR OVERVIEW



FRONTIER COMMUNICATIONS

2021 HIGHLIGHTS



SUMMARY

Frontier Communications achieved an overall total performance score of **“Above Target”**, exceeding the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- Frontier Communications has a **strong spending** with **Minority Business Enterprise (MBE)**. In 2021, Frontier Communications spent **19.1% or \$56.5 million** with MBEs.
- Frontier Communications has a **strong spending** with **Woman Business Enterprise (WBE)**. In 2021, Frontier Communications spent **18% or \$53.2 million** with WBE.
- Recommendation for Frontier Communications is to continue **identifying** new **Disabled Veteran Business Enterprise (DVBE)** to meet CPUC’s target goal of 1.5%.

Total Spend with Diverse Suppliers

\$114.0M



Diverse Suppliers
65

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$56.5M | 19.1%

★★★★★ Above Minimum

Women Business Enterprise (WBE)

\$53.2M | 18.0%

★★★★★ Exceeding Maximum

Disabled Veterans Business Enterprise (DVBE)

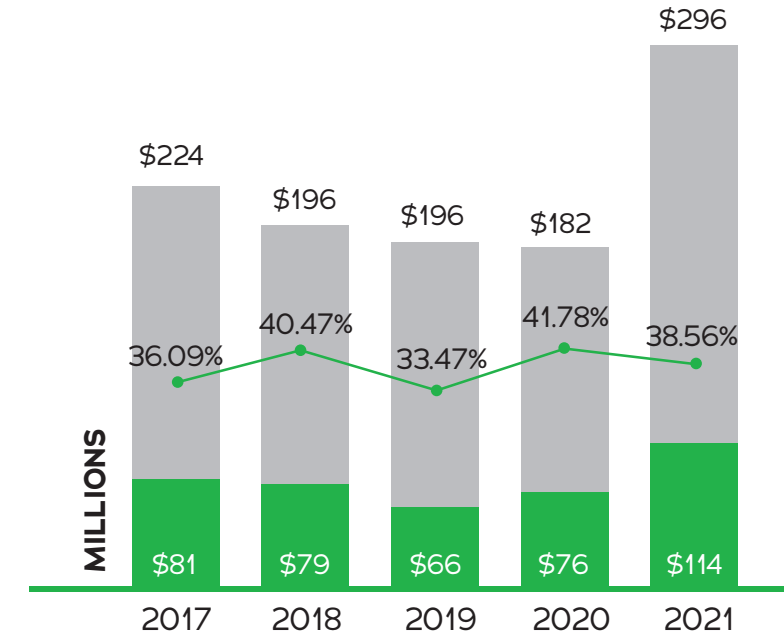
\$4.3M | 1.5%

★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$0 | 0%

5 YEAR OVERVIEW



T-MOBILE

2021 HIGHLIGHTS



SUMMARY

T-Mobile achieved an overall total performance score of **“At Minimum”**, slightly above the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- T-Mobile had a **slight increase** over the CPUC’s **target goal** of 15% with Minority Business Enterprise (MBE), achieving **16.4%** or **\$1.0 billion** slightly above the goal.
- T-Mobile had a slight **increase over** the CPUC’s **target goal** of 5% with Women Business Enterprise (WBE) achieving **6.7%** or **\$246.8 million** with **WBE**.
- Recommendation for T-Mobile is to continue **identifying** new **Disabled Veteran Business Enterprise (DVBE)** to meet CPUC’s target goal of 1.5%.

Total Spend with Diverse Suppliers

\$1.5B



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$1.0B | 16.4%

★★★★★ At Minimum

Women Business Enterprise (WBE)

\$426.8M | 6.7%

★★★★★ Above Minimum

Disabled Veterans Business Enterprise (DVBE)

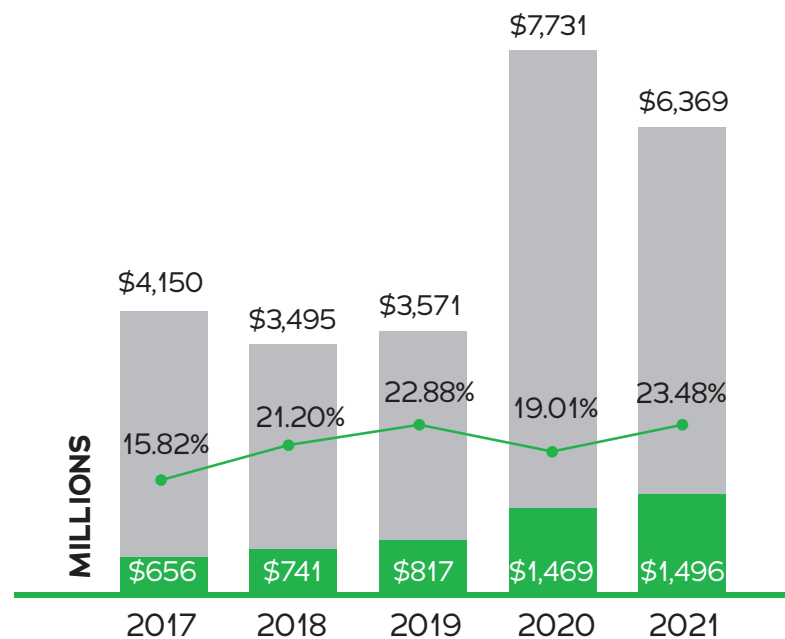
\$8.5M | 0.1%

★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

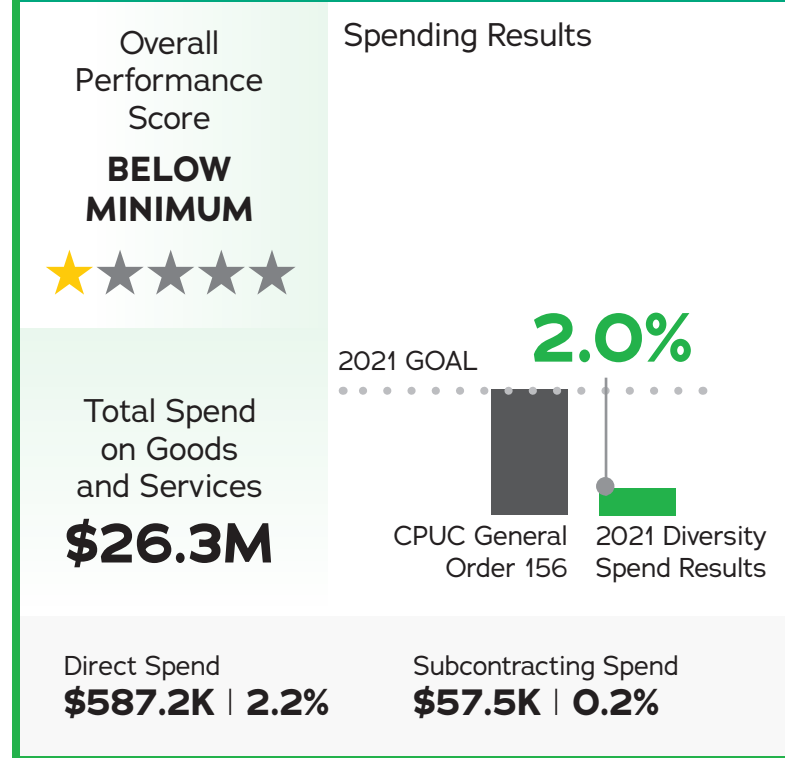
\$13.0M | 0.2%

5 YEAR OVERVIEW



TRANS BAY CABLE

2021 HIGHLIGHTS



SUMMARY

Trans Bay Cable had an overall total performance score of **“Below Minimum”**, not meeting the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- Recommendation for Trans Bay Cable is to **develop** a strong **supplier diversity program** to identify and attract suppliers in all categories of diversity.
- Trans Bay Cable should **identify** more **diverse suppliers** to increase the pool of diverse suppliers.

Total Spend with Diverse Suppliers

\$530.0K



Diverse Suppliers

14

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$414.6K | 1.6%

★★★★★ Below Minimum

Women Business Enterprise (WBE)

\$112.7K | 0.4%

★☆☆☆☆ Below Minimum

Disabled Veterans Business Enterprise (DVBE)

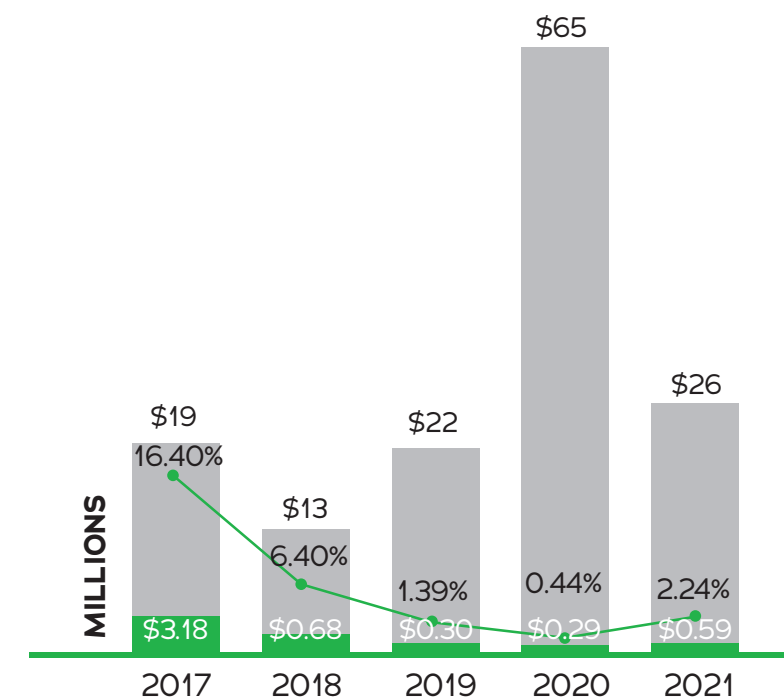
\$0 | 0%

★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$0 | 0%

5 YEAR OVERVIEW



U.S. TELEPACIFIC CORPORATION

2021 HIGHLIGHTS

Overall Performance Score
BELOW MINIMUM
★☆☆☆☆

Spending Results

Total Spend on Goods and Services
\$46.3M

2021 GOAL

CPUC General Order 156

2021 Diversity Spend Results
1.0%

Direct Spend
\$444.2K | 1.0%

Subcontracting Spend
\$0 | 0%

SUMMARY

U.S. TelePacific Corp. had an overall total performance score of **"Below Minimum"**, not meeting the CPUC's supplier diversity goal.

Best Practices & Lessons Learned

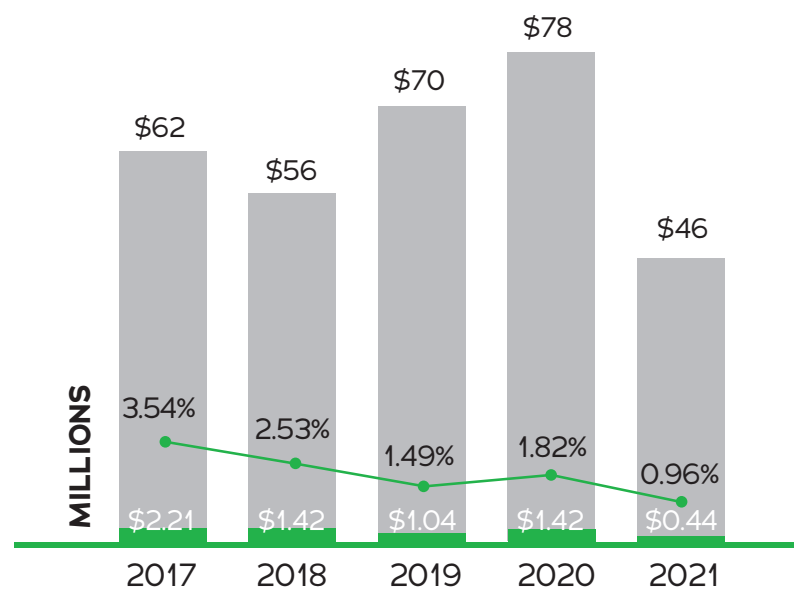
- Recommendation for U.S. TelePacific Corp is to **develop** a strong **supplier diversity program** to identify and attract suppliers in all categories of diversity.
- U.S. TelePacific Corp should identify **more diverse suppliers** to increase the pool of diverse suppliers.

Total Spend with Diverse Suppliers

\$444.2K



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$70.4K | 0.2%

☆☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)

\$312.5K | 0.7%

☆☆☆☆☆ Below Minimum

Disabled Veterans Business Enterprise (DVBE)

\$0 | 0%

☆☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$61.3K | 0.1%



Celebrating Women Owned Businesses

2022 CALIFORNIA PUBLIC UTILITIES COMMISSIONERS BIOS



ALICE BUSCHING REYNOLDS

Alice Busching Reynolds was appointed to the California Public Utilities Commission (CPUC) as President by Governor Gavin Newsom on Nov. 22, 2021, effective Dec. 31, 2021.

Prior to her appointment, President Reynolds served for three years as Governor Gavin Newsom’s senior advisor for energy. From 2011 to January 2019, she served in the administration of Governor Edmund G. Brown Jr., most recently as the Governor’s senior advisor for climate, the environment and energy and previously as chief counsel and deputy secretary for law enforcement at the California Environmental Protection Agency. During her time at

CalEPA, she coordinated statewide multi-agency environmental enforcement actions and led the creation of the agency’s environmental justice task force and refinery safety task force. President Reynolds began her public service career in 2002, serving approximately 10 years as a deputy attorney general in the California Attorney General’s Office, where she litigated cases involving protection of public trust lands, coastal resources and public access, and other environmental issues. Prior to entering public service, President Reynolds was a lawyer in private practice in San Francisco.

President Reynolds holds a bachelor’s degree from Stanford University and a juris doctor degree from Santa Clara University School of Law where she graduated magna cum laude.



CLIFFORD RECHTSCHAFFEN

Clifford Rechtschaffen was appointed to the California Public Utilities Commission by Governor Jerry Brown in January 2017. At the CPUC his key areas of interest include decarbonization, safety, environmental justice, enforcement, and improving the accessibility of Commission proceedings. Commissioner Rechtschaffen is the assigned Commissioner on the integrated resource planning, transportation electrification, building electrification, Renewables Portfolio Standard, biomethane and renewable gas, supplier diversity, and several risk assessment and safety proceedings. He also co-leads several internal agency initiatives, including implementation of the Commission’s Environmental and Social

Justice Action Plan, implementation of the Commission’s enforcement policy, and efforts to make CPUC proceedings more streamlined and accessible to the public. Commissioner Rechtschaffen

is a member of the Joint Federal-State Task Force on Electric Transmission, serves as one of two Commissioners on the Senate Bill 350 Disadvantaged Communities Advisory Group, is a member of the Western Energy Imbalance Market Body of State Regulators, and is on advisory board of the California Stationary Fuel Cell Collaborative and the Financial Research Institute.

Prior to joining the CPUC, Commissioner Rechtschaffen served as a senior advisor to Governor Brown from 2011 to 2017, where he worked on climate, energy, and environmental issues. In 2011 he also served as acting director of the California Department of Conservation. Commissioner Rechtschaffen served as a special assistant attorney general in the California Attorney General’s Office from 2007 to 2010. From 1993 to 2007, he taught environmental law, directed the environmental law program, and co-founded the Environmental Law and Justice Clinic at Golden Gate University School of Law. In 2005, he was a Fulbright Scholar at the University of Ljubljana in Slovenia. He is the author of several books and numerous articles on environmental law and policy. He was a deputy attorney general in the Environment Section of the California Attorney General’s Office from 1986 to 1993, a Reginald Heber Smith Community Lawyer Fellow at the Marin County Legal Aid Foundation from 1985 to 1986, and a law clerk for the Honorable Thelton Henderson, U.S. District Court, Northern District of California, from 1984 to 1985. He is a graduate of Yale Law School and Princeton University. He lives in Oakland and is a diehard Golden State Warriors fan.

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GENEVIEVE SHIROMA

Genevieve Shiroma was appointed to the CPUC by Governor Newsom on Jan. 22, 2019. Prior to joining the CPUC, Commissioner Shiroma served as a member of the Agricultural Labor Relations Board from 1999 to 2019, serving as chair from 1999 to 2006, 2011 to 2014, and 2017 to 2019. Previously, she was Chief of the Air Quality Branch at the California Air Resources Board from 1990 to 1999, an air quality supervisor from 1984 to 1990, and an air quality engineer from 1978 to 1984. For five terms, from 1999 to 2018, Commissioner Shiroma was the elected director of Ward 4 of the Sacramento Municipal Utility District (SMUD).

Commissioner Shiroma is presently the lead Commissioner for approximately 65 formal proceedings spanning the regulated electricity, gas, telecommunications, transportation, and water industries. In addition to major rate cases and rate design proceedings for Southern California Edison, Pacific Gas and Electric, San Diego Gas & Electric and California American Water, she leads the rulemakings over:

- Microgrids and Resiliency, established pursuant to Senate Bill 1339
- Transportation Network Companies including Wheelchair Accessible Vehicles and the Clean Miles Standard to reduce greenhouse gases from the TNC sector
- Energy Efficiency
- Clean Energy Financing
- Electric Program Investment Charge (EPIC) Research and Development program
- LifeLine discount phone and broadband program
- Water Consolidations and Acquisitions
- California Alternate Rates for Energy and Energy Savings Assistance Program

Commissioner Shiroma serves as the Commission’s representative on the Low Income Oversight Board, and is Co-Chair of the Commission’s Emerging Trends, Finance & Administration, and Internal Audits committees. In 2020, Commissioner Shiroma was selected as the Secretary/Treasurer and in 2021 Vice President of the Western Conference of Public Service Commissioners of the National Association of Regulatory Utility Commissioners (NARUC). She also serves on the NARUC Water Committee and the NARUC Emergency Preparedness, Recovery and Resiliency Task Force and subcommittees on Black Sky and State and National Responses to COVID-19.

Commissioner Shiroma resides in Sacramento and holds a Bachelor of Science degree in Materials Science and Engineering from University of California, Davis. She was born and raised as a farm worker’s daughter in the Acampo-Lodi area of San Joaquin County.



COMMISSIONER DARCIE L. HOUCK

Commissioner Darcie L. Houck was appointed to the California Public Utilities Commission (CPUC) by Governor Gavin Newsom on Feb. 9, 2021. She formerly served as Chief Counsel for the California Energy Commission since 2019.

Commissioner Houck was an Administrative Law Judge at the CPUC from 2016 to 2019, a Partner at Fredericks Peebles & Morgan from 2005 to 2016, and Staff Counsel and Policy Advisor at the California Energy Commission from 2000 to 2005.

Commissioner Houck has expertise in matters concerning environmental equity, nuclear energy regulation, and safety policy. She has an extensive background representing Native American tribes throughout the country on matters involving energy, natural resources, land claims, and water rights, among others.

Commissioner Houck is a member of the California Indian Law Association, California Lawyers Association, Schwartz-Levi Inn of Court, Women Lead and the Association of Women in Water, Energy, and Environment. She earned a law degree from the University of California, where she also earned a Master of Science in community development.



COMMISSIONER JOHN REYNOLDS

Commissioner John Reynolds was appointed to the CPUC by Governor Gavin Newsom on Dec. 23, 2021.

Commissioner Reynolds had previously served as Managing Counsel at Cruise LLC since 2019. Prior to that, he held multiple positions at the CPUC, including Interim Chief of Staff to Commissioner Genevieve Shiroma in 2018, Advisor to former Commissioner Carla J. Peterman from 2015 to 2018, and Public Utilities Counsel from 2013 to 2015. He was Associate at De la Pena & Holiday LLP in 2012. Commissioner Reynolds earned a Juris Doctor degree from the University of California, Hastings College of Law.

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SDG&E 2021 Annual Supplier
Diversity Report

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- Spokesperson services
- Contributed articles

Past Performances

- SDG&E Supplier Diversity annual reports, internal newsletters, videos and design
- Utility research and development program reports
- Environmental mitigation projects including fact sheets, media outreach and website copy and content
- Successful \$28 million federal Smart Grid Deployment Grant proposal
- Smart Grid Deployment Plan and annual reports
- Distribution Resources Plan
- Utility energy efficiency media coverage

Awards & Certifications

Forbes ranked America's Best PR Agencies
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