



California Water Service 2019 Annual Report

Women, Minority, Disabled Veteran, and LGBT Business
Enterprise Procurement Pursuant to CPUC General Order 156
(U-60-W)

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Message from the President and Chief Executive Officer of California Water Service

One way we fulfill our promise to deliver quality, service, and value is by focusing on our Supplier Diversity Program. When we utilize vendors who compete for our business and provide the best quality goods and services at the best prices, our customers win. When we add local vendors to our supplier pool, our communities thrive. When we help employees find qualified suppliers and use their resources more efficiently, our team members succeed. And, when these all come together, we all win – customers, communities, and stockholders.

I'm pleased with the achievements we made through our Supplier Diversity Program in 2019, some of which included:

- Increased expenditures with disabled veteran-owned businesses, at \$1.2 million compared to \$0.7 million in 2018 (2018 Annual Report: Page 25)
- Increased subcontracting expenditures with diverse suppliers, totaling \$12.9 million compared to \$8.5 million in 2018 (Page 45)
- Growth in the number of woman- and disabled veteran-owned businesses with which we do business (now 80 woman-owned businesses, over 74 in 2018, and 25 disabled veteran-owned businesses, over 16 in 2018) (Page 40)
- Extensive participation from our employees in outreach events (Page 16)
- Implementation of an Impact Analysis, a first in the supplier diversity space, which enables us to track return on investment of supporting activities (Page 13)

This report details the efforts made in our Supplier Diversity Program last year, including accomplishments, challenges, and opportunities we face going forward. We will continue to grow this important program, as we continuously seek to enhance the quality of life in the communities we serve.



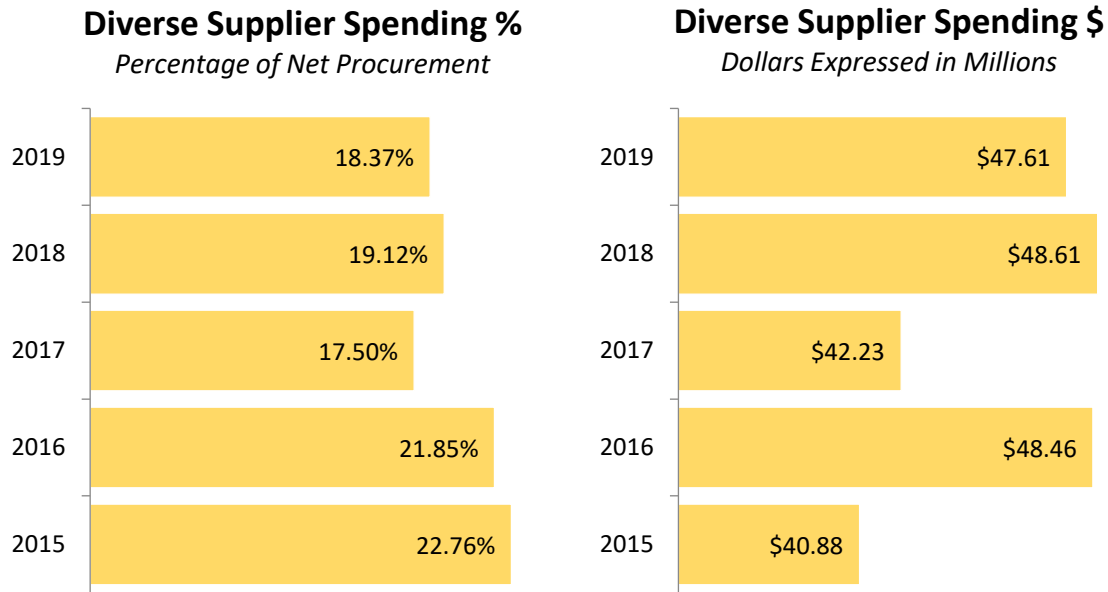
Martin A. Kropelnicki



SUMMARY OF 2019 SUPPLIER DIVERSITY PROGRAM

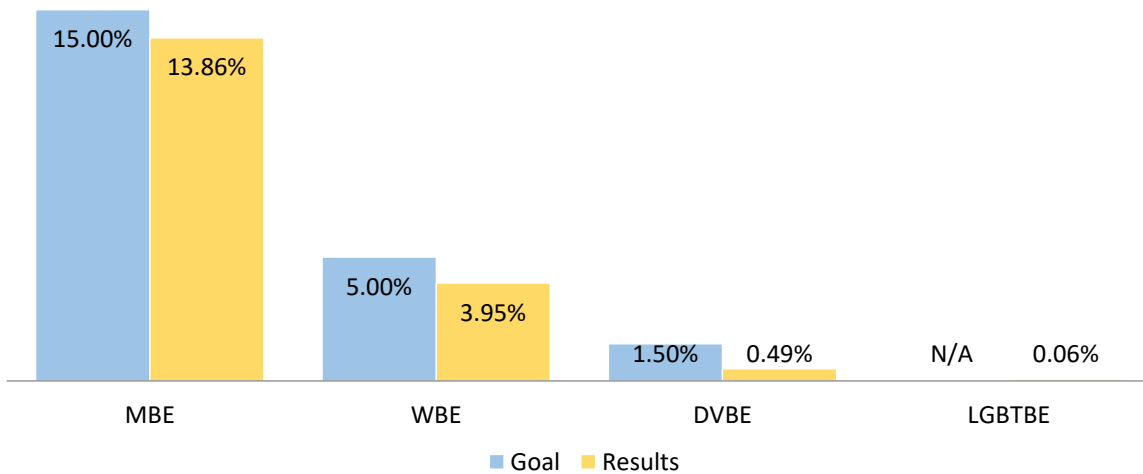
This report outlines the progress of California Water Service (Cal Water) in procuring goods and services from woman-(WBE), minority-(MBE), disabled veteran-(DVBE), lesbian-, gay-, bisexual-, and transgender-(LGBTBE) owned business enterprises (to which we refer collectively as diverse suppliers) for the period of January 1, 2019, through December 31, 2019.

In 2019, Cal Water’s discretionary spending totaled \$259.20M, of which the company spent \$47.61M, or 18.37%, with diverse suppliers.



Our results per category are:

Results per Category



9.1.1 Description of WMDVLGBTBE Program Activities

Our supplier diversity program continues evolving, and 2019 was a year full of challenges.

Internal Program Activities

Procurement Policy

Our procurement policy makes a significant difference in the program’s success; the policy requires inviting diverse suppliers in every competitive bidding event. Through it we engaged 6 new suppliers for opportunities worth \$0.5M in 2019.

Some procurement policy-related success stories include:

AqueoUS Vets, a Danville-based, Disabled Veteran-Owned Business, is a solutions provider of water/wastewater-treatment and delivery systems.



Through competitive bidding, we awarded them a Kern County-infrastructure project. These upgrades are critical to ensure water quality and supply for the communities we service.



DoGoodery, a Hollywood-based, Woman-Owned Business, is a social impact agency for change-makers. Through competitive bidding, we engaged them to enhance a project-based, environmentally focused competition for classrooms across California.

These competitions offer a unique opportunity for elementary students to become science-literate citizens, through standards-based learning, while developing a core understanding of environmental principles.

Inspired Results, an Oregon-based, LGBT-Owned brand-management firm was awarded a project to communicate water-quality results to our communities. Through their services, we ensured mailers were professionally printed with accurate information.



Evans Industrial, Inc., a Los Angeles-based, Woman-Owned Business, was awarded an inspection and replacement project for water filtration vessels in a Northern California water-treatment station.

Our procurement policy applies to all projects, opening opportunities across the different products and services we purchase. This practice has made supplier diversity integral to our corporate culture.

Internal Communications

Keeping internal stakeholders informed and involved is paramount to the success of our program.

We have redesigned the Supplier Diversity Intranet page to include performance metrics, regular program updates, and an ambassador sign-up form.

Additionally, critical information is available to project managers. We maintain several lists (Tier-1, Tier-2) of diverse suppliers for inclusion in competitive bidding events.

Vendor ID	City	Keyword	Phone
000002050	Norwalk	Paving	562-8
000009451	West Sacramento	Fuel	916-8
000009625	BAKERSFIELD	Well Survey, Geotech	961-8
000001394	BAKERSFIELD	Environmental Service	961-4
0000015704	Oakland	Environmental Service	510-6
0000018010	San Bernardino	GIS	909-7
0000018270	Corte Madera	Corrosion Protection	415-9
0000019754	SAN FRANCISCO	Electrical	415-4
0000020029	Chesterfield	Staffing	636-8
0000023484	TORRANCE	Paving	310/6
0000024296	SANTA ANA	Environmental Service	949-2
0000026629	QUARTZ HILL	Electrical	961/9
0000027260	REDONDO BEACH	Translations	310-3
0000028521	San Dimas	Water Survey, Water A	626-3
0000029004	LOS ANGELES	Legal	310-9
0000029256	ANAHIM	Generator Sales, Rent	714-5
0000029589	PALO ALTO	Ergonomic Products, E	650/3
0000030130	San Jose	Industrial	408-4

Sample Diverse Supplier List

History Month Celebrations

In 2019, we hosted a series of History Month Celebrations at our San Jose headquarters.

We formulated these events under two fundamental diversity and inclusion (D&I) theories:

- Intergroup Contact Theory: Contact among members of different groups typically reduces intergroup prejudice.¹
- Role Models: People need to see counter-stereotypical role models often for beliefs to change.¹

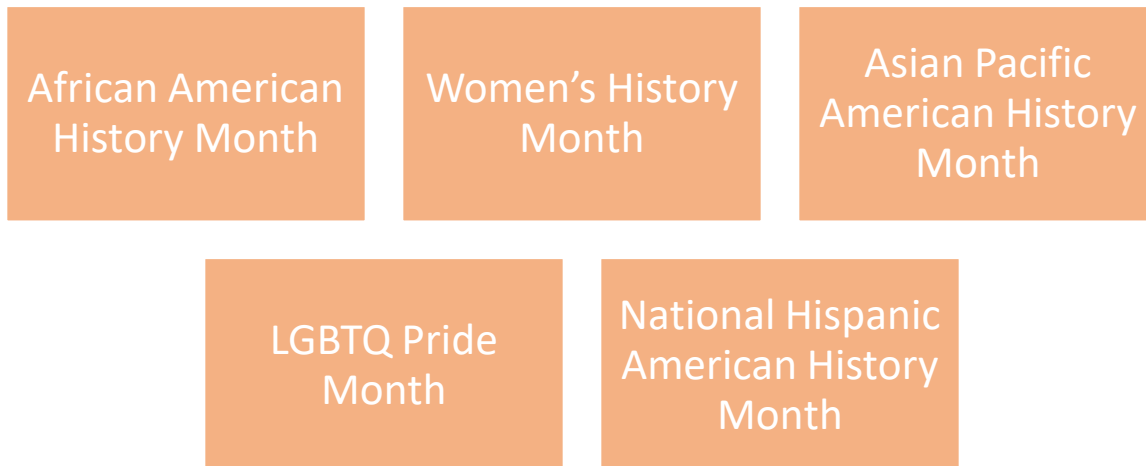
With these celebrations, we created a space for employees to discover the struggles—and honor the achievements—of diverse communities while learning and connecting with their peers.

Similarly, these events provided an opportunity for community-based organizations (CBOs) and diverse suppliers to meet our employees—a unique opportunity to share their stories.

Through the post-event surveys, employees expressed their appreciations to the opportunities of both learning something new about the community, and connecting with fellow employees—measurements of the underlying theories.

These events are a factor to an internal cultural transformation advancing diversity in our organization.

The celebrations included:



¹ Bohnet, I. (2018). *What works: gender equality by design*. Cambridge, MA: The Belknap Press of Harvard University Press.

African American History Month

On February 22, we celebrated achievements by the African-American Community with a small ceremony.



Scenes from African American History Month Celebration

Carl Davis, Jr. (President, Silicon Valley Black Chamber of Commerce), joined us to share his efforts in advocacy for African American-Owned Businesses.

We also learned, through a video, Gloria Richardson's story and her efforts in the Civil Rights Movement.

In closing, a Cal Water employee shared stories from his 30+ years of experience in the fire service and his mentoring efforts for underserved youth.

Women's History Month

On March 15, we honored the struggles and celebrated the achievements of women throughout the history of the United States.



Scenes from Women's History Month Celebration

This ceremony featured Cal Water employees, sharing personal stories from the Water Utility industry.

We hosted Rashmi Chaturvedi (President, Kaygen Inc.), who shared her story from the Information Technology industry.

Through this ceremony, we acknowledged and honored the achievements of our female colleagues across Cal Water.

Asian Pacific American History Month

On May 10, we paid tribute to the generations of Asian- and Pacific-Islanders-Americans who have enriched our country's history.



Scenes from Asian Pacific American History Month Celebration

Many colleagues shared their experiences, successes, and a few funny culture-shock stories!

We had the honor in hosting Teresa Keng (Fremont City Council Member, District 1), who shared her story on becoming an elected official, and communicated her passion for giving back to the community.

LGBTQ Pride Month

On June 28, we celebrated LGBTQ Pride Month and the 50th-year anniversary of the Stonewall uprisings—a momentous event for the community.



Scenes from LGBTQ Pride Month Celebration

Through a small ceremony, we acknowledged the struggles—and honored the contributions—of the LGBTQ community to our nation.

We had the honor of hosting Shay Franco-Clausen (Public Policy & Campaign Consultant) and Dawn Ackerman (President, OutSmart Office Solutions), who shared their remarkable stories in advocacy and advancement for the community.

National Hispanic American History Month

On October 11, we celebrated the Hispanic Community's culture, heritage and contributions to our nation!



Scenes from National Hispanic American History Month Celebration

Two guest speakers: Hermelinda Sapien (President, Center for Employment Training) and Belia Iniguez (President, Society of Latino Engineers and Scientists) shared their advocacy stories.

During this event, we learned about a culture of delicious food, lively music, and vibrant traditions of faith, family, and hard work!

Impact Analysis: Supporting Activities

The Supplier Diversity program is supported by many activities to attain our goal. These activities require resources (e.g., time, treasure, labor), making it critical to measure their effectiveness.

In 2019, we conducted such an analysis to determine where to focus or re-evaluate efforts.

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01113385	1	10000000501			NQ
01113386	1	10000007261	1623		NQ
01113387	1	10000007261	1623		NQ
01113388	1	10000007261	1623		NQ
01113389	1	10000007261	1623		NQ
01113390	1	10000007261	1623		NQ
01113391	1	10000001756	3612	7	
01113391	2	10000001756	3612	7	
01113392	1	10000007261	1623		NQ
01113393	1	10000007261	1623		NQ
01113395	1	10000007261	1623		NQ
01113396	1	10000007261	1623		NQ
01113397	1	10000005397	5084	7	NQ
01113400	1	10000007261	1623		NQ
01113401	1	10000007261	1623		NQ
01113403	1	10000036319	1623		
01113403	2	10000036319	1623		
01113404	1	10000007261	1623		NQ
01113405	1	10000007261	1623		NQ
01113407	1	10000007261	1623		NQ
01113408	1	10000007261	1623		NQ
01113411	1	10000007261	1623		NQ
01113412	1	10000007261	1623		NQ
01113414	1	10000035449	6411		
01113417	1	10000005330			NQ
01113417	1	20000005330			NQ
01113417	1	30000005330			NQ
01113417	1	10000002923	6826		

Impact Analysis Sample Data

The task entailed a five-year (2014–2018) data analysis comprising 152 diverse suppliers, representing \$145M in expenditures. From this analysis, we identified the following activities as being the most impactful:

1. Procurement Policy: 43 Suppliers, \$23M
2. Certification Assistance: 16 Suppliers, \$15M
3. Tier-2 to Tier-1 Evolution: 4 Suppliers, \$6.6M
4. Partnering with Advocacy Organizations: 16 Suppliers, \$2.2M
5. Sourcing from Diversity Databases: 10 Suppliers, \$1.87M

The data show that requiring diverse suppliers to participate in every competitive bidding event (Procurement Policy) does the most in advancing diverse suppliers. This policy evolves supplier diversity beyond advocacy or best efforts, truly making it part of our organization's DNA.

External Program Activities

External Outreach

Through external outreach activities we connect with diverse suppliers, communicate upcoming projects, and ensure the program's sustainability.

The following calendar outlines many of the events we participated in 2019:

Jan

- American Indian Chamber Advisory Council; GoToMeeting
- CWA Board of Directors Meeting; San Francisco
- CWA USDP Committee Meeting; GoToMeeting
- GGBA Make Contact; San Francisco
- Office Depot Business Mixer; Los Gatos
- Rainbow Chamber Annual Awards Luncheon; San Jose

Feb

- California Capital PTAC Doing Business with CWA; Sacramento
- CWA Board of Directors Meeting; Downey
- CWA USDP Committee Meeting; GoToMeeting
- GGBA Power Lunch V; San Francisco
- Insurance Diversity Task Force Meeting; San Francisco
- Rainbow Chamber Monthly Mixer; Los Gatos

Mar

- California Hispanic Chamber Business Policy Summit; Sacramento
- CWA Board of Directors Meeting; Sacramento
- CWA Capacity Building & Technical Assistance S1; Covina
- CWA USDP Committee Meeting; GoToMeeting
- Greater Los Angeles African American Chamber of Commerce Economic Awards Dinner; Los Angeles
- Lunch & Learn with Electrical Engineering; Cal Water Bakersfield
- Northern CA Elite DVBE Monthly Meeting; Cal Water San Jose
- Rainbow Chamber Monthly Mixer; San Jose
- WRMSDC Prime Time MBE 2 MBE & Prime Supplier Connections; San Francisco

Apr

- CPUC Small Business Expo; Pomona
- CWA USDP Committee Meeting; San Dimas
- Rainbow Chamber Monthly Mixer; Campbell
- SJRAC Public Works & Purchasing Showcase; Stockton
- SVO Annual Member Celebration; San Jose
- USPAACC Business Express Workshop; Cal Water San Jose
- WBEC Pacific RFP Workshop; Cal Water San Jose

May

- API Legislative Caucus Annual Awards Dinner; Sacramento
- CWA Spring Conference; Sacramento
- EBMUD Small Business Forum & Insurance Workshop; Oakland
- GGBA EPIC Reception; San Francisco
- Rainbow Chamber Monthly Mixer; San Jose
- WRMSDC Black Tie Awards & Fundraiser Gala; Livermore

Jun

- Asian Business Association Minute Marketing; Cal Water Torrance
- AWWA CA-NV Women in the Water Industry Event; Los Angeles
- CWA Capacity Building & Technical Assistance S2; Covina
- CWA Meet The Primes; Downey
- CWA USDP Committee Meeting; Sacramento
- ICSBD Monthly Luncheon; San Jose
- Joint Utilities Quarterly Meeting; Sacramento
- Lunch & Learn with Electrical Engineering; Cal Water Torrance
- Rainbow Chamber Monthly Mixer; Mountain View

Jul

- Campbell Chamber Monthly Mixer; Campbell
- CWA Planning Meeting; Napa
- Rainbow Chamber Monthly Mixer; San Jose

Aug

- California Hispanic Chamber Annual Convention; Stockton
- CWA Board of Directors Meeting; San Diego
- CWA USDP Committee Meeting; San Diego
- Rainbow Chamber Monthly Mixer; San Jose
- Rainbow Chamber Out at the Fair; Santa Clara
- Silicon Valley Pride 2019; San Jose
- AWWA CA-NV Women in the Water Industry Event; Campbell

Sep

- CWA Capacity Building & Technical Assistance S2; Covina
- Rainbow Chamber CONNECT:2019; San Jose

Oct

- 2019 CWA USDP Committee-CBO Summit; Fresno
- 5th Annual National Latino Leadership Conference; Los Angeles
- CPUC Public Hearing on Supplier Diversity; Fresno
- CWA Board of Directors Meeting; Fontana
- VIB Network National Conference; San Diego

Nov

- CWA Annual Conference; Monterey
- CWA Capacity Building & Technical Assistance S4; Covina
- CWA USDP Committee Meeting; Covina
- GGBA Gratitude Reception II; San Francisco
- USVBA Turning Contacts into Contracts; Long Beach
- WBEC Pacific BOLD Success Conference; San Jose

Dec

- CHCC Northern Region Leadership Reception; San Jose
- County of Santa Clara Business Diversity Fair; Santa Clara
- CWA Board of Directors Meeting; San Dimas
- CWA USDP Committee Meeting; Newport Beach
- ICSBD Board & Friends Mixer; San Jose
- Joint Utilities Quarterly Meeting; Thousand Oaks
- Rainbow Chamber LGBTQ+ Holiday Party 2019; San Jose
- WBEC Pacific Awards Gala; San Jose

Ambassador Program

Our ambassadors are Cal Water employees attending outreach events, many of them have indirect or direct procurement responsibilities in their work.

They directly network with diverse suppliers and CBO leadership, creating multiple points of contact and awareness within our organization.



120 Ambassadors | 27 Events
2019

Cal Water Ambassadors and Guests at a Rainbow Chamber Silicon Valley Event
Photo Credit: Luis Pedro Castillo

This approach makes supplier diversity sustainable by expanding the effort beyond the program manager.

A few notable engagements include:

CA-NV American Water Works Association Women's Leadership Committee, Campbell

CA-NV American Water Works Association Women's Leadership Committee, Los Angeles

Rainbow Chamber of Commerce Stonewall Anniversary Celebration, Mountain View

CA-NV American Water Works Association Women's Leadership Committee, Campbell
 Three exemplary leaders, including Cal Water's Water Quality Director, discussed the importance of mentors, work-life balance, returning to work after family leave, and supporting minorities in the water industry.



WOMEN IN THE WATER INDUSTRY PANEL DISCUSSION

August 20, 2019
 5:00pm - 7:00pm

AGENDA:
 5:30-5:45pm
 Networking
 5:45-7:00pm
 Panel Discussion

LOCATION:
 Double Tree by Hilton
 Hotel Campbell -
 Punnett Plaza
 1000 South Bascom Avenue
 Campbell, CA

This is a FREE event!
 But RSVP is Required
[RSVP here!](#)

Thank you to our sponsor for this event!

Brown and Caldwell

The CA-NV AWWA Women's Leadership Committee, with the help of California Water Service, is bringing this event as an opportunity to bring together our local community of women in the water industry. A panel of leaders in our industry will offer their insight into how to navigate and succeed at a woman in the field. Come meet other women in the water industry and hear from this distinguished panel:

SHAVAN TERRAVALLI, P.E., ACE, Senior Engineering Officer, Water World
 Ms. Terravalli is an experienced professional engineer with 20 years of progressive experience in both the private water and wastewater industries, and currently serves as Director of Operations, Planning, and Construction for Water World. She has a B.S. degree in Civil Engineering from California State University, San Bernardino.

SOPHIE JAMES, Water Quality Director, California Water Service
 Ms. James has over 20 years of experience with both private and public water utilities. She has worked for California Water Service, Inc. as a Senior Project Manager, and Director of Operations, Planning, and Construction. She has a B.S. degree in Chemistry and a M.S. degree in Environmental Engineering from the University of California, Berkeley.

KAREN PAPFEL, Program Manager, CWR
 Ms. Papfel has over 20 years of experience with both private and public water utilities. She has worked for California Water Service, Inc. as a Senior Project Manager, and Director of Operations, Planning, and Construction. She has a B.S. degree in Civil Engineering from California State University, San Bernardino.

Member Since 1916
 California-Nevada Section www.cwnv-awwa.org



Women in the Water Industry Panel Discussion

The event took place on Aug 20 in Campbell CA, through a collaboration with the CA-NV AWWA Women's Leadership Committee.

These events are an important source of information for women on navigating—and succeeding—in the water industry, providing unique opportunities for diverse suppliers to meet project managers.

CA-NV American Water Works Association Women's Leadership Committee, Los Angeles

This forum provided an opportunity for our team to network with other water industry professionals, diverse suppliers, and community members.



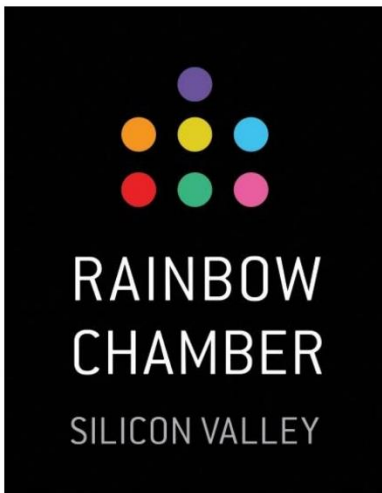
WOMEN'S LEADERSHIP Committee

Ambassadors at the STAPLES Center Los Angeles.

The Women's Leadership Committee serves the community of professional women in their development within the water industry through community building, action-based workshops and mentorship.

Rainbow Chamber of Commerce Stonewall Anniversary Celebration, Mountain View

On this event, ambassadors directly interacted with diverse suppliers, leadership from the Rainbow Chamber, and community members.



Ambassadors at the Rainbow Chamber of Commerce Silicon Valley June Mixer

The event was hosted at the Computer History Museum in Mountain View, and catered by a prominent LGBT-owned business, Catered Too!

Hosted Workshops

To bridge the gap between diverse suppliers and our project managers, we hosted several workshops in partnership with CBOs.

Employees from many disciplines (Electrical, Civil Engineering, Water Quality, and Accounting) attend these on-campus events to interact with diverse suppliers.

Industry Council for Small Business Development

We hosted the Industry Council's June meeting at our San Jose headquarters.



June 2019 Luncheon Speaker: Vivek Agarwal
Business Coach at FocalPoint International, Inc.

Monday, June 10, 2019
11:00 am - 1:00 pm

Cal Water Building C Media Center
1720 N 1st Street | San Jose CA 95112

REGISTER FOR THIS EVENT

INDUSTRY COUNCIL
FOR SMALL BUSINESS DEVELOPMENT



Marketing Workshop | June 10, 2019 | San Jose

More than 30 attendees learned from Vivek Agarwal (Executive Coach & Faculty, San Jose State University) the principles of marketing, and the importance of establishing a brand.

Asian Business Association, Los Angeles

On this workshop at our Rancho Dominguez district office, more than 30 diverse suppliers practiced their 1-minute pitch with Michael Synn, a dynamic and experienced speaker.



1 Minute Marketing | June 14, 2019 | Torrance

More than 15 Cal Water employees joined diverse suppliers during lunch, providing a unique networking opportunity to discuss capabilities and past projects.

Lunch & Learn Sessions

These sessions are solely focused on C-10 Electrical Contractors, creating a unique opportunity to meet Electrical Engineers commissioning projects throughout the state.

We hosted two sessions in 2019:

Bakersfield | March 12 | 48 Attendees



"This was an innovative way to reach out to contractors in a personal setting. Kudos to Cal Water for its outreach efforts. We're really looking forward to pursuing opportunities with the electrical group!"

Attendee Feedback

California's Central Valley remains a very active area for our operations, and a priority for supplier diversity.

Torrance | June 25 | 41 Attendees



Capital Delivery Electrical Group
Watt to Know
Electrical Engineering Manager

"Great lunch and learn mixer. Ability to meet key contacts as well as understanding the process to doing business with California Water Services and the types of electrical projects that they are looking for to match with qualified vendors."

Attendee Feedback

We discussed Southern California opportunities with a session at our Rancho Dominguez district office.

During these workshops, diverse suppliers discussed local projects, reviewed contractor requirements, and learned how to become an approved vendor.

California Water Association – Community Based Organizations Summit 2019

In conjunction with other California Water Association (CWA) members, we hosted a summit with CBOs.



CBO Summit in Partnership with Fresno Metro Black Chamber of Commerce

The agenda included: 2020-2021 CWA Supplier Diversity Committee leadership transition, internal organizational structure, priorities moving forward, and an open discussion for CBOs to share their perspectives.

We see this effort as a great exercise in ensuring alignment among important program stakeholders.

Webinars

As part of Supplier Diversity leadership, we continuously share lessons learned and best practices with stakeholders across the nation.

Operations personnel engagement is one such practice, where our success is evident through high outreach event participation (120 ambassadors, 27 events).

We hosted a webinar on this subject in partnership with the National Utilities Diversity Council.

The image displays a collage of screenshots from a webinar. The primary screenshot is the webinar registration page for 'Better Together: Creating Successful Relationships Between Supplier Diversity and Operations' on April 24th. It lists speakers Elissa Ouyang and José Espinosa from California Water Service Company. To the right, three presentation slides are visible: 'Five Pillars of Program Excellence' with five categories, 'Communicate' showing social media posts, and 'Engagement Evolution' featuring a group photo and a '2018 Performance Score' graphic.

NUDC Webinar Screenshots

Fifty-five people nationwide registered for the one-hour webinar. We discussed the importance of face-to-face visits, finding viable suppliers, communications, sponsoring active roles, and our evolution to Lunch & Learn Sessions.

The National Utilities Diversity Council conducts research to educate, develop best practices and guide efforts that will promote diversity in the utilities and communications industries in the areas of governance, employment, procurement, language access/customer service, and philanthropy.

About NUDC. (n.d.). Retrieved 2019, from <https://nudc.com/about/about-nudc/>.

Afterwards in July, we partnered with the Water Environment Federation's Water Leadership Institute for a webinar on the benefits of diversity, and an adaptable framework to start any related initiatives.

The Water Leadership Institute program is aimed at educating, training, and providing opportunities that enable developing and emerging leaders to build strong lasting relationships within the water industry.

Water Environment Federation. (n.d.). WEF - Water Leadership Institute. Retrieved 2019, from <https://www.wef.org/resources/water-leadership-institute/>

More than 50 attendees participated in this 30-minute discussion. On the webinar, we addressed how diversity can affect operations and proposed a Question Zero, Supporting Activities and Performance Metrics framework as the next step for implementing any initiatives.



WEF Webinar Screenshots

In the next year, we'll continue advancing both the science and art in Supplier Diversity while sharing best practices.

Timely Payment

This is the second year implementing the proposed agreement (in lieu of AB-1552) on increased communication, and education about existing invoice-payment resources for suppliers:



California Joint Utilities Best Practices for Prompt Payments

The California utilities subject to California Public Commission General Order 156 ("Joint Utilities") are proud of our multi-decade collaboration to ensure the success of California's GO 156 minority and diverse procurement program. It is in this spirit we propose ways to help our suppliers better understand our invoice payment terms and how to resolve payment issues in lieu of a legislative mandate. The Joint Utilities do not believe there to be a systemic issue; however, we appreciate the opportunity to strengthen our respective supplier diversity programs in this area of concern.

The Joint Utilities in our respective Supplier Diversity Programs propose to increase communication and education about existing invoice payment resources for suppliers that may include the following:

- Provide documentation outlining the invoice payment process and share the information through various channels (e.g., contract documents, verbally, Web site, etc.)
- Provide directions and contact information for suppliers/vendors seeking information regarding the invoice payment process, status of payment or to address concerns; share the information through various channels.
- Conduct workshops and/or meetings/webinars/online conference calls to have discussions with suppliers/vendors about cash flow management, contract management, invoice payment processing, and payment options.
- Provide up to two (2) opportunities for collaboration forums annually for community-based organizations and suppliers/vendors to discuss invoice payment challenges and opportunities for process enhancements.
- Share information regarding the above-referenced efforts in the GO 156 Annual Report.

5.29.18




Proposed Agreement and Collaboration Forum

We updated the Payment Information section on Cal Water's website, included best practices for prompt processing, and listed a Senior Accountant's contact information to address suppliers' questions.

In coordination with other CPUC-regulated utilities, we held a collaboration forum in September for Community-Based Organizations to address any open concerns about their members.

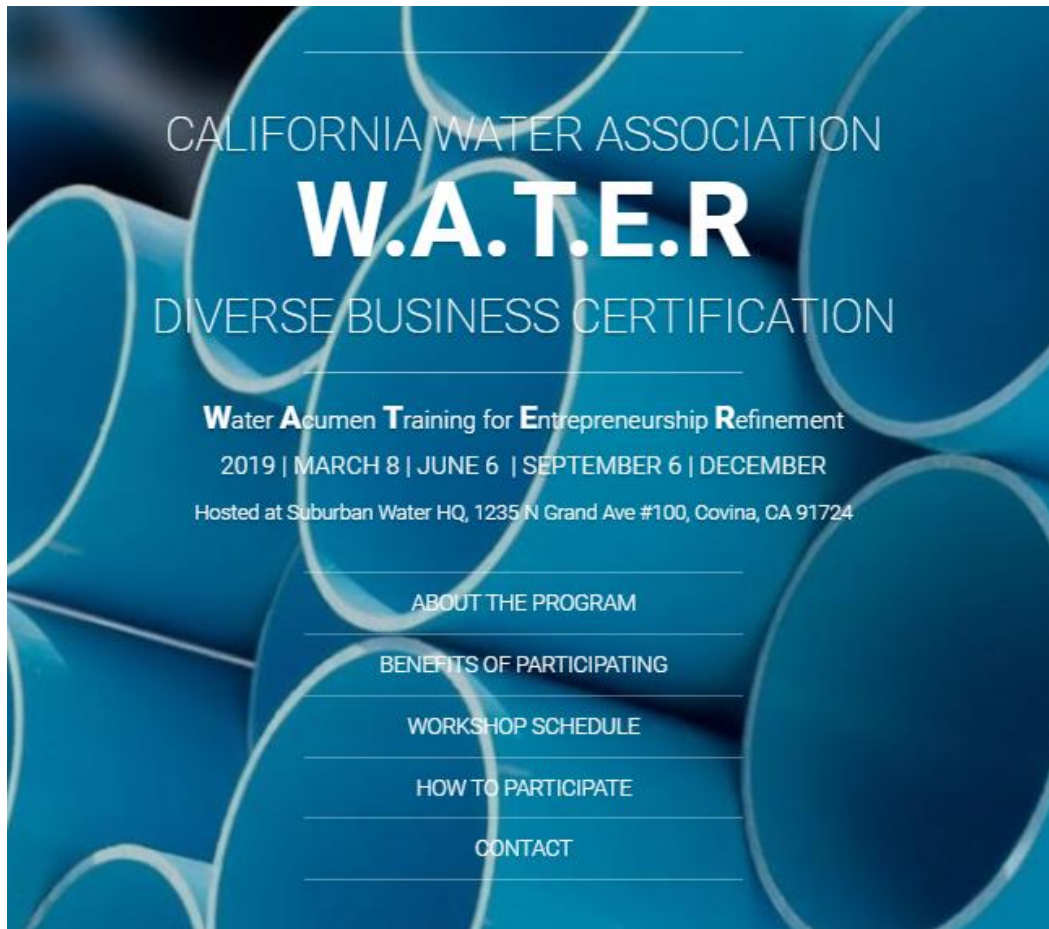
Throughout next year, we'll maintain open communications channels for suppliers to address any timely payment concerns they might have.

Capacity Building & Technical Assistance (CB&TA)

In 2019, we produced two training tracks for CB&TA: First, the California Water Association's Training Program, and second, partnerships with specific CBOs for hosted training at our facilities.

CWA Water Acumen Training for Entrepreneurship Refinement Business Certification

As a member of CWA's Supplier Diversity Committee, we (Cal Water and six other member-utilities) take a collective approach to Capacity Building & Technical Assistance by pooling resources and delivering a unified training program, advancing suppliers through education and training.



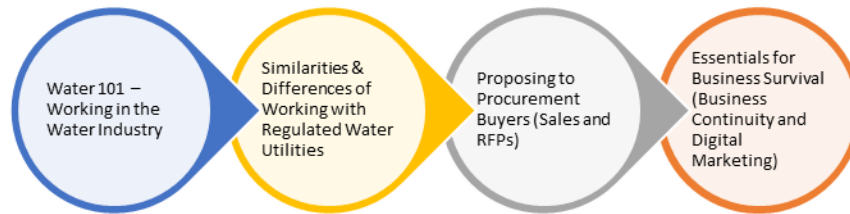
Training Program Website

In 2019, we partnered with Melanie Rae (Founder, GUIDED™ Business Plan), to develop a training program with relevant content for participants.

Before launching GUIDED™ Business Plan in 2009, Melanie Rae spent most of her career simplifying concepts and relating them back to adults so they could perform their jobs better. She has a lens for translating concepts into relevant content to her audience. She starts with the desired outcome, and develops curricula to show immediate results.

Rae, M. (2019). About Guided Business Plan. Retrieved November 26, 2019, from <https://guidedbusinessplan.com/pages/about-us>

Using a building-blocks approach, we developed a four-module study course:



The training sessions called for collaboration among member-utilities, sharing best practices and insights for engaging key decision-makers.



CWA W.A.T.E.R. Diverse Business Certification Participants

We delivered 16 training hours to approximately 25 current—and prospective—diverse suppliers through quarterly workshops (March 8, June 6, September 6, November 22) in Suburban Water Systems; Covina.

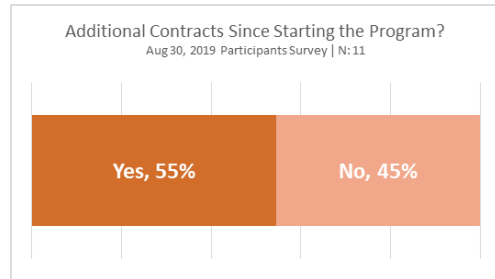


CWA W.A.T.E.R. Diverse Business Certification Session

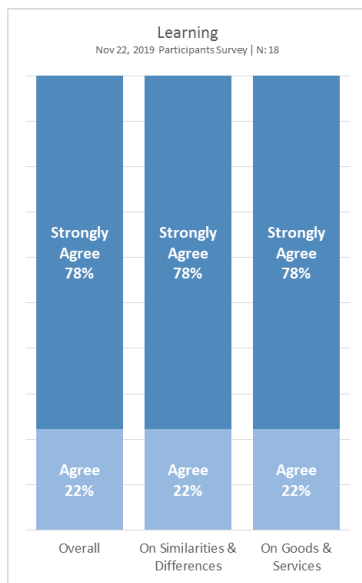
By many measurements, this training program was successful:

The sessions translated into new **contracting opportunities** for participants.

On a mid-program survey, 55% respondents confirmed getting additional contracts with member-utilities or the water association since starting the program.

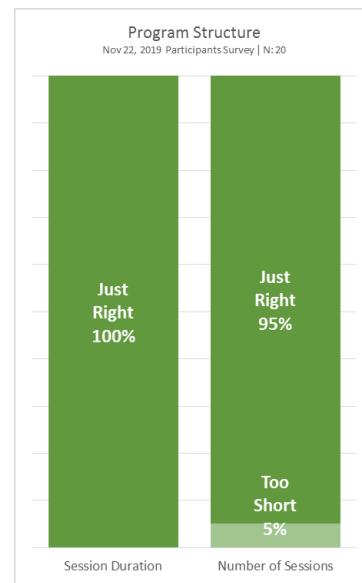


Similarly, we measured whether participants gained new knowledge, and their assessment of the program’s design.



In terms of **learning**, the data supports a building-blocks approach.

We found consistent responses in terms of overall learning, and specific areas such as: similarities/differences of the member-utilities, and goods/services we procure.



In terms of **program’s structure**, metrics uphold our training format.

Participants rated both the duration, and number of training sessions positively.

US Pan Asian American Chamber of Commerce: ReadySetGrow™ Workshop

In partnership with the US Pan Asian American Chamber of Commerce, we hosted a Business Express: ReadySetGrow™ workshop at our San Jose headquarters.





USPAACC
Western Region

Business Express: ReadySetGrow™

An interactive workshop designed to help you develop in-depth knowledge in:
Planning for Growth, Marketing: Research, Planning & Implementation,
Leadership & Management, Financial Analysis: Tools & Resources

WHEN: Thursday April 4, 2019, 9:00 am - 4:30 pm
*Reception 4:30 pm - 6:00 pm

WHERE:  California Water Service Group
1720 N 1st St, San Jose, CA

BUSINESS EXPRESS
READY SET GROW

April 4, 2019
Location: California Water Service Group
1720 North 1st Street
Building C: Media Center
San Jose, CA 95112

 US PAN ASIAN AMERICAN
CHAMBER OF COMMERCE
EDUCATION FOUNDATION

Scenes from ReadySetGrow™ Workshop

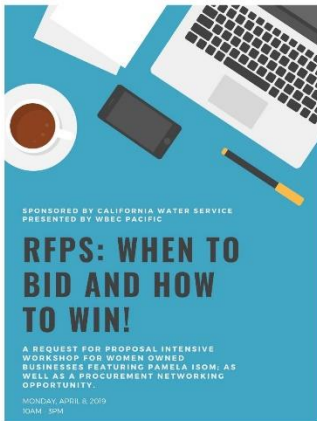
Attendees learned best practices in Human Resources including interviewing, hiring and employee effectiveness.

Additionally, Tim Fulton (President, Small Business Matters) discussed the importance of financial management with topics such as key performance indicators, Z-score calculation, and cashflow management.

In concluding the program, business owners had the opportunity to network with Cal Water employees.

WBEC-Pacific and Ice Safety Solutions RFPs: When to Bid and How To Win!

In partnership with WBEC-Pacific, we hosted Marianne Ellis (CEO, VEO Group) and Pamela Isom (President, ICE Safety Solutions) to share their unique process in determining when to bid, and how to win.



RFPs: When to Bid, and How to Win! | April 8 | San Jose, CA

Following the presentation, Cal Water employees from different disciplines (Electrical- and Civil-Engineering, Water Quality, Accounting) joined for lunch and a unique networking opportunity with suppliers.

We concluded the event with a panel discussion featuring Lisa Castillo (Senior Global Supplier Diversity Manager, AT&T), other AT&T representatives, and Sonu Ratra (Co-Founder, Akraya).

This event exemplified the hosted-workshop approach for delivering relevant content and enabling interactions between diverse suppliers and employees.

9.1.2 WMDVLGBTBE Annual Results by Ethnicity

			Direct	Sub	Total \$	%
1	Minority Male	Asian Pacific American	\$ 10,475,256.62	\$ 1,392,048.23	\$ 11,867,304.85	4.58%
2		African American	\$ 36,661.58	\$ -	\$ 36,661.58	0.01%
3		Hispanic American	\$ 13,962,005.07	\$ 6,106,404.53	\$ 20,068,409.60	7.74%
4		Native American	\$ 1,922,780.44	\$ 52,454.93	\$ 1,975,235.37	0.76%
5		Total Minority Male	\$ 26,396,703.71	\$ 7,550,907.69	\$ 33,947,611.40	13.10%
6	Minority Female	Asian Pacific American	\$ 936,543.73	\$ 20,925.00	\$ 957,468.73	0.37%
7		African American	\$ 105,910.11	\$ -	\$ 105,910.11	0.04%
8		Hispanic American	\$ 751,736.67	\$ 161,693.38	\$ 913,430.05	0.35%
9		Native American			\$ -	0.00%
10		Total Minority Female	\$ 1,794,190.51	\$ 182,618.38	\$ 1,976,808.89	0.76%
11	Total Minority Business Enterprise (MBE)		\$ 28,190,894.22	\$ 7,733,526.07	\$ 35,924,420.29	13.86%
12	Women Business Enterprise (WBE)		\$ 5,752,631.50	\$ 4,489,754.91	\$ 10,242,386.41	3.95%
13	Lesbian, Gay, Bisexual, and Transgender Business Enterprise (LGBTBE)		\$ 164,393.42	\$ -	\$ 164,393.42	0.06%
14	Disabled-Veteran Business Enterprise (DVBE)		\$ 609,905.31	\$ 669,355.08	\$ 1,279,260.39	0.49%
15	Other 8(a)		\$ -	\$ -	\$ -	0.00%
16	Total WMDVLGBTBE		\$ 34,717,824.45	\$ 12,892,636.06	\$ 47,610,460.51	18.37%
17	Net Procurement		\$ 259,204,186.74			

9.1.2 WMDVLGBTBE Direct Procurement by Product and Service Categories

			Products		Services		Total		
			\$	%	\$	%	\$	%	
1	Minority Male	Asian Pacific American	Direct	\$ 1,464,665.43	0.57%	\$ 9,010,591.19	3.48%	\$ 10,475,256.62	4.04%
2		African American	Direct	\$ -	0.00%	\$ 36,661.58	0.01%	\$ 36,661.58	0.01%
3		Hispanic American	Direct	\$ 239,084.50	0.09%	\$ 13,722,920.57	5.29%	\$ 13,962,005.07	5.39%
4		Native American	Direct	\$ 4,034.28	0.00%	\$ 1,918,746.16	0.74%	\$ 1,922,780.44	0.74%
5		Total Minority Male	Direct	\$ 1,707,784.21	0.66%	\$ 24,688,919.50	9.52%	\$ 26,396,703.71	10.18%
6	Minority Female	Asian Pacific American	Direct	\$ 309,238.23	0.12%	\$ 627,305.50	0.24%	\$ 936,543.73	0.36%
7		African American	Direct	\$ 2,760.73	0.00%	\$ 103,149.38	0.04%	\$ 105,910.11	0.04%
8		Hispanic American	Direct	\$ 22,926.02	0.01%	\$ 728,810.65	0.28%	\$ 751,736.67	0.29%
9		Native American	Direct	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
10		Total Minority Female	Direct	\$ 334,924.98	0.13%	\$ 1,459,265.53	0.56%	\$ 1,794,190.51	0.69%
11	Total Minority Business Enterprise (MBE)		Direct	\$ 2,042,709.19	0.79%	\$ 26,148,185.03	10.09%	\$ 28,190,894.22	10.88%
12	Women Business Enterprise (WBE)		Direct	\$ 2,441,546.71	0.94%	\$ 3,311,084.79	1.28%	\$ 5,752,631.50	2.22%
13	Lesbian, Gay, Bisexual, and Transgender Business Enterprise (LGBTBE)		Direct	\$ 262.33	0.00%	\$ 164,131.09	0.06%	\$ 164,393.42	0.06%
14	Disabled-Veteran Business Enterprise (DVBE)		Direct	\$ 16,304.16	0.01%	\$ 593,601.15	0.23%	\$ 609,905.31	0.24%
15	Other 8(a)		Direct	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
16	Total WMDVLGBTBE		Direct	\$ 4,500,822.39	1.74%	\$ 30,217,002.06	11.66%	\$ 34,717,824.45	13.39%
17	Total Product Procurement			\$ 51,471,875.48					
18	Total Service Procurement			\$ 207,732,311.26					
19	Net Procurement			\$ 259,204,186.74					
20	Total Number of WMDVLGBTBEs that Received Direct Spend			157					

9.1.2 WMDVLGBTBE Subcontractor Procurement by Product and Service Categories

			Products		Services		Total		
			\$	%	\$	%	\$	%	
1	Minority Male	Asian Pacific American	Sub	\$ 959,334.27	0.37%	\$ 432,713.96	0.17%	\$ 1,392,048.23	0.54%
2		African American	Sub	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
3		Hispanic American	Sub	\$ 1,100.90	0.00%	\$ 6,105,303.63	2.36%	\$ 6,106,404.53	2.36%
4		Native American	Sub	\$ 52,454.93	0.02%	\$ -	0.00%	\$ 52,454.93	0.02%
5		Total Minority Male	Sub	\$ 1,012,890.10	0.39%	\$ 6,538,017.59	2.52%	\$ 7,550,907.69	2.91%
6	Minority Female	Asian Pacific American	Sub	\$ -	0.00%	\$ 20,925.00	0.01%	\$ 20,925.00	0.01%
7		African American	Sub	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
8		Hispanic American	Sub	\$ 91,102.48	0.04%	\$ 70,590.90	0.03%	\$ 161,693.38	0.06%
9		Native American	Sub	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
10		Total Minority Female	Sub	\$ 91,102.48	0.04%	\$ 91,515.90	0.04%	\$ 182,618.38	0.07%
11	Total Minority Business Enterprise (MBE)		Sub	\$ 1,103,992.58	0.43%	\$ 6,629,533.49	2.56%	\$ 7,733,526.07	2.98%
12	Women Business Enterprise (WBE)		Sub	\$ 579,696.39	0.22%	\$ 3,910,058.52	1.51%	\$ 4,489,754.91	1.73%
13	Lesbian, Gay, Bisexual, and Transgender Business Enterprise (LGBTBE)		Sub	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
14	Disabled-Veteran Business Enterprise (DVBE)		Sub	\$ -	0.00%	\$ 669,355.08	0.26%	\$ 669,355.08	0.26%
15	Other 8(a)		Sub	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
16	Total WMDVLGBTBE		Sub	\$ 1,683,688.97	0.65%	\$ 11,208,947.09	4.32%	\$ 12,892,636.06	4.97%
17	Total Product Procurement			\$ 51,471,875.48					
18	Total Service Procurement			\$ 207,732,311.26					
19	Net Procurement			\$ 259,204,186.74					

9.1.2 WMDVLGBTBE Procurement by Standard Industrial Categories

		Asian Pacific American		African American		Hispanic American		Native American		Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, and Transgender Business Enterprise (LGBTBE)	Disabled-Veteran Business Enterprise (DVBE)	Other (s)	Total WMDVLGBTBE	Total Dollars
		Male	Female	Male	Female	Male	Female	Male	Female							
07: AGRICULTURAL SERVICES	\$	108,465.00	-	-	-	332,130.50	-	-	-	440,595.50	20,790.00	-	-	-	461,385.50	2,643,657.13
	%	0.04%	0.00%	0.00%	0.00%	0.13%	0.00%	0.00%	0.00%	0.17%	0.01%	0.00%	0.00%	0.00%	0.18%	1.02%
13: OIL AND GAS EXTRACTION	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,012.50
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
14: NONMETALLIC MINERALS, EXCEPT FUELS	\$	-	-	-	-	-	36,493.21	-	-	36,493.21	-	-	-	-	36,493.21	36,493.21
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%
15: GENERAL BUILDING CONTRACTORS	\$	-	-	-	-	-	134,006.50	-	-	134,006.50	-	-	10,950.00	-	144,956.50	2,058,252.53
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.05%	0.00%	0.00%	0.05%	0.00%	0.00%	0.00%	0.00%	0.06%	0.79%
16: HEAVY CONSTRUCTION, EXCEPT BUILDING	\$	4,817,588.18	-	-	-	10,716,905.73	57,027.50	1,165,949.46	-	16,757,470.87	109,273.13	-	44,870.00	-	16,911,614.00	87,464,053.94
	%	1.86%	0.00%	0.00%	0.00%	4.13%	0.02%	0.45%	0.00%	6.46%	0.04%	0.00%	0.02%	0.00%	6.52%	33.74%
17: SPECIAL TRADE CONTRACTORS	\$	313,292.46	96,903.36	-	-	6,971,978.37	273,596.12	-	-	7,655,770.31	865,954.35	-	753,699.98	-	9,275,384.64	28,424,729.80
	%	0.12%	0.04%	0.00%	0.00%	2.69%	0.11%	0.00%	0.00%	2.95%	0.33%	0.00%	0.29%	0.00%	3.58%	10.97%
22: TEXTILE MILL PRODUCTS	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17,025.64
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%
23: APPAREL AND OTHER TEXTILE PRODUCTS	\$	-	-	-	2,211.45	-	-	-	-	2,211.45	225,097.25	-	-	-	227,308.70	329,945.27
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.09%	0.00%	0.00%	0.00%	0.09%	0.13%
27: PRINTING AND PUBLISHING	\$	-	-	-	-	-	11,500.57	-	-	11,500.57	3,740.00	5,073.00	-	-	20,313.57	75,1561.27
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.29%
28: CHEMICALS AND ALLIED PRODUCTS	\$	-	-	-	-	-	-	-	-	-	19,190.94	-	-	-	19,190.94	3,669,546.62
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.00%	0.00%	0.01%	1.42%
30: RUBBER AND MISC. PLASTICS PRODUCTS	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,753.60
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
32: STONE, CLAY, AND GLASS PRODUCTS	\$	-	-	-	-	-	68,240.79	-	-	68,240.79	-	-	-	-	68,240.79	507,421.57
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	0.00%	0.00%	0.03%	0.00%	0.00%	0.00%	0.00%	0.03%	0.20%
33: PRIMARY METAL INDUSTRIES	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	223,222.83
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.09%
34: FABRICATED METAL PRODUCTS	\$	-	-	-	-	143,151.80	-	-	-	143,151.80	52,951.83	-	-	-	196,103.63	15,488,868.50
	%	0.00%	0.00%	0.00%	0.00%	0.06%	0.00%	0.00%	0.00%	0.06%	0.02%	0.00%	0.00%	0.00%	0.08%	5.98%

		Asian Pacific American		African American		Hispanic American		Native American		Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, and Transgender Business Enterprise (LGBTBE)	Disabled-Veteran Business Enterprise (DVBE)	Other (E)	Total WMDV/LGBTBE	Total Dollars	
		Male	Female	Male	Female	Male	Female	Male	Female								
35: INDUSTRIAL MACHINERY AND EQUIPMENT	\$	-	-	-	-	-	-	-	-	-	270,036.04	-	-	2,795.54	-	272,811.58	1,688,146.33
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.11%	0.65%	
36: ELECTRONIC & OTHER ELECTRIC EQUIPMENT	\$	947,598.41	-	-	-	-	-	-	-	947,598.41	-	-	-	-	-	947,598.41	2,102,410.39
	%	0.37%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.37%	0.00%	0.00%	0.00%	0.00%	0.37%	0.81%	
37: TRANSPORTATION EQUIPMENT	\$	10,163.46	-	-	-	-	-	-	-	10,163.46	-	-	-	-	10,163.46	707,722.96	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.27%	
38: INSTRUMENTS AND RELATED PRODUCTS	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,360,228.60	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.68%	
39: MISC. MANUFACTURING INDUSTRIES	\$	-	-	-	-	1,100.90	-	-	-	1,100.90	-	-	13,200.00	-	14,300.90	15,909.96	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.01%	0.01%	
42: TRUCKING AND WAREHOUSING	\$	-	-	-	-	1,175,939.70	-	-	-	1,175,939.70	2,962,568.31	-	-	-	4,138,508.01	4,405,809.32	
	%	0.00%	0.00%	0.00%	0.00%	0.45%	0.00%	0.00%	0.00%	0.45%	1.14%	0.00%	0.00%	0.00%	1.60%	1.70%	
45: TRANSPORTATION BY AIR	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,654.00	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
47: TRANSPORTATION SERVICES	\$	-	-	-	-	247,773.10	-	-	-	247,773.10	-	-	-	-	247,773.10	260,566.12	
	%	0.00%	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%	
48: COMMUNICATION	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	202,523.69	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.08%	
49: ELECTRIC, GAS, AND SANITARY SERVICES	\$	-	-	-	-	-	23,005.40	-	-	23,005.40	288,941.95	-	-	-	311,947.35	342,202.79	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.00%	0.01%	0.11%	0.00%	0.00%	0.00%	0.12%	0.13%	
50: WHOLESALE TRADE - DURABLE GOODS	\$	5,651.15	309,238.23	-	549.28	10,510.00	2,864.50	56,489.21	-	385,302.37	1,960,543.95	-	-	308.62	2,346,154.94	11,303,836.89	
	%	0.00%	0.12%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%	0.15%	0.76%	0.00%	0.00%	0.00%	0.91%	4.36%	
51: WHOLESALE TRADE - NONDURABLE GOODS	\$	-	-	-	-	84,576.24	-	-	-	84,576.24	222,987.17	-	-	-	307,563.41	1,710,680.50	
	%	0.00%	0.00%	0.00%	0.00%	0.03%	0.00%	0.00%	0.00%	0.03%	0.09%	0.00%	0.00%	0.00%	0.12%	0.66%	
52: BUILDING MATERIALS AND HARDWARE	\$	-	-	-	-	-	-	-	-	-	199,515.54	-	-	-	199,515.54	857,294.14	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.08%	0.00%	0.00%	0.00%	0.08%	0.33%	
53: GENERAL MERCHANDISE STORES	\$	5,890.46	-	-	-	-	6,430.00	-	-	12,320.46	8.33	-	-	-	12,328.79	217,815.67	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.08%	
54: FOOD STORES	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	147,902.99	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

		Asian Pacific American		African American		Hispanic American		Native American		Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, and Transgender Business Enterprise (LGBTBE)	Disabled-Veteran Business Enterprise (DVBE)	Other (E)	Total WMDV/LGBTBE	Total Dollars
		Male	Female	Male	Female	Male	Female	Male	Female							
		%														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%
55: AUTOMOTIVE DEALERS & SERVICE STATIONS	\$	1,454,696.22	-	-	-	846.46	-	-	-	1,455,542.68	1,524.11	-	-	-	1,457,066.79	6,871,834.69
	%	0.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.56%	0.00%	0.00%	0.00%	0.00%	0.56%	2.65%
56: APPAREL AND ACCESSORY STORES	\$	-	-	-	-	-	-	-	-	-	21.75	-	-	-	21.75	134,982.06
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.05%
57: FURNITURE AND HOMEFURNISHINGS STORES	\$	-	-	-	-	-	-	-	-	-	110.72	-	-	-	110.72	176,499.54
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.07%
58: EATING AND DRINKING PLACES	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	768,403.70
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.30%
59: MISCELLANEOUS RETAIL	\$	-	-	-	-	-	-	-	-	-	69,275.47	262.33	-	-	69,537.80	894,321.02
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	0.00%	0.00%	0.00%	0.03%	0.35%
60: DEPOSITORY INSTITUTIONS	\$	-	-	-	-	40,000.00	-	-	-	40,000.00	153,669.91	-	-	-	193,669.91	268,669.91
	%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%	0.00%	0.00%	0.02%	0.06%	0.00%	0.00%	0.00%	0.07%	0.10%
62: SECURITY AND COMMODITY BROKERS	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	214,372.07
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.08%
63: INSURANCE CARRIERS	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,599.15
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
64: INSURANCE AGENTS, BROKERS, & SERVICE	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	478,104.13
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.18%
65: REAL ESTATE	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	102,880.67
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%
70: HOTELS AND OTHER LODGING PLACES	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	61.21
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
72: PERSONAL SERVICES	\$	-	1,504.58	-	-	-	-	-	-	1,504.58	6,734.00	-	-	-	8,238.58	151,969.06
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%
73: BUSINESS SERVICES	\$	3,953,717.82	507,893.86	781.00	103,149.38	130,677.10	175,294.30	-	-	4,871,513.46	2,446,670.18	-	65,808.16	-	7,383,991.80	28,803,251.70
	%	1.33%	0.20%	0.00%	0.04%	0.05%	0.07%	0.00%	0.00%	1.88%	0.94%	0.00%	0.03%	0.00%	2.83%	11.11%
74: OTHER PROFESSIONAL ACTIVITIES	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	385.73
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

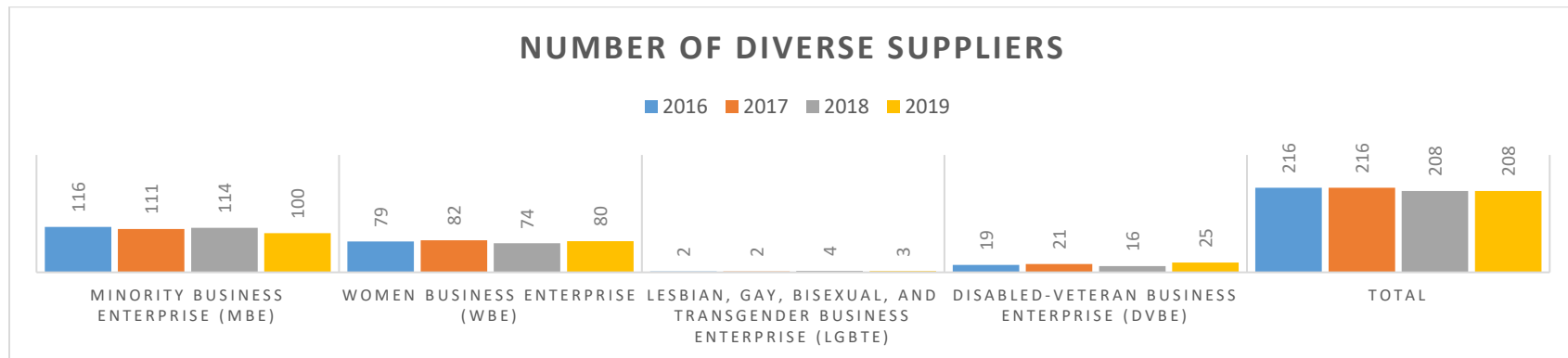
		Asian Pacific American		African American		Hispanic American		Native American		Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, and Transgender Business Enterprise (LGBTBE)	Disabled-Veteran Business Enterprise (DVBE)	Other (R)	Total WMDV/LGBTBE	Total Dollars
		Male	Female	Male	Female	Male	Female	Male	Female							
75: AUTO REPAIR SERVICES, AND PARKING	\$	-	-	-	-	-	-	-	-	-	137.00	-	-	-	137.00	177,447.46
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.07%
76: MISCELLANEOUS REPAIR SERVICES	\$	-	-	-	-	-	-	-	-	-	125.41	-	-	-	125.41	456,987.46
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.18%
78: MOTION PICTURES	\$	-	-	-	-	5,349.00	-	-	-	5,349.00	-	-	-	-	5,349.00	100,014.51
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%
79: AMUSEMENT & RECREATION SERVICES	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	32,249.44
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%
80: HEALTH SERVICES	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	69,297.85
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%
81: LEGAL SERVICES	\$	-	13,470.00	-	-	-	-	-	-	13,470.00	-	-	-	-	13,470.00	121,125.44
	%	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%	0.01%	0.05%
82: EDUCATIONAL SERVICES	\$	-	-	-	-	-	-	-	-	-	623.11	-	-	-	623.11	103,724.21
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%
83: SOCIAL SERVICES	\$	-	-	-	-	-	-	-	-	-	-	-	8,500.00	-	8,500.00	48,275.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%
86: MEMBERSHIP ORGANIZATIONS	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	475.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
87: ENGINEERING & MANAGEMENT SERVICES	\$	250,241.69	5,830.00	35,880.58	-	179,918.13	124,733.00	752,796.70	-	1,349,400.10	319,901.68	159,058.09	379,028.09	-	2,207,387.96	48,852,971.43
	%	0.10%	0.00%	0.01%	0.00%	0.07%	0.05%	0.29%	0.00%	0.52%	0.12%	0.06%	0.15%	0.00%	0.85%	18.85%
89: SERVICES (NOT ELSEWHERE CLASSIFIED)	\$	-	22,628.70	-	-	27,552.57	238.16	-	-	50,419.43	42,014.28	-	140.00	-	92,573.71	408,433.54
	%	0.00%	0.01%	0.00%	0.00%	0.01%	0.00%	0.00%	0.00%	0.02%	0.02%	0.00%	0.00%	0.00%	0.04%	0.16%
99: NONCLASSIFIABLE ESTABLISHMENTS	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12,600.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL	\$	11,267,204.85	957,468.73	36,661.58	105,910.11	20,006,409.60	913,430.00	1,970,235.37	-	35,924,400.29	10,242,386.41	164,393.42	1,279,260.39	-	47,610,460.51	259,204,186.74
	%	4.58%	0.37%	0.01%	0.04%	7.74%	0.35%	0.76%	0.00%	13.86%	3.95%	0.06%	0.49%	0.00%	18.37%	100.00%

Total Product Procurement	\$ 51,471,875.48
Total Service Procurement	\$ 207,732,311.26
Net Procurement	\$ 259,204,186.74

9.1.2 Number of WMDVLGBTBE Suppliers and Revenue Reported to the Clearinghouse

Data on Number of Suppliers												
# WMDVLGBTBEs	Revenue Reported to CHS						Utility-Specific Summary					
	MBE	WBE	LGBTBE	DVBE	Other 8(a)	Grand Total	MBE	WBE	LGBTBE	DVBE	Other 8(a)	Grand Total
Under \$1 million or Unknown	46	44	1	25	-	116	93	78	3	25	-	199
Under \$5 million	18	14	1	-	-	33	6	2	-	-	-	8
Under \$10 million	7	8	-	-	-	15	1	-	-	-	-	1
Above \$10 million	29	14	1	-	-	44	-	-	-	-	-	-
TOTAL	100	80	3	25	-	208	100	80	3	25	-	208

Revenue and Payment Data												
WMDVLGBTBE \$M	Revenue Reported to CHS						Utility-Specific Summary					
	MBE	WBE	LGBTBE	DVBE	Other 8(a)	Grand Total	MBE	WBE	LGBTBE	DVBE	Other 8(a)	Grand Total
Under \$1 million or Unknown	\$9.2	\$4.5	\$.	\$.	\$.	\$13.7	\$10.3	\$6.6	\$2.2	\$1.3	\$.	\$18.4
Under \$5 million	\$48.6	\$39.9	\$1.5	\$.	\$.	\$89.9	\$15.7	\$3.6	\$.	\$.	\$.	\$19.3
Under \$10 million	\$54.9	\$53.8	\$.	\$.	\$.	\$108.7	\$9.9	\$.	\$.	\$.	\$.	\$9.9
Above \$10 million	\$9,246.8	\$3,280.4	\$19.1	\$.	\$.	\$12,546.3	\$.	\$.	\$.	\$.	\$.	\$.
TOTAL	\$9,359.5	\$3,378.6	\$20.6	\$.	\$.	\$12,758.7	\$35.9	\$10.2	\$2.2	\$1.3	\$.	\$47.6



9.1.2 Description of Number of WMDVLGBTBE Suppliers with California Majority Workforce

Based on information from the Supplier Clearinghouse, we have identified 189 diverse suppliers for whom California is their main contact location.

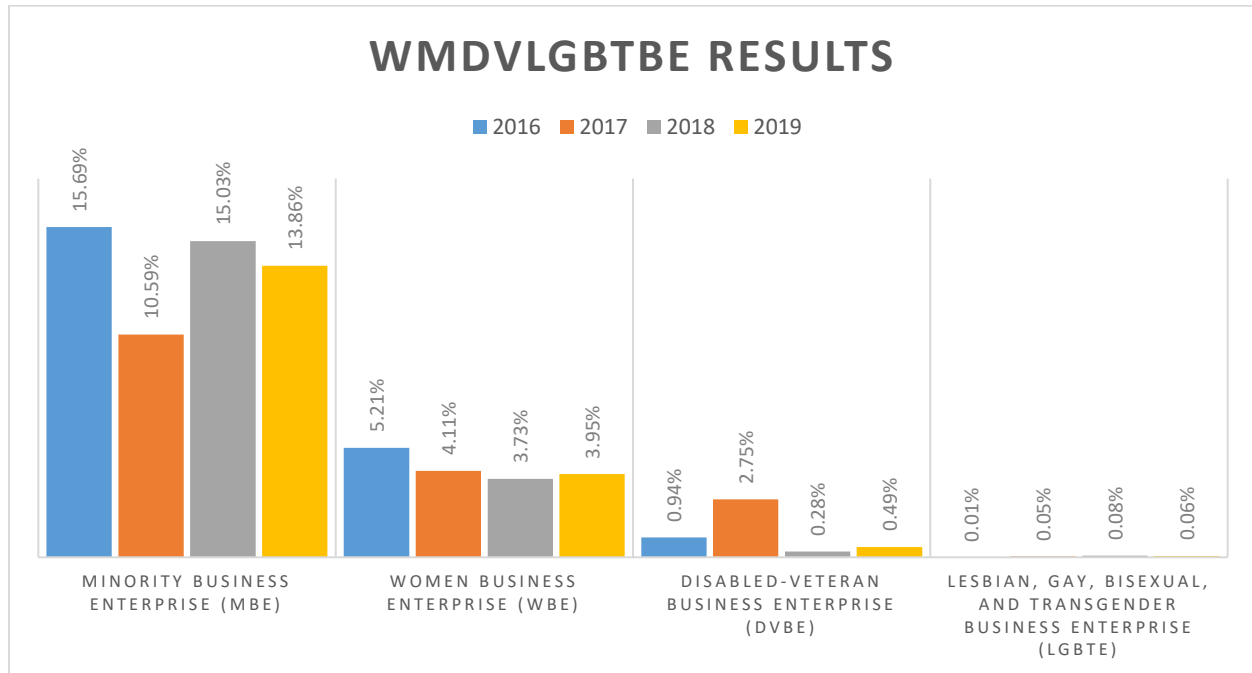
9.1.3 WMDVLGBTBE Program Expenses

Expense Category	
1 Wages	\$ 111,000.00
2 Other Employment Expenses	\$ 21,573.80
3 Program Expenses	\$ 68.81
4 Reporting Expenses	\$ -
5 Training	\$ -
6 Consultants	\$ 6,169.76
7 Other	\$ 66,120.06
TOTAL	\$ 204,932.43

1. Wages: salary and payroll-related costs of permanent and temporary employees working on supplier diversity
2. Other Employment Expenses: office space, travel, and non-wage costs
3. Program Expenses: printing, postage, supplies, outreach, and other costs directly related to the program
4. Reporting Expenses: computer, accounting, and other expenses incurred preparing reports for the CPUC
5. Training: costs related to training employees (internal) and suppliers (external); included in Wages
6. Consultants: Cal Water's portion of CWA USDP consultant fees
7. Other: Cal Water's portion of expenses captured and disbursed by CWA for Class A Companies' USDP and Cal Water's cost for the CPUC Supplier Diversity Clearinghouse

9.1.4 Description of Progress in Meeting or Exceeding Set Goals

We continue making progress towards achieving our supplier diversity goals.



Minority Business Enterprises (MBE)

In the MBE space, we made great progress by doubling expenditures from \$500K (2018) to \$1M (2019) with a Riverside-based, Native American-Owned construction company, making this contractor a viable alternative for underground-pipeline projects.

Similarly, we're excited about the performance of a Culver City-based, African-American- and Woman-Owned staffing firm, who continues providing us with hard-to-find talent.

In a different field, a Sunnyvale-based, Minority-Owned technology firm developed a key platform for improving our customer-service experience. More information about this innovation can be found on the News Releases section at the California Water Service Group website.

A final key development has been the growth in Cal Water projects by an industrial electrical contractor. The firm started in 2018 with small projects in Torrance. After several successful engagements, Cal Water's Electrical Engineering team awarded them a complex project in 2019. This development addresses a key industry challenged with identifying viable contractors.

Women Business Enterprises (WBE)

In terms of WBEs, we're proud of our strong relationship with a company providing Supervisory Control Data Acquisition (SCADA) hardware and software. This partnership extends through many years, ensuring we're working with the latest technology to the benefit of our communities.

Similarly, we saw increased expenditures with WBE-subcontractors. This is a reflection of both an increased commitment from prime contractors and the increased number of construction-related opportunities.

Unfortunately, we also faced challenges. A contractor lost a key team member experienced in remediation of contaminated properties. This removed a critical capability from them, in turn decreasing our engagement by approximately six figures.

Disabled Veteran Business Enterprises (DVBE)

The procurement policy, in combination with the subcontracting program continue advancing DVBEs. In 2019, we registered an 80% growth in overall DVBE expenditures.

Through the procurement policy, we brought a Northern California-based fence-contractor for three different projects; Aqueous Vets is a second example of this policy's success.

In terms of subcontracting, a Bay Area-based concrete contractor and a Big Bear-based electrical contractor participated in projects growing subcontracting expenditures more than four times.

Lesbian, Gay, Bisexual, Transgender Business Enterprises (LGBTBE)

Our successes include a San Diego-based LGBT-owned firm providing IT Security Managed services, and an Oregon-based firm providing printing services.

In general, results remain challenged due to supplier availability. Similarly, we find suppliers not posting relevant information (e.g., past projects) on their websites, making it a challenge to assess their capabilities for project openings.

9.1.4 WMDVLGBTBE Results and Goals

Category	Results	Goals
Minority Men	13.10%	12.00%
Minority Women	0.76%	3.00%
Minority Business Enterprise (MBE)	13.86%	15.00%
Women Business Enterprise (WBE)	3.95%	5.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.06%	N/A
Disabled Veteran Business Enterprise (DVBE)	0.49%	1.50%
TOTAL WMDVLGBTBE	18.37%	21.50%

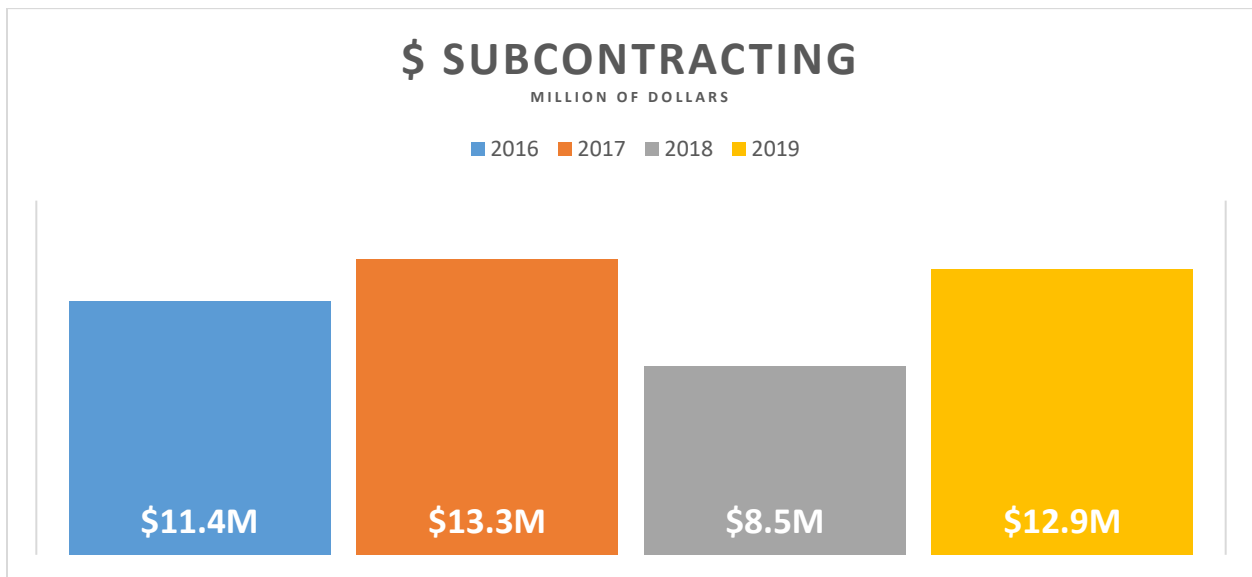
9.1.5 Description of Prime Contractor Utilization of WMDVLGBTBE Subcontractors

Critical to our efforts, the subcontracting program aims to develop diverse suppliers and augment program results.

In 2019, we identified one such supplier from subcontracting reports and directly engaged them for a traffic-control project.

Three other suppliers—developed from previous years—had more than \$6M in contracts. These results are a testament to the effectiveness of our approach.

Additionally, we registered a 50% growth in diverse-subcontracting expenditures in 2019, when compared to 2018:



These results are a combination of an increase in first-time primes reporting subcontracting expenditures, and gains from those with established programs.

As prime contractors' programs mature, their diverse subcontracting expenditures rise.

California Water Association Meet the Primes

Meet the Primes is an annual event bringing prime contractors and diverse suppliers together for discussions on subcontracting opportunities.



Participant's Testimonial

"Sydni's keynote was excellent and full of great marketing tips. Also great to be able to present in front of the buyers as well as other suppliers."

CWA Program Managers at the Meet the Primes Event

While the event is focused on subcontracting, we also meet suppliers capable of direct work. In fact, we met a current Tier-1 DVBE at the 2015 Meet the Primes event. This year, we've engaged that contractor with projects worth \$100,000.

For 2019, we partnered with Southern California Gas Company and co-hosted at the Energy Resource Center in Downey, CA.



Participant's Testimonial

"The 1-1 meetings with primes were amazing! It is phenomenal to have the opportunity to present and have the primes select us. This detail allows for a more meaningful meeting that both parties may benefit from! THANK YOU!"

Scene from CWA Meet the Primes

The event included 60-second capabilities presentations from diverse suppliers, followed by project-focused discussions on current Tier-1 and Tier-2 needs. Finally, participating water utilities, and Southern California Gas Company presented upcoming projects and sourcing needs.

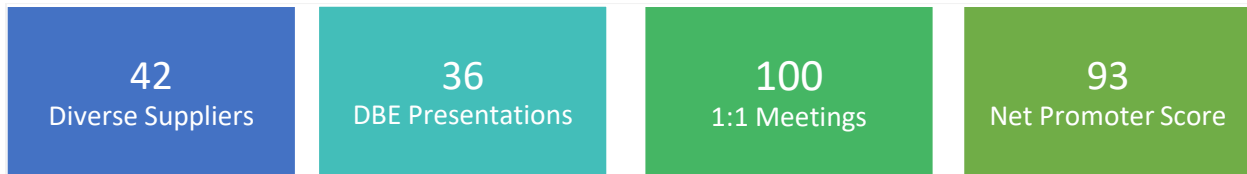


Participant's Testimonial

"The marketing presentation was to the point and highly relevant! The association holds a high standard and works together beautifully!"

Scene from CWA Meet the Primes

Our 2019 event proved successful by different metrics:



We had 42 diverse suppliers attend, representing a variety of industries including: construction, consulting services, and personnel training.

Prime contractors, and decision makers listened to 36 capabilities presentations from diverse suppliers.

Following the presentations, we hosted 100 one-on-one meetings for extended discussions on suppliers' value propositions.

Finally, post-event surveys captured a high net promoter score (NPS) of 93 (out of 100).

NPS is a measure of attendees' willingness to recommend the event to someone. A high score, correlates with high satisfaction.

We'll continue tracking developments from this event to quantify contractual opportunities.

9.1.5 Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors

	Minority Male	Minority Female	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, and Transgender Business Enterprise (LGBTE)	Disabled-Veteran Business Enterprise (DVBE)	Other 8(a)	Total WMDVLGBTBE
Direct \$	\$ 26,396,703.71	\$ 1,794,190.51	\$ 28,190,894.22	\$ 5,752,631.50	\$ 164,393.42	\$ 609,905.31	\$ -	\$ 34,717,824.45
Subcontracting \$	\$ 7,550,907.69	\$ 182,618.38	\$ 7,733,526.07	\$ 4,489,754.91	\$ -	\$ 669,355.08	\$ -	\$ 12,892,636.06
Total \$	\$ 33,947,611.40	\$ 1,976,808.89	\$ 35,924,420.29	\$ 10,242,386.41	\$ 164,393.42	\$ 1,279,260.39	\$ -	\$ 47,610,460.51

Direct %	10.18%	0.69%	10.88%	2.22%	0.06%	0.24%	0.00%	13.39%
Subcontracting %	2.91%	0.07%	2.98%	1.73%	0.00%	0.26%	0.00%	4.97%
Total %	13.10%	0.76%	13.86%	3.95%	0.06%	0.49%	0.00%	18.37%

Net Procurement	\$ 259,204,186.74
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9.1.6 WMDVLGBTBE Complaints Received and Current Status

No complaints received.

9.1.7 Description of Efforts to Recruit WMDVLGBTBE Suppliers in Low Utilization Categories

Many program activities are aligned to identify suppliers in low utilization areas.

Finding industrial-electrical contractors has been a challenge for many years.

From CWA's 2017 Mentor Protégé Program, we established a relationship with a WMBE full-service electrical contractor. In 2019, through the procurement policy, we expanded their scope to specialized projects from our Electrical Engineering group. The figures reflect this growth, as we doubled expenditures when compared to previous years.

Program Activities: External Outreach, Procurement Policy

A different challenge is identifying specialized firms that go beyond standard offerings. At times, we find diverse-, eligible- (but not certified) vendors providing such services:

From a competitive bidding event, a Hollywood-based supplier was awarded a state-wide water education program. This WBE-eligible firm was not certified.

Similarly, we sought design-build firms for a Water Quality Laboratory renovation project. Due to precise requirements of scientific testing, past experience on similar projects was a requirement. The best proposal came from a MBE-eligible supplier (not certified).

We continuously survey our supply chain and offer eligible firms certification assistance. Through this process, we improved results by more than \$100,000 and gave these firms added visibility through their listing in the Supplier Clearinghouse.

Program Activity: Capacity Building & Technical Assistance

It's worth noting that we invited several Supplier Clearinghouse-certified firms to these bidding events. Some declined to bid, others did not have past-performance experience, or the proposals were not competitive.

2020 ANNUAL PLAN

10.1.1 WMDVLGBTBE Annual Short, Mid, and Long-Term Goals

In 2020, Cal Water's goal is to meet the overall 21.5% spending-level target set by the Commission and the individual goals per category. We are also focused on increasing business with the LGBTBE community.

Category	Short-Term Goals	Mid-Term Goals	Long-Term Goals
Minority Men	12.00%	12.00%	12.00%
Minority Women	3.00%	3.00%	3.00%
Minority Business Enterprise (MBE)	15.00%	15.00%	15.00%
Women Business Enterprise (WBE)	5.00%	5.00%	5.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTE)	N/A	N/A	N/A
Disabled Veteran Business Enterprise (DVBE)	1.50%	1.50%	1.50%
TOTAL WMDVLGBTBE	21.50%	21.50%	21.50%

10.1.2 Description of WMDVLGBTBE Planned Program Activities

We're evolving our Supplier Diversity program to a Question Zero, Supporting Activities and Performance Metrics framework. This approach—championed at Harvard Kennedy School of Government²—aligns supporting activities and relevant metrics with a Question Zero, or objective.



Our 2020 supporting activities reflect this approach:

The *Procurement Policy* continues providing bidding opportunities for diverse suppliers, and its effectiveness is evident in the results from our impact analysis. We'll continue inviting diverse suppliers to bid projects, providing them greater supply-chain exposure.

² Boatright Wilson, J. (n.d.). What is Measurement and Evaluation? The Importance of Anchoring Evidence Generation in Your Theory of Change Retrieved 2019, from [https://www.hks.harvard.edu/sites/default/files/centers/wiener/files/What is Measurement and Evaluation.03.18 \(002\).pdf](https://www.hks.harvard.edu/sites/default/files/centers/wiener/files/What%20is%20Measurement%20and%20Evaluation.03.18%20(002).pdf)

Through *Internal Communications*, we'll keep internal stakeholders informed of program developments and results.

We'll encourage outreach-events involvement and CBO engagement by featuring stories and inviting Cal Water employees to conferences; their participation is critical to program-sustainability.

Finally, we'll continue making relevant information (e.g., vendors' list) accessible to encourage diverse supplier engagement.

In terms of *External Outreach*, we'll use different mediums (e.g., newsletters, webinars, social media) and partnerships with CBOs to communicate upcoming supply chain opportunities.

We'll continue bringing ambassadors to outreach events; their attendance allows connections between diverse suppliers and decision makers.

Finally, we'll continue hosting events as these sessions have high employee-participation.

For 2020 *Capacity Building and Technical Assistance* efforts, we'll continue working through CWA's Training Program to advance diverse suppliers through relevant training. As in 2019, we will strive to provide program metrics (e.g., training hours, number of participants) and impact analysis (e.g., learning, contractual opportunities) as evidence of effectiveness.

Lastly, as in 2019, we will partner with specific CBOs to provide supplementary training to the CWA-sponsored program.

10.1.3 Plans for Recruiting WMDVLGBTBE Suppliers in Low Utilization Areas

We'll take a two-pronged approach to this challenge. First, we'll continue sharing opportunities through different mediums including various social-media channels (as they target different audiences), CBO newsletters, and their opportunity boards.

Our second approach is to attend and host focused-outreach events; we see these as effective for identifying suppliers.

10.1.4 Plans for Recruiting WMDVLGBTBE Suppliers Where Unavailable

We will follow activities noted in sections 10.1.2 and 10.1.3 to identify viable suppliers.

10.1.5 Plans for Encouraging Prime Contractors to Subcontract WMDVLGBTBE Suppliers

Subcontracting Programs will remain a critical tool for diverse supplier development. This approach has produced great results in the past.

As part of this effort, we request bidders to submit subcontracting plans with their proposals. We evaluate and score them through the RFP process; subsequently monitoring reports.

We'll continue surveying such reports for subcontracting-to-direct development candidates. This effort will also augment overall supplier-diversity results, getting us closer to category targets.

Finally, we're shifting towards more regional-focused outreach events for primes. We see this specialization as having better results in terms of turnout, relevancy, and contractual outcomes for both primes and subcontractors. We expect to host a few such events in coordination with the California Water Association.

10.1.6 Plans for Complying with WMDVLGBTBE Program Guidelines

Cal Water intends to comply with the Diverse Supplier program guidelines established by the CPUC, as required by Public Utilities Section 8283(c). The CPUC Executive Director's Office will be responsible for developing, periodically refining, and recommending such guidelines for the CPUC's adoption in an appropriate procedural forum.

Cal Water will also continue to comply with the General Order 156 program guideline, participate in the CPUC's Supplier Diversity Forums and Workshops as requested, and work in partnership with the California Water Association and Joint Utilities to address the challenges faced by diverse suppliers in the procurement process.

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