



# Utility Supplier Diversity Program

## 2020 Annual Report and 2021 Plan



# Table of Contents

Message From Our President	2
----------------------------	---

G.O. #156

Section

Annual Report

---

9.1.1	Description of WMDVLGBTBE Program Activities During the Previous Calendar Year	3
9.1.2	WMDVLGBTBE Annual Results by Ethnicity	4
9.1.2	WMDVLGBTBE Direct Procurement by Product and Service Categories	5
9.1.2	WMDVLGBTBE Subcontractor Procurement by Product and Service Categories	6
9.1.2	WMDVLGBTBE Procurement by Standard Industrial Classification Categories	7
9.1.2	Number of WMDVLGBTBE Suppliers and Revenue Reported to the Clearinghouse	8
9.1.2	Description of Number of WMDVLGBTBE Suppliers with CA Majority Workforce	9
9.1.3	WMDVLGBTBE Program Expenses	9
9.1.4	Description of Progress in Meeting or Exceeding Set Goals	10
9.1.4	WMDVLGBTBE Results and Goals	10
9.1.5	Description of Prime Contractors Utilization of WMDVLGBTBE Subcontractors	11
9.1.5	Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors	11
9.1.6	A List of WMDVLGBTBE Complaints Received and Current Status	12
9.1.7	Description of Efforts to Recruit WMDVLGBTBE Suppliers in Low Utilization Categories	12
9.1.11	WMDVLGBTBE Fuel Procurement	12

Annual Plan

---

10.1.1	WMDVLGBTBE Annual Short, Mid, and Long-term Goals	13
10.1.2	Description of WMDVLGBTBE Planned Program Activities for the Next Calendar Year	13
10.1.3	Plans for Recruiting WMDVLGBTBE Suppliers in Low Utilization Areas	13
10.1.4	Plans for Recruiting WMDVLGBTBE Suppliers Where Unavailable	13
10.1.5	Plans for Encouraging Prime Contractors to Subcontract to WMDVLGBTBE	14
10.1.6	Plans for Complying with WMDVLGBTBE Program Guidelines	14



# Message From Our President

“ **At** Liberty, we recognize that our relationship with our customers goes beyond the sale and consumption of our product. We must also be an active, engaged member of the communities we serve.



This community engagement includes creating opportunities for businesses that represent and reflect the rich, diverse heritage and culture of California. The Utility Supplier Diversity Program (USDP) is a program that we have shared with other Liberty operations across the country, carrying the spirit of this initiative beyond our California borders.

In 2020, our parent company, Algonquin Power and Utilities Corporation, established and started rolling out a company-wide supplier diversity policy and program across the organization.

Liberty Utilities (CalPeco Electric) LLC (“Liberty”) is an investor-owned utility that serves approximately 49,000 customers in the Lake Tahoe basin. Liberty supplies electric distribution service in portions of the counties of Nevada, Placer, Sierra, Plumas, Eldorado, Mono, and Alpine in California.

As part of the USDP, we continually develop ongoing business relationships with talented minority and women owned businesses, disabled veterans firms, as well as lesbian, gay, bisexual, and transgender business enterprises. We do this not just because the California Public Utilities Commission (“CPUC”) has established this worthwhile program, but because it is good business.

Our diversity efforts in 2020 saw great success. Last year we achieved 36.58 percent spend with diverse businesses, exceeding the CPUC’s target of 21.5 percent. We purchased about \$15.3 million in products and services from 39 diverse businesses.

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

Chris Alario  
President, Liberty Utilities California

**36.58%**  
Diverse  
Business  
Spend

**\$15.3  
Million**  
Diverse  
Purchase

**39**  
Diverse  
Vendors

## Description of WMDVLGBTBE Program Activities During the Previous Calendar Year

### Internal Program Activities

2020 proved to be a year full of challenges, requiring Liberty's Supplier Diversity program to pivot constantly because of the changing environment and the ongoing impact of COVID-19.

Liberty's internal program activities would be challenged like never before. Liberty found new ways to tackle these challenges, identify new opportunities, and work with existing and new diverse suppliers.

Even with most of Liberty's workforce working from home, Liberty kept moving forward and continued to build new supplier relationships along the way, utilizing diverse suppliers to help adapt to the changing circumstances.



Liberty continued to develop new relationships with prospective suppliers. Traditional meet and greet practices moved to online webinars, meetings and matchmaking. However, the principles have remained the same – identifying, meeting and understanding suppliers and their core business; matching them to the supply needs and delivering value whether in the form of cost, quality, schedule, safety, or innovation.

### External Program Activities

2020 shifted from typical in-person events to virtual meet and greets. Liberty's procurement team worked in conjunction with various departments to identify suppliers for ongoing and new work in vegetation management, construction and other services.

The procurement efforts that included diverse suppliers led to competitive bidding and resulted in strengthened relationships with some incumbent diverse suppliers, new relationships with different suppliers.

In particular, Liberty, realized benefits in material supply, fuel supply (for vehicles), construction services and vegetation management.



			2020			
			Direct	Sub	Total \$	%
1	Minority Male	Asian Pacific American	\$1,307,746	\$0	\$1,307,746	3.13%
2		African American	\$147,625	\$0	\$147,625	0.35%
3		Hispanic American	\$10,128,680	\$0	\$10,128,680	24.21%
4		Native American	\$0	\$0	\$0	0.00%
5		Total Minority Male	\$11,584,051	\$0	\$11,584,051	27.69%
6	Minority Female	Asian Pacific American	\$142,430	\$0	\$142,430	0.34%
7		African American	\$0	\$0	\$0	0.00%
8		Hispanic American	\$0	\$0	\$0	0.00%
9		Native American	\$0	\$0	\$0	0.00%
10		Total Minority Female	\$142,430	\$0	\$142,430	0.34%
11	Total Minority Business Enterprise (MBE)		\$11,726,481	\$0	\$11,726,481	28.03%
12	Women Business Enterprise (WBE)		\$1,544,412	\$0	\$1,544,412	3.69%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$0	\$0	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		\$2,030,496	\$0	\$2,030,496	4.85%
15	Other 8(a)*		\$0	\$0	\$0	0.00%
16	<b>TOTAL WMDVLGBTBE</b>		<b>\$15,301,389</b>	<b>\$0</b>	<b>\$15,301,389</b>	<b>36.58%</b>
17	<b>Net Procurement**</b>		<b>\$41,829,285</b>			

NOTE: \* FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE  
 \*\* NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS  
 Direct - DIRECT PROCUREMENT  
 Sub - SUBCONTRACTOR PROCUREMENT  
 % - PERCENTAGE OF NET PROCUREMENT

# WMDVLGBTBE Direct Procurement by Product and Service Categories

9.1.2

2020				Products		Services		Total	
				\$	%	\$	%	\$	%
1	Minority Male	Asian Pacific American	Direct	\$1,302,301	8.51%	\$5,445	0.04%	\$1,307,746	8.55%
2		African American	Direct	\$0	0.00%	\$147,625	0.96%	\$147,625	0.96%
3		Hispanic American	Direct	\$0	0.00%	\$10,128,680	66.19%	\$10,128,680	66.19%
4		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
5		Total Minority Male	Direct	\$1,302,301	8.51%	\$10,281,751	67.19%	\$11,584,051	75.71%
6	Minority Female	Asian Pacific American	Direct	\$0	0.00%	\$142,430	0.93%	\$142,430	0.93%
7		African American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
8		Hispanic American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
9		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
10		Total Minority Female	Direct	\$0	0.00%	\$142,430	0.93%	\$142,430	0.93%
11	Total Minority Business Enterprise (MBE)		Direct	\$1,302,301	8.51%	\$10,424,181	68.13%	\$11,726,481	76.64%
12	Women Business Enterprise (WBE)		Direct	\$650,021	4.25%	\$894,390	5.85%	\$1,544,412	10.09%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		Direct	\$522,073	3.41%	\$1,508,423	9.86%	\$2,030,496	13.27%
15	Other 8(a)*		Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
16	<b>TOTAL WMDVLGBTBE</b>		<b>Direct</b>	<b>\$2,474,395</b>	<b>16.17%</b>	<b>\$12,826,994</b>	<b>83.83%</b>	<b>\$15,301,389</b>	<b>100.00%</b>
17	<b>Total Product Procurement</b>			<b>\$2,474,395</b>					
18	<b>Total Service Procurement</b>					<b>\$12,826,994</b>			
19	<b>Net Procurement**</b>							<b>\$15,301,389</b>	
20	<b>Total Number of WMDVLGBTBEs that Received Direct Spend</b>							<b>39</b>	

NOTE: \* FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE  
 \*\* NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS  
 Direct - DIRECT PROCUREMENT  
 Sub - SUBCONTRACTOR PROCUREMENT  
 % - PERCENTAGE OF NET PROCUREMENT

## DIRECT

# \$15.3 Mil Net Diverse Procurement

## \$2.4 Mil

Total Diverse Product Procurement

## \$12.8 Mil

Total Diverse Service Procurement

# 39

Total Number Diverse Direct Vendors

# WMDVLGBTBE Subcontractor Procurement by Product and Service Categories

2020				Products		Services		Total	
				\$	%	\$	%	\$	%
1	Minority Male	Asian Pacific American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
2		African American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
3		Hispanic American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
4		Native American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
5		Total Minority Male	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
6	Minority Female	Asian Pacific American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
7		African American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
8		Hispanic American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
9		Native American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
10		Total Minority Female	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
11	Total Minority Business Enterprise (MBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
12	Women Business Enterprise (WBE)		Sub		0.00%	\$0	0.00%	\$0	0.00%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
15	Other 8(a)*		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
16	<b>TOTAL WMDVLGBTBE</b>		<b>Sub</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>
17	<b>Total Product Procurement</b>			<b>\$2,474,395</b>					
18	<b>Total Service Procurement</b>			<b>\$12,826,994</b>					
19	<b>Net Procurement**</b>			<b>\$15,301,389</b>					

NOTE: \* FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE  
 \*\* NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS  
 Direct - DIRECT PROCUREMENT  
 Sub - SUBCONTRACTOR PROCUREMENT  
 % - PERCENTAGE OF NET PROCUREMENT

# WMDVLGBTBE Procurement by Standard Industrial Categories

9.1.2

SIC Category	2020										Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	Other 8(a)**	Total WMDVLGBTBE
	Asian Pacific American		African American		Hispanic American		Native American									
	Male	Female	Male	Female	Male	Female	Male	Female								
07. Agricultural	\$	0.00%	0.00%	0.00%	0.00%	\$7,507,078	0.00%	0.00%	0.00%	\$7,507,078	\$94,893	0.00%	0.00%	0.00%	\$7,601,971	
%						17.95%	0.00%	0.00%	0.00%	17.95%	0.23%	0.00%	0.00%	0.00%	18.17%	
16. Heavy Construction other than Building Construction Contractors	\$	0.00%	0.00%	0.00%	0.00%	\$2,527,957	0.00%	0.00%	0.00%	\$2,527,957	0.00%	0.00%	\$1,508,323	0.00%	\$4,036,280	
%						6.04%	0.00%	0.00%	0.00%	6.04%	0.00%	0.00%	3.61%	0.00%	9.65%	
36. Electronic & Other Electric Equipment	\$	\$957,081	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	\$957,081	\$161,328	0.00%	0.00%	0.00%	\$1,118,410	
%		2.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.29%	0.39%	0.00%	0.00%	0.00%	2.67%	
47. Transportation Services	\$	\$311,745	0.00%	0.00%	0.00%	\$68,154	0.00%	0.00%	0.00%	\$379,899	\$411,070	0.00%	\$504,314	0.00%	\$1,295,283	
%		0.75%	0.00%	0.00%	0.00%	0.16%	0.00%	0.00%	0.00%	0.91%	0.98%	0.00%	1.21%	0.00%	3.10%	
50. Wholesale Trade- Durable Goods	\$	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	\$0	\$193,395	0.00%	\$17,759	0.00%	\$211,153	
%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.46%	0.00%	0.04%	0.00%	0.50%	
51. Wholesale Trade - No-Durable Goods	\$	\$33,475	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	\$33,475	\$24,000	0.00%	0.00%	0.00%	\$57,474	
%		0.08%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.08%	0.06%	0.00%	0.00%	0.00%	0.14%	
73. Business Services	\$	\$5,445	\$142,430	\$39,065	0.00%	\$25,491	0.00%	0.00%	0.00%	\$212,431	\$76,214	0.00%	\$100	0.00%	\$288,745	
%		0.01%	0.34%	0.09%	0.00%	0.06%	0.00%	0.00%	0.00%	0.51%	0.18%	0.00%	0.00%	0.00%	0.89%	
87. Engineering & Management Services	\$	0.00%	0.00%	\$108,560	0.00%	0.00%	0.00%	0.00%	0.00%	\$108,560	\$294,325	0.00%	0.00%	0.00%	\$402,886	
%		0.00%	0.00%	0.26%	0.00%	0.00%	0.00%	0.00%	0.00%	0.26%	0.70%	0.00%	0.00%	0.00%	0.96%	
95. Environmental Services	\$	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	\$0	\$289,186	0.00%	0.00%	0.00%	\$289,186	
%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.69%	0.00%	0.00%	0.00%	0.69%	
<b>TOTAL</b>	\$	\$1,307,746	\$142,430.00	\$147,625.37	\$-	\$10,128,680.24	\$-	\$-	\$-	\$11,726,481	\$1,544,411.64	\$-	\$2,030,496	\$-	\$15,301,388.63	
	%	3.13%	0.34%	0.35%	0.00%	24.21%	0.00%	0.00%	0.00%	28.03%	3.69%	0.00%	4.85%	0.00%	36.58%	

Total Product Procurement	\$2,474,395
Total Service Procurement	\$12,826,994
<b>Net Procurement**</b>	<b>\$41,829,285</b>

NOTE: \*FIRMS WITH MULTI-MINORITY OWNERSHIP STATUS  
 \*\*FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE  
 \*\*\*NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS  
 TOTAL DOLLARS - TOTAL PROCUREMENT DOLLAR AMOUNT IN THE SPECIFIC SIC CATEGORY  
 % - PERCENTAGE OF TOTAL DOLLARS



Data on Number of Suppliers												
# WMDVLGBTBEs	Revenue Reported to CHS						Utility-Specific 2020 Summary					
	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	4	2	0	0	0	6	11	22	0	3	0	36
Under \$5 million	0	4	0	0	0	4	1	0	0	1	0	2
Under \$10 million	2	8	0	0	0	10	1	0	0	0	0	1
Above \$10 million	7	8	0	1	0	16	0	0	0	0	0	0
<b>TOTAL</b>	13	22	0	1	0	36	13	22	0	4	0	39

Revenue and Payment Data												
WMDVLGBTBE \$M	Revenue Reported to CHS						Utility-Specific 2020 Summary					
	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	\$ 1,746,085	\$ 867,005	\$ -	\$ -	\$ -	\$ 2,613,090	\$ 1,691,446	\$ 1,544,412	\$ -	\$ 522,173	\$ -	\$ 3,758,031
Under \$5 million	\$ -	\$ 29,437,449	\$ -	\$ -	\$ -	\$ 29,437,449	\$ 2,527,957	\$ -	\$ -	\$ 1,508,323	\$ -	\$ 4,036,280
Under \$10 million	\$ 17,964,906	\$ 20,225,600	\$ -	\$ -	\$ -	\$ 38,190,506	\$ 7,507,078	\$ -	\$ -	\$ -	\$ -	\$ 7,507,078
Above \$10 million	\$ 735,540,634	\$ 1,305,094,545	\$ -	\$ 173,777,396	\$ -	\$ 2,214,412,575	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	\$ 755,251,625	\$ 1,355,624,598	\$ -	\$ 173,777,396	\$ -	\$ 2,284,653,619	\$ 11,726,481	\$ 1,544,412	\$ -	\$ 2,030,496	\$ -	\$ 15,301,389

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

CHS: SUPPLIER CLEARINGHOUSE

No data on 3 DVBE Suppliers for their Revenue.



## Description of Number of WMDVLGBTBE Suppliers with CA Majority

9.1.2

Thirty of the 39 DBEs utilized by Liberty are headquartered in California, accounting for \$13.9 million of Liberty's spend in 2020. Three more suppliers are based in Reno, Nevada which is the large population center closest to Liberty's operations in California, and account for another \$310,000 of spend.

The remaining \$1.1 million of diverse spend was split between six different suppliers (three from the Las Vegas area of Nevada, one from Washington, one from Virginia and one from Pennsylvania).



## WMDVLGBTBE Program Expenses

9.1.3

Expense Category	Year 2020
Wages	\$23,103
Other Employee Expenses	\$123
Program Expenses	
Reporting Expenses	\$3,150
Training	
Consultants	
Other (Clearinghouse)	\$1,827
<b>TOTAL</b>	<b>\$28,203</b>

## Description of Progress in Meeting or Exceeding Set Goals

## 9.1.3

Liberty achieved diverse business spend of 36.58% in 2020, increasing from 25.76% in 2019. Liberty has structured its approach to exceed the CPUC goal of 21.5% through continual improvement of the procurement process and internal collaboration with decision-makers.

Liberty's progress in its diversity program is demonstrated in the increase in its supplier pool, and the relationships Liberty continues to build and the increase in spend.

	2016	2017	2018	2019	2020
<b>Total Procurement \$</b>	\$ 26,508,824	\$ 26,644,711	\$ 28,950,545	\$ 25,373,185	\$ 41,829,285
<b>% change</b>	22%	1%	9%	-12%	65%
<b>Total WMDVLGBTBE \$</b>	\$ 8,095,632	\$ 4,990,216	\$ 5,520,084	\$ 6,535,190	\$ 15,301,389
<b>% Spend</b>	30.54%	18.73%	19.07%	25.76%	36.58%
<b>% Change</b>	66.57%	-38.36%	10.62%	18.39%	134.14%

## WMDVLGBTBE Results and Goals

## 9.1.4

Category	2020 Results	2020 Goals
Minority Men	27.69%	12.00%
Minority Women	0.34%	4.00%
Minority Business Enterprise (MBE)	28.03%	16.00%
Women Business Enterprise (WBE)	3.69%	6.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.00%	1.00%
Disabled Veteran Business (DVBE)	4.85%	1.50%
<b>TOTAL WMDVLGBTBE</b>	<b>36.58%</b>	<b>24.50%</b>

% - PERCENTAGE OF NET PROCUREMENT

## Description of Prime Contractors Utilization of WMDVLGBTBE Subcontractors

9.1.5

Subcontracting is an area of improvement for Liberty. In 2020 Liberty did not record subcontracting spend. However standardized practice and new tools and procedures should address this gap in 2021.

## Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors

9.1.5

	Minority Male	Minority Female	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	Other 8(a)*	TOTAL WMDVLGBTBE
<b>Direct \$</b>	\$11,584,051	\$142,430	\$11,726,481	\$1,544,412	\$0	\$2,030,496	\$0	\$15,301,389
<b>Subcontracting \$</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total \$</b>	<b>\$11,584,051</b>	<b>\$142,430</b>	<b>\$11,726,481</b>	<b>\$1,544,412</b>	<b>\$0</b>	<b>\$2,030,496</b>	<b>\$0</b>	<b>\$15,301,389</b>

<b>Direct %</b>	27.69%	0.34%	28.03%	3.69%	0.00%	4.85%	0.00%	36.58%
<b>Subcontracting %</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Total %</b>	<b>27.69%</b>	<b>0.34%</b>	<b>28.03%</b>	<b>3.69%</b>	<b>0.00%</b>	<b>4.85%</b>	<b>0.00%</b>	<b>36.58%</b>

<b>Net Procurement**</b>	<b>\$41,829,285</b>
--------------------------	---------------------

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

\*\*NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS

% - PERCENTAGE OF NET PROCUREMENT

Direct - DIRECT PROCUREMENT

Sub - SUBCONTRACTOR PROCUREMENT



# 2021 PLAN

## WMDVLGBTBE Annual Short, Mid, and Long-term Goals

10.1.1

Category	2020 Results	2020 Goals	2021 Goals	2022 Goals	2023 Goals	2024 Goals
Minority Men	27.69%	12.00%	12.00%	12.00%	12.00%	12.00%
Minority Women	0.34%	4.00%	4.00%	4.00%	4.00%	4.00%
Minority Business Enterprise (MBE)	28.03%	16.00%	16.00%	16.00%	16.00%	16.00%
Women Business Enterprise (WBE)	3.69%	6.00%	6.00%	6.00%	6.00%	6.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Disabled Veteran Business (DVBE)	4.85%	1.50%	1.50%	1.50%	1.50%	1.50%
<b>TOTAL WMDVLGBTBE</b>	<b>36.58%</b>	<b>24.50%</b>	<b>24.50%</b>	<b>24.50%</b>	<b>24.50%</b>	<b>24.50%</b>

% - PERCENTAGE OF NET PROCUREMENT

## WMDVLGBTBE Planned Program Activities for the Next Calendar Year

10.1.2

Planned activities for 2021 include adjusting Liberty’s practices through the development of standard operating procedures related to procurement, and continued employee participation.

Liberty has requested its internal stakeholders to increase participation in outreach activities to target diverse suppliers.

## Plans for Recruiting WMDVLGBTBE Suppliers in Low Utilization Areas

10.1.3

The continuous growth of Liberty’s supplier diversity program demonstrates that the collaboration between prime suppliers and internal champions has been successful.

To further increase underutilized areas, Liberty will work with certifying organizations, community business organizations (CBOs) and similar groups to develop and host diverse supplier events.

## Plans for Recruiting WMDVLGBTBE Suppliers Where Unavailable

10.1.4

Liberty will continue to evaluate recruiting diverse suppliers where unavailable. Liberty continually communicates with new suppliers to see if certification opportunities are possible.

## **Plans for Encouraging Prime Contractors to Subcontract WMDVLGBTBE**

**10.1.5**

Planned activities for 2021 include the expanded use of subcontracting by Liberty's prime contractors. This will include regular education of prime contractors to enlist them in supporting Liberty's supplier diversity initiative.

## **Plans for Complying with WMDVLGBTBE Program Guidelines**

**10.1.6**

Liberty's continued delivery of results demonstrates that its internal champions play a major role in driving this program forward.

In 2021 Liberty will provide additional opportunities for qualified diverse suppliers through the continued strengthening of the procurement team and related processes.

Liberty will continue to meet and strive to exceed the CPUC goals as in G.O. 156.

**This Page Left Intentionally Blank**



**This Page Left Intentionally Blank**



**Liberty**<sup>TM</sup>

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