



Golden State
Water Company
A Subsidiary of American States Water Company

March 1, 2016

VIA EMAIL timothy.sullivan@cpuc.ca.gov

Mr. Timothy Sullivan
Executive Director
California Public Utilities Commission
505 Van Ness Avenue
San Francisco, CA 94102-3298

Re: General Order 156 Compliance Filing – 2015 Annual Report and Annual Plan

Dear Mr. Sullivan,

Golden State Water Company (GSWC) is pleased to submit an electronic copy of its 2015 Annual Report on the Women, Minority, and Disabled Veteran Business Enterprises (WMDVBE) and its 2016 Annual Plan.(1) This Annual Report and Annual Plan are filed pursuant to Section 5.2 of Decision No. U-168W and February 10, 2012 direction from the California Public Utilities Commission (CPUC) provided to the utilities submitting WMDVBE reports.

Sincerely,

Emma Maxey

Emma Maxey
Supplier Diversity Manager

cc via email: stephanie.green@cpuc.ca.gov

Attachment

(1) Three hard copies of report will be sent to Stephanie Green, per her request in email dated January 20, 2016.

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Golden State Water Company

A Subsidiary of American States Water Company

The Utilization
of Women, Minority,
Disabled Veteran,
Lesbian, Gay, Bisexual
and Transgender
Business Enterprises

**We Value Our Diversity—
All of It in its Rich and Infinite Variety**

About Cover: Golden State Water Company's cover features one of our diverse Prime Constructors, J De Sigio Construction, Inc. Location of project on Prairie Ave., Hawthorne, CA.

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Introduction

Golden State Water Company (Golden State Water) is pleased to submit our 2015 Annual Supplier Diversity Program report and 2016 Annual Plan per the requirements of the California Public Utilities Commission (CPUC) General Order 156 (GO 156). This report outlines the program activities and results that Golden State achieved for the period of January to December 2015, and also describes Supplier Diversity Program objectives for 2016 and related purchasing goals through 2017.

Golden State Water counts on supplier diversity as a strategic business decision, as a robust diversity initiative broadens the supplier base, stimulates competition and ensures that Golden State Water receives the highest-quality materials and services at the best available prices. We are committed to seeking and identifying diverse suppliers and offering them equitable opportunities to compete for contracts to supply products and services to our Company, as we address the ongoing drought conditions and scarcity of water in our service areas.

Corporate Commitment to Supplier Diversity

Golden State Water is dedicated to providing equal opportunity to all potential business partners. It is our policy to encourage and afford opportunities to diverse suppliers including, but not limited to, the following categories:

- Minority Business Enterprise (MBE)
- Women Business Enterprise (WBE)
- Disabled Veteran Business Enterprise (DVBE)
- Lesbian, Gay, Bisexual and Transgender Business Enterprise (LGBTBE)

In addition, we will simultaneously work to ensure the best combination of quality, service and price is provided in accordance with the highest ethical and professional standards.

Message from the President

Golden State Water Company (Golden State Water) continues to deliver excellent customer service throughout all of the Company's customer service areas. We deliver reliable, quality water in 75 communities across California. We like to say "we worry about water so you don't have to."



Golden State Water is pleased to submit its 2015 Annual Report on the Utilization of Women, Minority, Disabled Veteran, Lesbian, Gay, Bisexual and Transgender Business Enterprises (WMDVLGBTBE). Our program is established on the principles of fair, equitable and ethical business practices.

I am pleased to report that our results for 2015 show that, for the third consecutive year, Golden State Water exceeded the goals set forth in guidelines established by the California Public Utilities Commission's (CPUC) General Order 156 spend with WMDVLGBTBEs. Our efforts resulted in \$25.3 million in spend with WMDVLGBTBE's compared to \$22.3 million in 2014. We increased the number of WMDVLGBTBE firms that we contracted with from 71 in 2014 to 86 in 2015.

Golden State Water along with member utilities of the California Water Association (CWA) sponsored a Mentor-Protégé Pilot Program (MP3). The MP3 is designed to support the capacity building and technical support assistance objectives of GO 156. We have committed to continue our work with our protégé from last year, who is now one of our new pipeline contractors.

I'm very proud to report that American States Water Company (Golden State Water's parent company) was once again named as one of the top publicly-traded companies headquartered in California in terms of women in leadership positions according to the UC Davis Study of California Women Business Leaders: A Census of Women Directors and Highest-Paid Executives. American States was ranked 4th out of the four hundred largest public companies in California in terms of percentage of women on the board or in the five highest-compensated executive positions. The Company has been listed in the top 25 of this study since 2009.

Following the launching of our E-Procurement program in mid-March, we rolled out our new procurement policy that will provide guidelines to support procurement and contract activities on behalf of the Company's business units. We have enhanced our web site to provide procurement and construction documents available to all vendors and contractors for all Golden State Water projects.

Going forward, we will continue to focus on improving the utilization of WMDVLGBTBEs and our involvement and support with the many community-based organizations and outreach events in 2016, as these activities allow us to share opportunities to increase diversity.

Robert J. Spowls

Robert J. Spowls, President and CEO



Golden State Water Company 2015 Annual WMDVLGBTBE Report

2015 Highlights

Golden State Water's parent company, American States Water Company, was recognized for being among California's top four public companies for gender-diversity leadership. This achievement was noted in a report titled "UC Davis Study of California Women Business Leaders: A Census of Women Directors and Highest-Paid Executives," released in November 2015 by the UC Davis Graduate School of Management in partnership with Watermark, the largest women's membership organization in the Bay Area.

American States Water earned the No. 4 ranking with females representing 42.9 percent of its leadership team, which includes Golden State Water's Senior Vice President of Regulated Utilities Denise Kruger. Since 2009, American States Water has consistently ranked among the top 25 companies in this annual study, now in its 11th year.

In October, the Company completed the purchase of the operating water assets of Rural Water Company. With this acquisition, we now serve approximately 960 new customers in the City of Arroyo Grande, California, near our Santa Maria customer service area. Existing Rural Water customers in the Cypress Ridge area of San Luis Obispo County will also receive their water service from Golden State Water Company. We look forward to expanding our diversity program to this area.

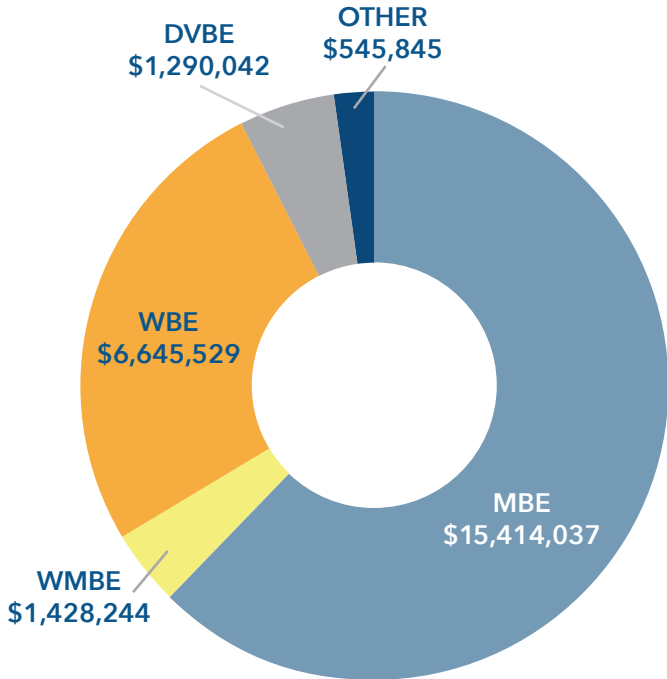
2015 Challenges

We have observed that a number of MBEs are no longer doing business with Golden State Water at levels consistent with previous years. Reasons for this change include MBEs are no longer responding to our request for proposals (RFPs) or no longer being as competitive. In 2015 Golden State Water launched a new e-procurement (supplier exchange) program, which provides the capabilities to track and report to whom RFPs were distributed, as well as the companies that accessed bid-related information. This program may offer insights to additional concerns, such as whether end users are utilizing the system correctly or if they may have become overwhelmed by the number of RFPs being received not only from us, but also other companies with which they may be working.

Golden State Water continues to work with our prime contractors on the tier 2 reporting, as we have not been able to report many of the dollars spent with subcontracting efforts. This will require additional training and education with our primes to assist them in getting the subcontracting reports back to us quarterly to allow time for subcontractors that qualify to go through the certification process in a timely manner.

Although we improved spend with our service-disabled veterans and minority women businesses, compared to last year, and met the overall goal of GO 156, we did not achieve the spend with either of these groups as required for DVBE and minority women-owned businesses. This is an ongoing challenge for us. We will continue with our efforts to improve in this area and work internally to provide training for those with sourcing responsibilities and our business associates to identify potential candidates within these categories.

2015 PAYMENTS	
CPUC TYPE	PAYMENT
MBE	\$ 15,414,037
WBE	\$ 6,645,529
WMBE	\$ 1,428,244
DVBE	\$ 1,290,042
LGBTBE	
Other	\$ 545,845
Total	\$ 25,323,697



Internal Activities

Golden State Water continues our concerted effort to ensure we offer relevant training and career growth opportunities for all staff. We provide a wealth of information through our Company intranet, providing employees with opportunities to select information and training that enhances their development and growth within the Company.

We have introduced information about our Supplier Diversity Program in our new employee handouts and reiterated its importance during the new hire orientation.

Interaction with our procurement team has played a crucial role in the success of our diversity initiative. The support from this group has facilitated enhanced preparedness for outreach opportunities and identification of needs for products and services during the RFP process. Monthly briefings on our diversity spend statistics allow all levels of management (from supervisors to our CEO) to see changes in our spend from month to month and compare results with the prior year. At these briefings, management also provides information on sourcing needs to support the diversity initiative to have inclusion from every business unit within the Company.

Supplier Diversity Council

Our Supplier Diversity Council meetings had been placed on hold because of uncontrollable circumstances, after coordinating a few meetings early in 2015. These meetings will resume in 2016. The committee is made up of senior level managers and vice presidents. An initial priority of the Council is to revisit our diversity vision statement, and we will include representatives from different departments in order to ensure buy-in and reduce resistance.

Once the vision has been restated, the group will focus efforts on refining the plan, including goals and objectives, for our Supplier Diversity Council. This may require some additional training on diversity and enhancing recruiting efforts in order to attract and retain underrepresented groups. Council members will also consider succession planning, among other issues.

External Activities

2015 community activities included participation in numerous meetings, conferences and expositions, as outlined in our calendar of events in Table A. Golden State Water jointly pools resources with CWA's Utility Supplier Diversity Program (USDP) Committee, a group made up of representatives from each of the Class A water companies. These activities include, but are not limited to, monthly meetings; matchmaking events; sponsorships as requested by community-based organizations (CBO) and mandated by CPUC; special recognition luncheons and dinners; and our annual Prime Contractors meeting.

The Business Opportunity Fair is an event sponsored by USDP to bring together many of our prime contractors and subcontractors to network, share information and meet with our sourcing representatives. We hold two such events each year, one in Southern California and one in Northern California. Both events draw a large group and we utilized the services of the Women's Business Enterprises Council, WBEC-West, to manage the matchmaking activities at both events.

Golden State Water co-sponsored with corporate partners of the California Black Chamber of Commerce, an event to bring together a select group of African-American businesses to present their service offerings at the 20th anniversary of the Ron Brown Summit & Women's Symposium. Businesses were selected for this special opportunity because they either provide a product or service that is of interest or show growth potential and we would like to explore new ways to work with them.

Golden State Water co-sponsored with Southern California Edison and Sempra Energy Utilities, a networking and technical assistance event in Palm Springs, California, which targeted LGBTBEs, but was open to all diverse business enterprises. This event provided:

- Update on the status of GO 156.
- Education and promotion of the importance of business certification.
- Identification of LGBTBEs with high potential of doing business with the utilities.
- Information regarding the utilities' Supplier Diversity programs and procurement processes.

Golden State Water took the lead to partner with the Black Business Association (BBA) to facilitate a Procurement Business Summit with other corporate partners including Comerica, Wells Fargo, Southern California Edison, San Diego Gas & Electric, SoCalGas and Debbie E. Lumpkin Consulting, LLC. This Summit provided interactive corporate-partnership panel discussions and presentations from each of the companies represented, as well as an operation capacity-building workshop and matchmaking.



Highlights from Our Business Opportunity Fairs



Award Recognition

In appreciation of its ongoing support of the American Indian Chamber of Commerce of California, CWA, of which Golden State Water is a member, was recognized with the 2015 Warrior Award. The Warrior Award is the highest honor the Chamber bestows upon a deserving corporate partner and tribal leader during its annual Native American Heritage Month luncheon in November.



From left: Jose Espinoza, California Water Service; Emma Maxey, Golden State Water Company; Former Tribal Leader Anthony Pico; Jackie Glover, San Gabriel Valley Water Company; and Tim McLaughlin, San Jose Water Company

Involvement in the Communities We Serve

Golden State Water Company is actively involved with the local communities we serve. With a spirit of service and pride, we invest time, energy and enthusiasm to enrich the lives of our neighbors and community partners.

Listed below are just a few of the organizations with which we collaborate. Additional associations are listed in Table B.

- Asian Business Association (Los Angeles Chapter)—Advisory Council
- American Indian Chamber of Commerce—Advisory Council
- Elite Service Disabled Veteran-Owned Business Network (Los Angeles Chapter)—Member
- The Joint Utilities

As a member of the California Utilities Diversity Council (CUDC), active participation includes serving in the following capacities:

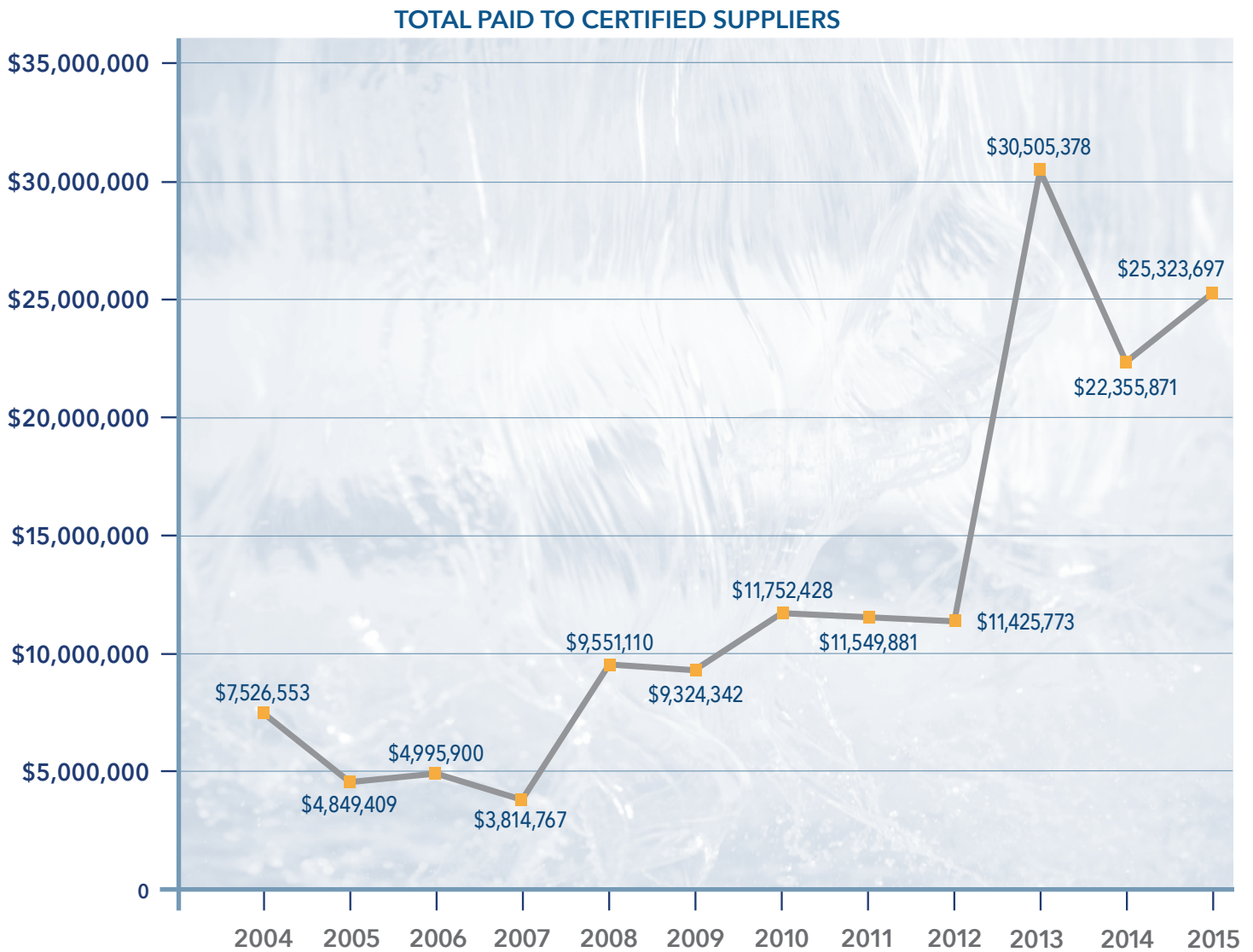
- Governance Committee Member
- Work Force Committee Member
- Philanthropy Committee Member
- Coordination of all CUDC data requested on behalf of the water utilities for the CUDC's annual CPUC reporting

In addition, as part of our ongoing effort to encourage diversity at all levels of the organization, we support the diversity in the 75 California communities that we serve. During the 2015 holiday season, Golden State Water participated in Operation Gobble, a philanthropic partnership of Golden State Water, CWA and local and state elected officials to address hunger in the state. Golden State employees delivered 8,000 turkey donations throughout the month of November to nonprofit organizations that provide assistance to individuals and families with limited resources. In 25 years, we have donated more than 216,000 turkeys to charitable organizations that help individuals and families in need.



Total Paid to Certified Suppliers

The table and bar graph below show the progress Golden State Water has made since the inception of our Supplier Diversity Program. There has been a steady increase towards the goal as set forth in GO 156.



2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$7,526,553	\$4,849,409	\$4,955,900	\$3,814,767	\$9,551,110	\$9,324,342	\$11,752,428	\$11,549,881	\$11,425,773	\$30,505,378	\$22,355,871	\$25,323,697

Utility Supplier Diversity Program Annual Results By Ethnicity 2015

		2015			
		DIRECT \$	SUB \$	TOTAL \$	%
Minority Men	Asian-Pacific	\$ 574,326	\$ 19,500	\$ 593,826	0.5%
	Black American	\$ 560,202	\$ 35,427	\$ 595,629	0.5%
	Hispanic American	\$ 14,441,716	\$ 92,560	\$ 14,534,276	12.9%
	Native American	\$ 100,925	\$ 0	\$ 100,925	0.1%
	Total Minority Men	\$ 15,677,169	\$ 147,487	\$ 15,824,656	14.0%
Minority Women	Asian-Pacific	\$ 714,508	\$ 0	\$ 714,508	0.6%
	Black American	\$ 4,004	\$ 0	\$ 4,004	0.0%
	Hispanic American	\$ 283,944	\$ 15,169	\$ 299,114	0.3%
	Native American	\$ 0	\$ 0	\$ 0	0.0%
	Total Minority Women	\$ 1,002,456	\$ 15,169	\$ 1,017,625	0.9%
Total Minority Business Enterprise (MBE)		\$ 16,679,625	\$ 162,656	\$ 16,842,281	14.9%
Women Business Enterprise (WBE)		\$ 6,640,259	\$ 5,270	\$ 6,645,529	5.9%
Subtotal Women, Minority Business Enterprise (MWBE)		\$ 23,319,883	\$ 167,926	\$ 23,487,810	20.8%
Service-Disabled Veteran Business Enterprise (DVBE)		\$ 1,161,592	\$ 128,450	\$ 1,290,042	1.1%
Lesbian, Gay, Bisexual and Transgender Business Enterprise (LGBTBE)		\$ 0	\$ 0	\$ 0	0.0%
Other*		\$ 545,845	\$ 0	\$ 545,845	0.5%
Total WMDVLGBTBE		\$ 25,027,320	\$ 296,376	\$ 25,323,697	22.4%
Gross Procurement				\$ 188,653,415	
Exclusions				\$ 75,609,951	
Net Procurement				\$ 113,043,465	

*Firms classified as 8(a) of Small Business Administration includes non-MBE

Golden State exceeded the *overall* GO 156 goal of 21.5 percent spend with WMDVLGBTBEs. We improved in each of the areas we were deficient last year, but still have work to do with minority women-owned and disabled veteran-owned businesses. We will continue to focus on achieving increases in each of these vendor groups going forward.



Utility Supplier Diversity Procurement By Direct—Products & Services

			PRODUCTS		SERVICES		TOTAL	
			\$	%	\$	%	\$	%
Minority Men	Asian-Pacific	Direct	\$ 0	0.0%	\$ 574,326	0.5%	\$ 574,326	0.5%
	Black American	Direct	\$ 456,007	0.4%	\$ 104,195	0.1%		0.5%
	Hispanic American	Direct	\$ 0	0.0%	\$14,441,716	12.8%		12.8%
	Native American	Direct	\$ 0	0.0%	\$ 100,925	0.1%		0.1%
	Total Minority Men	Direct	\$ 456,007	0.4%	\$15,221,162	13.5%	\$ 574,326	13.9%
Minority Women	Asian-Pacific	Direct	\$ 0	0.0%	\$ 714,508	0.6%	\$ 714,508	0.6%
	Black American	Direct	\$ 0	0.0%	\$ 4,004	0.0%	\$ 4,004	0.0%
	Hispanic American	Direct	\$ 1,935	0.0%	\$ 282,010	0.2%	\$ 283,944	0.3%
	Native American	Direct	\$ 0	0.0%	\$ 0	0.0%	0	0.0%
	Total Minority Women	Direct	\$ 1,935	0.0%	\$ 1,000,521	0.9%	\$ 1,002,456	0.9%
Total Minority Business Enterprise (MBE)		Direct	\$ 457,941	0.4%	\$16,221,683	14.3%	\$16,679,625	14.8%
Women Business Enterprise (WBE)		Direct	\$ 168,979	0.1%	\$ 6,471,280	5.7%	\$ 6,640,259	5.9%
Subtotal Women, Minority Business Enterprise (MWBE)		Direct	\$ 626,920	0.6%	\$22,692,963	20.1%	\$23,319,883	20.6%
Service-Disabled Veteran Business Enterprise (DVBE)		Direct	\$ 0	0.0%	\$ 1,161,592	1.0%	\$ 1,161,592	1.0%
Lesbian, Gay, Bisexual and Transgender Business Enterprise (LGBTBE)		Direct	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Other*		Direct	\$ 102,162	0.1%	\$ 443,683	0.4%	\$ 545,845	0.5%
Total WMDVLGBTBE		Direct	\$ 729,082	0.6%	\$24,298,238	21.5%	\$25,027,320	22.1%

Gross Procurement	\$ 188,653,415
Exclusions	\$ 75,609,951
Net Procurement	\$ 113,043,465

Total Product Procurement	\$ 8,711,020
Total Service Procurement	\$ 104,332,445
Net Procurement	\$ 113,043,465

*Firms classified as 8(a) of Small Business Administration includes non-MBE



Procurement by Products and Service Categories--Subcontracting

		PRODUCTS		SERVICES		TOTAL		
		\$	%	\$	%	\$	%	
Minority Men	Asian-Pacific	Sub	\$ 0	0.0%	\$ 19,500	0.0%	\$ 19,500	0.0%
	Black American	Sub	\$ 0	0.0%	\$ 35,427	0.0%	\$ 35,427	0.0%
	Hispanic American	Sub	\$ 0	0.0%	\$ 92,560	0.1%	\$ 92,560	0.1%
	Native American	Sub	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
	Total Minority Men	Sub	\$ 0	0.0%	\$ 147,487	0.1%	\$147,487	0.1%
Minority Women	Asian-Pacific	Sub	\$ 0	0.0%	\$ 15,169	0.0%	\$ 15,169	0.0%
	Black American	Sub	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
	Hispanic American	Sub	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
	Native American	Sub	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
	Total Minority Women	Sub	\$ 0	0.0%	\$ 15,169	0.0%	\$ 15,169	0.0%
Total Minority Business Enterprise (MBE)		Sub	\$ 0	0.0%	\$ 162,656	0.1%	\$162,656	0.1%
Women Business Enterprise (WBE)		Sub	\$ 0	0.0%	\$ 5,270	0.0%	\$ 5,270	0.0%
Subtotal Women, Minority Business Enterprise (MWBE)		Sub	\$ 0	0.0%	\$ 167,926	0.1%	\$167,926	0.1%
Service-Disabled Veteran Business Enterprise (DVBE)		Sub	\$ 0	0.0%	\$ 128,450	0.1%	\$128,450	0.1%
Lesbian, Gay, Bisexual and Transgender Business Enterprise (LGBTBE)		Sub	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Other*		Sub	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Total Business Enterprise (WMDVLGBTBE)		Sub	\$ 0	0.0%	\$ 296,376	0.3%	\$296,376	0.3%
Gross Procurement				\$ 188,653,415				
Exclusions				\$ 75,609,951				
Net Procurement				\$ 113,043,465				

* Firms classified as 8(a) of Small Business Administration includes non-MBE

WMDVLGBTBE Procurement by Standard Industrial Categories—Detail

	Asian-Pacific		African American		Hispanic American		Native American		Other*		Total Minority Business Enterprises (MBE)	Total Women Business Enterprises (WBE)	Subtotal Women Minority Business Enterprises (WMBE)	Lesbian, Gay, Bisexual & Transgender Business Enterprises (LGBTBE)	Disabled Veterans Business Enterprises (DVBE)	TOTAL WMDV-LGBTBE	Total Spend
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	(MBE)	(WBE)	(WMBE)	(LGBTBE)	(DVBE)		
7. Agricultural Services	\$ 0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
8. Forestry	\$ 0	0.0%	0	0	0	0	0	0	0	0	78,380	0	78,380	0	0	78,380	357,697
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.1%	0
15. General Building Contractors	\$ 0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
16. Heavy Construction, Except Building	\$ 0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,020
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
17. Special Trade Contractor	\$ 304,983	0.3%	24,950	0	5,507,809	203,143	100,925	0	443,683	0	6,585,493	5,924,337	12,509,830	0	1,290,042	13,799,872	36,956,004
	%	0.3%	0.0%	4.9%	0.2%	0.1%	0.0%	0.0%	0.4%	0.0%	5.8%	5.2%	11.1%	0.0%	1.1%	12.2%	0
25. Furniture & Fixtures	\$ 0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
26. Paper & Allied Products	\$ 0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
27. Printing & Publishing	\$ 0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	23,924
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
28. Chemical & Allied Products	\$ 223,713	0.2%	0	0	68,028	0	0	0	0	0	291,741	0	291,741	0	0	291,741	629,790
	%	0.2%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.3%	0.0%	0.0%	0.3%	0
30. Rubber & Misc. Plaster Products	\$ 0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
32. Stone & Concrete Products	\$ 0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
34. Fabricated Metals Products	\$ 0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
35. Industrial Machinery & Computer Equip	\$ 33,586	0.0%	0	0	0	0	0	0	0	0	33,586	0	33,586	0	0	33,586	238,354
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
36. Electronic & Other Electronic Equipment	\$ 0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
37. Transportation Equipment	\$ 0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
42. Trucking & Warehousing	\$ 0	0.0%	29,300	0	0	0	0	0	0	0	29,300	0	29,300	0	0	29,300	29,300
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
44. Water Transportation	\$ 0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

SEC. 9.1.2 Summary of WMDVLGBTBE Purchases/Contracts

WMDVLGBTBE Procurement by Standard Industrial Categories—Detail

	Asian-Pacific		African American		Hispanic American		Native American		Other*		Total Minority Business Enterprises (MBE)	Total Women Business Enterprises (WBE)	Subtotal Women, Minority Business Enterprises (WMBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprises (LGBTBE)	Disabled Veterans Business Enterprises (DVBE)	TOTAL WMDV-LGBTBE	Total Spend
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	(MBE)	(WBE)	(WMBE)	(LGBTBE)	(DVBE)		
46. Pipelines, Except Natural Gas	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	0	0	0	0	0	0	0
47. Transportation Services	\$ 0.0%	0	\$ 6,128	0	\$ 8,384	0	\$ 0	0	\$ 0	0	14,512	0	14,512	0	0	14,512	14,512
48. Communications	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	0	0	0	0	0	0	6,565
49. Electric, Gas, and Sanitary Services	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	0	0	0	0	0	0	338,696
50. Wholesale Trade - Durable Goods	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	6,383	0	6,383	0	0	6,383	4,664,572
51. Wholesale Trade - Non-durable Goods	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	0	0	0	0	0	0	0
52. Eating & Drinking Places	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	0	0	0	0	0	0	0
53. General Merchandise Stores	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	0	0	0	0	0	0	0
54. Food Stores	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	0	0	0	0	0	0	0
55. Automotive Dealers & Services Stations	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	0	0	0	0	0	0	0
56. Apparel and Accessory-Stores	\$ 0.0%	0	\$ 456,007	0	\$ 1,935	0	\$ 0	0	\$ 0	0	560,103	162,596	722,699	0	0	722,699	3,578,663
57. Furniture and Home Furnishing Stores	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	0	0	0	0	0	0	0
59. Miscellaneous Retail	\$ 0.0%	0	\$ 0.4%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	0.5%	0.1%	0.6%	0.0%	0.0%	0.6%	0
60. Depository Institutions	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	0	0	0	0	0	0	0
61. Non-Depository Institutions	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	0	0	0	0	0	0	0
62. Security & Commodity Brokers	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	0	0	0	0	0	0	0
63. Insurance Carriers	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	\$ 0.0%	0	0	0	0	0	0	0	0



SEC. 9.1.2 Summary of WMDVLGBTBE Purchases/Contracts

WMDVLGBTBE Procurement by Standard Industrial Categories—Detail

	Asian-Pacific		African American		Hispanic American		Native American		Other*		Total Minority Business Enterprises (MBE)	Total Women Business Enterprises (WBE)	Subtotal Women Minority Business Enterprises (WMBE)	Lesbian, Gay, Bisexual & Transgender Business Enterprises (LGBTBE)	Disabled Veterans Business Enterprises (DVBE)	TOTAL WMDV-LGBTBE	Total Spend
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	(MBE)	(WBE)	(WMBE)	(LGBTBE)	(DVBE)		
64. Insurance Agents, Brokers, & Service	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0
65. Real Estate	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	870,863
67. Holding & Other Investment Offices	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0
72. Personal Services	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0
73. Business Services	\$ 12,045	714,508	0	0.0%	0	0.0%	0	0.0%	0	0.0%	9,342,939	78,355	9,421,294	0	0.0%	0	40,374,968
75. Auto Repair, Services & Parking	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	8.3%	0.1%	8.3%	0.0%	0.0%	0	0
76. Miscellaneous Repair Services	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	28,243
80. Health & Allied Services NEC	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1,453
81. Legal Services	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1,399,625
82. Educational Services	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0
86. Membership Organizations	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	35,819
87. Engineering & Management Services	\$ 19,500	0	51,425	4,004	376,671	0	0	0	0	0.0%	451,599	394,481	846,080	0	0.0%	0	7,365,645
89. Services (Not Elsewhere, Classified)	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	474	74,357	74,831	0	0.0%	0	16,123,754
91. Executive, Legislative & General	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0
93. Finance, Taxation & Monetary Policy	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0
94. Administration of Human Resources	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0
95. Environmental Quality & Housing	\$ 0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0

* Firms classified as 8(a) of Small Business Administration includes non-MBE

Total \$ 25,323,697
Total % 22.4%



SEC. 9.1.3 Itemization of WMDVLGBTBE Expenses

EXPENSE CATEGORY	2015 ACTUALS
Wages	\$ 97,260
Other Employment Expenses	\$ 80,899
Program Expenses	\$ 1,482
Reporting Expenses	\$ 11,223
Training	\$ 3,070
*Consultants	\$ 2,285
**Other	\$ 21,015
Total	\$ 217,234

*Firms classified as 8(a) of Small Business Administration includes non-MBE

- *Wages*: Salary and payroll-related costs of employee working on WMDVLGBTBE programs
- *Other Employee Expenses*: Office space, travel and non-wage costs
- *Program Expenses*: Printing, postage, supplies, outreach and other costs directly related to the program
- *Reporting Expenses*: Computer, accounting and other expenses in preparing report to CPUC
- *Training*: Costs related to training employees (internal) and suppliers (external)
- *Consultants*: ** GSW's portion of expenses captured and distributed by CWA for Class A Companies Utilities Supplier Diversity Programs

SEC. 9.1.4 Description of Progress in Meeting or Exceeding Set Goals

CATEGORY	CURRENT YEAR RESULTS	CPUC GO 156 GOALS
Minority Men	14.00%	12.00%
Minority Women	0.90%	3.00%
Subtotal Minority Business Enterprise (MBE)	14.90%	15.00%
Women Business Enterprise (WBE)	5.90%	5.00%
Subtotal Women, Minority Business Enterprise (WMBE)	20.80%	20.00%
Service-Disabled Veteran Business Enterprise (DVBE)	1.10%	01.50%
Lesbian, Gay, Bisexual Transgender Business Enterprise (LGBTBE)		
Other*	0.50%	
Total WMDVLGBTBE	22.40%	21.50%

*Firms classified as 8(a) of Small Business Administration includes non-MBE

Golden State Water achieved a 22.4 percent spend with diverse business enterprises, exceeding the overall 21.5 percent goal as established in GO 156. We will continue to focus on contracting opportunities that will increase our overall spend and recruiting efforts to attract and retain underrepresented groups.



SEC. 9.1.5 Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors

	Minority Male	Minority Female	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Women, Minority Business Enterprise (WMBE)	Service-Disabled Veterans Enterprise (SDVBE)	Lesbian, Gay, Bisexual & Transgender Business Enterprise (LGBTBE)	Other*	Total WMDVLGBTBE
Direct \$	15,677,169	1,002,456	16,679,625	6,742,421	23,422,045	1,161,592	0	443,683	25,027,320
Subcontracting \$	147,487	15,169	162,656	5,270	167,926	128,450	0	0	296,376
Total \$	\$15,824,656	\$1,017,625	\$16,842,281	\$6,747,691	\$23,589,972	\$1,290,042	\$0	\$443,683	\$25,323,697
Direct %	13.9%	0.9%	14.8%	6.0%	20.7%	1.0%	0.0%	0.4%	22.1%
Subcontracting %	0.1%	0.0%	0.1%	0.0%	0.1%	0.1%	0.0%	0.0%	0.3%
Total %	14.0%	0.9%	14.9%	6.0%	20.9%	1.1%	0.0%	0.4%	22.4%

Gross Procurement	188,653,415
Exclusion	75,609,951
Net Procurement	113,043,465

*Firms classified as 8(a) of Small Business Administration includes non-MBE

SEC. 9.1.6 List of WMDVLGBTBE Complaints

Golden State Water did not receive any complaints related to its Supplier Diversity Program, formal or otherwise, in 2015.

SEC. 9.1.7 Description of Excluded Categories

Section 9.1.2 contains a table labeled "Utility Supplier Diversity Program Annual Results by Ethnicity." In this table, the Exclusions total of \$75,609,951 represents payments made in the categories of Costs of Obtaining Water Supply, Purchased Power and Replenishment Fees (pump taxes). Other categories subject to Section 8.9--Other Utilities, Taxes, Franchise Fees, and Postage--have not been included in the Gross Procurement.

The reporting of these categories as Exclusions by water companies is intended to provide information to staff regarding these categories. This method of procurement reporting for water companies results from workshops convened by the Commission's USDP Staff, pursuant to Ordering Paragraph No. 4 of D.11-05-019 (in R.09-07-027), and subsequent additional discussions. This approach allows utilities and their staff to achieve a common understanding of what is to be reported as a result of the amendments to GO 156, and to address and resolve any confusion regarding adapting water companies' procurement reporting to GO 156 requirements.

SEC. 9.1.8 Description of Recruitment Efforts in Low-Utilization Areas

Our intent to include more diverse suppliers in all sourcing opportunities has not changed and efforts to do so continue. Golden State Water's low-utilization areas, as identified in our SIC detail of spend, will help to direct our outreach resources and effort to areas in which we have not had as much success with providing contracting opportunities to diverse suppliers.



GO 156 OIR Scorecard

Year	Utility	Capacity Building & Technical Assistance	Mentor Program	Employee Education on Supplier Diversity	Outreach & Comm. on Supplier Diversity	Mandatory requirement of sub-contract	Number of new vendors (given year)	Total value-contracts awarded under \$1M	Number of contracts to vendors who are under \$1M	Number of contracts to vendors who are \$1-\$5M	Number of contracts to vendors who are over \$5M
2011	Golden State	No	No	Yes	Yes	No	55	3,465,897	51	4	0
2012	Golden State	Yes	No	Yes	Yes	No	55	7,238,283	55	2	0
2013	Golden State	Yes	Yes	Yes	Yes	No	51	7,278,818	66	7	1
2014	Golden State	Yes	Yes	Yes	Yes	No	26	8,682,277	64	7	0
2015	Golden State	Yes	Yes	Yes	Yes	No	55	6,577,881	79	6	1

To ensure Golden State Water is fully compliant with all of GO 156 requirements, the information provided in the Order to Institute a Rulemaking (OIR) Scorecard above reflects our accomplishments in each of the categories referenced.



2016 Annual Plan

	2015	2016	2017
CATEGORY	CURRENT GOALS	GOALS	GOALS
Minority Business Enterprise (MBE)	14.90%	15.00%	15.00%
Women Business Enterprise (WBE)	5.90%	5.00%	5.00%
Disabled Veteran Business Enterprise (DVBE)	1.10%	1.50%	1.50%
Lesbian, Gay, Bisexual and Transgender Business Enterprise (LGBTBE)		TBD	
Other*	0.50%		
Total	22.40%	21.50%	21.50%

*Firms classified as 8(a) of Small Business Administration includes non-MBE

Short-Term Goals

Golden State Water invests a significant amount of effort each year to continually improve the level of services provided to internal and external audiences related to our Supplier Diversity Program.

Our short-term goal is to schedule a major meeting with contractors, vendors and consultants to focus on areas of concern. This meeting will be structured to allow us to meet separately with different groups of businesses throughout the day in order to address specific concerns that may be pertinent to one group and not others. We will examine our e-procurement process we recently implemented and get feedback from those that are using this new system of bidding. We will reiterate the importance of second-tier reporting and providing these reports in a timely manner. We also will discuss the purpose of certification and the type of certifications we require, as well as take the opportunity to introduce our incentive program.

Mid- and Long-Term Goals

Our mid- and long-term goals include working to assure we are reaching our potential service base and present opportunities that will allow us to increase our diversity spend among all categories with WMDVLGBTBE contractors—both prime contractors and subcontractors. Golden State Water will continue to work with specific groups such as chambers of commerce and many of community-based organizations. We will continue to work with our prime suppliers to assist us in achieving this goal.

In addition, Golden State Water will work with business partners from other utilities and CWA member companies to share contracting information, especially for professional services categories.

It is imperative that our procurement and supplier diversity teams continue to work closely together to ensure our bidding process fosters and supports the needs of our WMDVLGBTBE supply chains.

Planned Internal/External Activities

Golden State Water is implementing its incentive program and reward recognition for our contractors to demonstrate our appreciation for what they do on our behalf. We will develop contractor's scorecards to measure and track achievements in such categories as safety, quality, on-time delivery, cost and services provided.

Our Company continues to participate in our Mentor Protégé Program and have committed to working with our 2013-2015 mentee, Thomas Gibbs, owner of Precision Contractors. Mr. Gibbs' company provides installation of water lines and irrigation systems. Our plans for 2016 is to continue with our Mentor Protégé Program to provide technical assistance and capacity-building skills for future mentees as we continue to the work towards the success of Mr. Gibbs' company as a new pipeline contractor.

We will continue our monthly meetings with our internal Supplier Diversity Council, adding additional members who are committed to supporting our Supplier Diversity Program.

The Supplier Diversity Manager will continue to work with the different ethnic chambers, community-based organizations, The Joint Utilities, CWA's member utilities, CPUC and CUDC to increase opportunities for WMDVLGBTBEs through various events, conferences and workshops. We will focus additional attention on organizations such as Asian, Native American, Black and Latina Chambers to recruit minority women-owned businesses for contracting opportunities. We will work with the different chapters that support the disabled veteran-owned businesses and participate in training many of these groups to work with the water utilities. We will continue our support for AB 1678, which extends the Utilities Supplier Diversity Program to companies classified as LGBTBE.

SEC. 10.1.3 Plans for Recruiting WMDVLGBTBE Suppliers in Low-Utilization Areas

The underutilization of WMDVLGBTBEs in professional services categories is a concern and one that requires a focused effort. We are reviewing needs for many of these services and reaching out to our sourcing managers to ensure that diverse suppliers are included in the process. We will continue participating in specific outreach opportunities that will further our efforts in this area.



SEC. 10.1.5 Plans for Encouraging Primes to Engage in Subcontracting

Golden State Water is looking forward to implementing what will be an annual supplier conference to promote and support business development and future company procurement needs with potential suppliers, vendors and consultants. We look forward to engaging with our prime contractors on how they can support our tier-2 initiatives for subcontracting opportunities with diverse business enterprises. Golden State Water will also review contracting and invoicing protocols with participating suppliers, vendors and consultants.

To closely monitor supplier performance as an aspect of overall procurement governance, our Company will implement a supplier monitoring program, which utilizes ongoing performance scorecards for all suppliers, as well as a supplier recognition program.

Golden State Water will also continue to support the business opportunity fair that our USDP hosts annually for prime and subcontractors.

SEC. 10.1.6 Program Compliance with WMDVLGBTBE Program Guidelines

Golden State will continue efforts to meet or exceed all requirements as stipulated under GO 156.



January 2015

CUDC Monthly	1/9/2015	Web-Ex
CPUC Audit Workshop	1/14/2015	San Francisco, CA
USDP Monthly Meeting	1/20/2015	San Jose, CA

February 2015

CUDC Monthly Meeting	2/13/2015	Sacramento, CA
NARUC/UMA Winter Meeting	2/15-18/2015	Washington, DC
USDP Monthly Meeting	2/17/2015	Coronado, CA
BBA 2015 Awards Dinner	2/28/2015	Los Angeles, CA

March 2015

SCMSDC Minority Business Opportunity Day	3/3-4/2015	Universal City, CA
CUDC Monthly Meeting	3/13/2015	San Diego, CA
USDP Monthly Meeting	3/17/2015	San Jose, CA
Joint Utilities Quarterly Meeting - CWA	3/25/2015	San Diego, CA

April 2015

CUDC Monthly Meeting	4/10/2015	Web-Ex
SBA & NGLCC - LGBT Business Event	4/15/2015	Irwindale, CA
CPUC Small Business Expo	4/21/2015	San Diego, CA
USDP Monthly Meeting	4/22/2015	Fontana, CA

May 2015

5th Annual SBA SC 8(a) Conference	5/6/2015	Garden Grove, CA
Greenlining 22nd Annual Economic Summit	5/8/2016	Los Angeles, CA
USDP Monthly Meeting	5/12/2015	Sacramento, CA
KTP DVBE Business Alliance	5/12-13/2015	Sacramento, CA
National Utility Diversity Council	5/21/2015	Brooklyn, NY
CPUC Workshop on GO 156 Metrics	5/22/2015	San Francisco, CA
Connect 2 Met Program	5/27/2015	Pasadena, CA

June 2015

USDP Monthly Meeting	6/9/2015	Ontario, CA
USDP Prime Contractors Meeting	6/10/2015	Ontario, CA
CUDC Monthly Meeting	6/11/2015	Web-Ex
Joint Utilities Meeting	6/17/2015	San Jose, CA



July 2015

LGBT Outreach Initiative	7/17/2015	Palm Springs, CA
USDP Monthly Meeting	7/19/2015	Rancho Mirage, CA
AICOC Expo 12th Anniversary	7/19-21/2015	Rancho Mirage, CA

August 2015

USDP Monthly Meeting	8/19/2015	Long Beach, CA
CUDC Meeting	8/19/2015	Long Beach, CA
Elite DVBE National Conference	8/20-22/2015	Long Beach, CA
CALBCC Ron Brown Annual Conference	8/27-29/2015	Sacramento, CA

September 2015

CUDC Monthly Meeting	9/11/2015	Sacramento, CA
WBEC - West Procurement Conference	9/15-17/2016	Santa Barbara, CA
USDP Monthly Meeting	9/22/2015	San Jose, CA
USDP Prime Contractors Meeting	9/23/2015	Campbell, CA
Joint Utilities Quarterly Meeting	9/25/2015	Irwindale, CA

October 2015

DVBE & So Cal Gas Contacts to Contracts	10/2/2015	Downey, CA
CPUC En Banc	10/8/2015	South San Francisco, CA
CUDC Monthly Meeting	10/9/2015	Web-Ex
CPUC Small Business Expo Bay Area	10/14/2015	South San Francisco, CA
BBA Procurement Exchange	10/15/2015	Los Angeles, CA
NMSDC Annual Conference	10/18-21/2015	San Diego, CA
USDP Monthly Meeting	10/22/2015	Coronado, CA

November 2015

USDP Monthly Meeting	11/11/2015	Monterey, CA
AICOC Native Heritage Month	11/20/2015	Anaheim, CA

December 2015

Joint Utilities Quarterly Meeting	12/9/2015	Emeryville, CA
USDP Monthly Meeting/Mentor Protégé Finale	12/9/2015	San Francisco, CA
USDP Retreat	12/10/2015	San Francisco, CA
CUDC Monthly Meeting	12/11/2015	Web-Ex



2015 Golden State Water Company Participation

- Los Angeles Chapter Elite SDVOB Network, Los Angeles, CA May 7, 2015
- ABA Small Business Exchange, City of Industry, CA May 10, 2015
- CPUC Small Utilities Workshop, Bakersfield, CA June 4, 2015
- TELACU Millennium Scholarship Fundraiser Event, Los Angeles, CA June 5, 2015
- Regalettes, Inc., Annual Scholarship Fundraiser, Los Angeles, CA August 16, 2015
- ABA 39TH Awards Banquet, Universal City, CA October 6, 2015
- NAACP 25th Annual State Convention, San Mateo, CA October 21, 2015

Other Affiliations/Memberships in 2015

- California Utilities Diversity Council, Procurement/Government Committee
- Asian Business Association, Advisory Council
- American Indian Chambers of Commerce, Advisory Council
- Disabled Veteran Business Alliance, Advisory Council
- Sacramento Asian Pacific Chamber of Commerce, Membership
- California Black Chambers of Commerce, Advisory Council
- California Hispanic Chambers of Commerce, Advisory Council

California American Water

Holley Joy
Supplier Diversity Manager

California Water Service

Jose Espinoza
Supplier Diversity Manager

Golden State Water Company

Emma Maxey
Supplier Diversity Manager

San Gabriel Valley Water Company

Program Chair:
Jackie Glover
Supplier Diversity Coordinator

San Jose Water Company

Tim McLaughlin
Manager of Supplier Diversity
& Community Involvement

Suburban Water Systems

Lauren Reed
Procurement/Diversity Manager

Park Water Company

Danny Rodriguez
Purchasing Manager/Diversity
Representative



**Golden State
Water Company**
A Subsidiary of American States Water Company

2015 Annual Report

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