



**Suburban
Water Systems**

A SouthWest Water Company



LGBT diverse contractor, Brkich Construction, is working on a pipeline project for Suburban.

Supplier Diversity Annual Report

2017

Revised

COMMITMENT, POLICY, AND VISION

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Suburban Water Systems (Suburban) is committed to developing mutually beneficial business relationships with Woman, Minority and Disabled Veteran, Lesbian, Gay, Bisexual, and Transgender Business Enterprises (WMDVLGBTBE) that have the capability to meet or exceed our requirements for products and services. Identifying these businesses, providing them opportunities to do business with us, and helping them succeed are essential elements in our own success and are directly in line with our mission and core values. Supplier Diversity for Suburban is not just a “program,” but a way of doing business.

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It is Suburban’s policy to support Supplier Diversity and increase business opportunities for certified diverse business enterprises. We recognize the value of creating opportunities for all suppliers to participate in sourcing of products and services as they arise within our company.

All employees are encouraged to assist in providing avenues of support and opportunities for diverse suppliers who may also be valued customers. Our policy directs sourcing activities throughout our organization in a collaborative environment so that those who are tasked with varied procurement responsibilities play a key role in making our corporate objective a reality.

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- Develop a strong base of highly-qualified diverse suppliers.
- Include all qualified suppliers in bid opportunities.
- Measure, track, benchmark and report Suburban’s company-wide diverse supplier spend.
- Strengthen economic growth within the communities we serve by using local diverse suppliers.
- Suburban believes in and values Supplier Diversity. We remain committed to making Supplier Diversity a way of doing business in all that we do.

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A MESSAGE FROM OUR GENERAL MANAGER



Richard Rich
Managing Director

Suburban Water Systems (Suburban) is pleased to submit this 2017 Annual Report outlining its activities under the Utility Supplier Diversity Program (USDP).

Suburban remains committed to providing equal opportunities to all potential business partners. Our goal is to collaborate with businesses, large and small, that can help us fulfill our mission of providing safe, reliable, high-quality water, in a cost-effective manner that maximizes company resources and minimizes costs to Suburban’s customers. We continue to seek out diverse companies that share our commitment to quality, safety, service, and the highest ethical conduct and professional standards.

In 2017, Suburban was successful in increasing our diverse spend to 38% compared to 37% the prior year. Suburban’s 2017 total expenditures with certified diverse suppliers reached \$8,788,930 which is \$1,891,020 above the previous year and the highest amount since we began tracking our diverse spend. We are very pleased with our 2017 results and the coordinated contributions that each member of Suburban’s team made to achieve these results.

Suburban has focused on a creating a culture that is based on our commitment to Supplier Diversity and we are continually looking for opportunities to partner with diverse suppliers within our service area. In this annual report, we highlight both our successes and the activities that have sustained our Program. We also lay out our strategy for providing opportunities for diverse subcontractors to add value to our supply chain in light of a changing project landscape.

Suburban’s commitment to Supplier Diversity remains strong; our goal in 2018 is to continue expanding our program and work with our prime contractors to encourage them to engage more diverse sub-contractors and provide follow up on how much was spent with each sub-contractor.

YEAR	DIVERSE SPEND (Millions)	%SPEND	NUMBER OF DIVERSE FIRMS
2017	\$8.8	38.63%	30
2016	\$6.9	37.09%	32
2015	\$5.1	24.72%	27
2014	\$4.3	23.88%	23
2013	\$3.0	32.18%	28
2012	\$7.2	32.87%	33
2011	\$2.2	20.54%	34
2010	\$2.8	20.03%	21

2017 PROGRAM HIGHLIGHTS

In 2017, Suburban's spend was the highest it has ever been since tracking the diverse spend. This success can be attributed to our dedication to our Supplier Diversity program.

One of the major components of our program is our procurement process which looks to include diverse vendors in all our bid opportunities. This process has opened the doors to many diverse vendors in a variety of industries. For example, Suburban utilized a WBE vendor to translate our rate case notices to customers then further used a MBE vendor to print and mail the notices.

This report highlights our efforts in 2017 as well as outlines our plan for 2018.

2017 Highlights include:

Focused involvement in the sourcing of diverse suppliers for bid opportunities

- o Continued collaboration at the front end of buying decisions, ensuring diverse businesses are included in bid opportunities
- o Master services contracts with Supplier Diversity language as well as right- sized insurance requirements making sure that these requirements are not excessive for the work being done

Expanded supply chain with supplier outreach

- o Suburban's outreach activities in 2017 included individual meetings with diverse suppliers
- o Attended CPUC and CWA Supplier Diversity sponsored events
- o Attended DVBE events and matchmakings
- o CWA's Supplier Diversity Team collaborated with Edison and Suburban was able to send two of our diverse vendors to their Elevate Entrepreneur Institute.

There were three Workshops focusing on three topics- Strategic Thinking, Influence and Innovation.

- o CWA's Supplier Diversity Team also collaborated with City National Bank and Suburban was able to send two of our diverse vendors to City National Bank's Workshop which discussed how to establish a banking relationship, identify capital needs, sources and criteria.

Trained prime suppliers on creating opportunities to increase tier 2 opportunities

- o A prime contractor event was held in June 2017
- o Trained contractors on the importance of sub-contracting and capturing tier 2 spend opportunities
- o Gave business owners meeting opportunities to work together

Suburban's use of diverse firms

- o Increased utilization of diverse firms in the area of construction, customer notices and employee training



Diverse vendors were provided opportunities to participate in Capital Projects

- o The changing mix of projects can have a significant impact on diverse supplier participation. Suburban has been very successful in our efforts to involve and grow our pool of diverse contractors.
- o Increased utilization of new suppliers

Increased Operation Team Involvement

- o Provided mentoring to several existing suppliers who were referred to Suburban's Utility Supplier Diversity Program Manager (USDPM) for coaching and evaluation of certification eligibility
- o Suburban management continued to collaborate and communicate on procurement practices

INTERNAL AND EXTERNAL ACTIVITIES SECTION 9.1.1

EXTERNAL ACTIVITIES:

A major emphasis for Suburban in 2017 was to increase spend in the WMBE/WBE and DVBE categories. Suburban looked to accomplish that by participating in several matchmaking events including two DVBE sponsored events. Suburban was successful in adding an electrician to our bid list that they met at one of the events.

In addition to the matchmakings, Suburban hired a DVBE consultant who provided our field staff with Fed OSHA & Cal- OSHA safety training.



INTERNAL ACTIVITIES:

Suburban continues to emphasize the importance of Supplier Diversity program to our employees and the goals we look to accomplish yearly. Suburban not only wants to continue to meet the CPUC goal of 21.5% but far exceed it. Through various meetings and conversations throughout the year, Suburban's USDPM shares information and educates staff about Suburban's Supplier Diversity program. Suburban is focused on creating a culture in the company that looks to incorporate diverse vendors in all contract opportunities. Supplier Diversity was discussed in:

- o Mid-manager meetings
- o Executive staff meetings
- o District and departmental meetings
- o Information shared in company newsletter

Information included in these forums included:

- o Awards of contracts to new or existing diverse firms
- o Introduction of new diverse firms to districts
- o Review of bidding opportunities
- o Discussion of outcomes of bidding opportunities

Efforts to involve diverse businesses in bid opportunities included:

- o Reservoir removal and restoration
- o Customer notices and mailings



DIVERSE SUPPLIER SPOTLIGHT

Corporate Translations, Inc- WBE

Corporate Translations, Inc., founded in 1995, was inspired by a love of languages and different cultures. We are a certified, woman-owned small business. We are committed to facilitating communication, locally and globally. We are a tight-knit group with a passion for finding creative language solutions for our Clients. We focus on quality control, solid operational know-how, project management, multicultural adaptation and exceptional customer service.

Twenty years ago, as our Clients would launch their products and services in a new country, we would translate a manual, for example, into that country's language, a couple of times a year. We were doing the translations in Word Perfect with local translators and FedExing diskettes all over the United States! Today, it is common for us to regularly translate our Clients' documents into 25+ languages using translators around the world, delivered instantly by email.

There are some 7,000 languages worldwide, with over 150 languages spoken in California alone! Over 50% of the California population speaks a language other than English at helped organizations and businesses communicate better with communities like this in their native languages. We are proud of the work we do to facilitate a borderless global marketplace! Approximately 4-5 million words a year, for 20+ years! That's a billion words!

"Corporate Translations provided excellent service to Suburban translating our Rate Case Notifications for our customers. They were prompt, professional and detail oriented. We recommend them to anybody who needs documents translated." –

Lauren James,
Communications Manager



"We are thrilled to have Suburban Water Systems as a new and welcome addition to the Corporate Translations, Inc. family! We are honored that Suburban has entrusted us with communicating their customer notices to their Korean, Chinese, and Spanish speaking communities. Our Linguistic Teams and Project Managers have gained valuable insight into the water industry. We go the extra mile to add a personal and creative touch to all of our projects while keeping things simple and being versatile enough to meet all deadlines. Clients love our "common sense" approach to clear and prompt communication, and our management process and high standards build credibility while earning trust and loyalty. Earning that trust and loyalty has allowed us to develop strong long-term partnerships that we now hope to establish and foster with Suburban."

- Toni Andrews
President



SUMMARY OF PURCHASES OR CONTRACTS BY ETHNICITY SECTION 9.1.2

WMDVBE/LGBTBE ANNUAL RESULTS BY ETHNICITY

	ETHNICITY	Direct \$	Sub \$	Total \$	Percent %
MINORITY MALE	Asian-Pacific	\$693,729		\$693,729	3.05%
	African-American	\$0		\$0	0.00%
	Hispanic	\$3,886,495		\$3,886,495	17.08%
	Native American				
	Total	\$4,580,224		\$4,580,224	20.13%
MINORITY FEMALE	Asian-Pacific	\$3,233		\$3,233	0.03%
	African-American	\$0			
	Hispanic	\$94,430		\$94,430	0.42%
	Native American				
	Total	\$97,663		\$97,663	0.43%
TOTAL MBE		\$4,580,224		\$4,580,224	20.13%
WBE		\$115,945		\$115,945	0.51%
Subtotal MWBE		\$4,696,169		\$4,696,169	20.64%
LGBT		\$4,092,111		\$4,092,111	17.99%
DISABLED VETERAN BUSINESS ENTERPRISE (DVBE)	N/A	\$650		\$650	0.00%
TOTAL WMDVGBTBE		\$8,788,930		\$8,788,930	38.63%
OTHER 8(a)*		\$0		\$0	
TOTAL WMDVLGBTBE		8,788,930		\$8,788,930	
Net Procurement**		\$ 22,752,101		\$22,752,101	

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

SUMMARY OF PURCHASES OR CONTRACTS BY PRODUCTS AND SERVICES (DIRECT) 9.1.2

ANNUAL RESULTS BY PRODUCTS AND SERVICES - DIRECT

	ETHNICITY	Products \$	%	Services \$	%	TOTAL \$	%
MINORITY MALE	Asian-Pacific	\$551,019	2.42%	\$142,710	0.63%	\$693,729	3.05%
	African-American	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Hispanic	\$169,181	0.74%	\$3,717,314	16.34%	\$3,886,495	17.08%
	Native American						
	Total	\$720,200	3.17%	\$3,860,024	16.97%	\$4,580,224	20.13%
MINORITY FEMALE	Asian-Pacific	\$3,233		\$0		\$3,233	0.01%
	African American			\$0		\$0	
	Hispanic	\$0		\$94,430	0.42%	\$94,430	0.42%
	Native American						
	Total	\$3,233		\$94,430		\$97,663	0.43%
Total MBE		\$720,200		\$3,860,024		\$4,580,224	20.13%
WBE		\$15,397	0.07%	\$100,548	0.44%	\$115,945	0.51%
Subtotal MWBE		\$735,597		\$3,960,571		\$4,696,169	20.64%
LGBTBE		\$0		\$4,092,111		\$4,092,111	17.99%
DVBE		\$0		\$650		\$650	0.00%
TOTAL WMDVGBTBE		\$735,597		\$8,053,333		\$8,788,930	38.63%
Products Procurement		\$735,597					
Service Procurement				\$8,053,333			
Net Procurement		\$22,752,101					
Net WMDV/LGBTBE Procurement		\$8,788,930					
Total Number of WMDVLGBTBEs that Received Direct Spend		30					

ITEMIZATION OF WMDVLGBTBE PROGRAM EXPENSES

SECTION 9.1.2

	Minority				Non-Minority			Total
	MBE		WMBE		DVBE	LGBTE	WBE	
	Asian-Pacific	Hispanic	Asian-Pacific	Hispanic	(n/a)	(n/a)	(n/a)	
					\$650			\$650
1623- Water, Sewer, Pipeline, and Communications and Power Line Construction		\$1,004,461				\$4,092,111		\$5,096,572
1629- Heavy Construction		\$4,191						\$4,191
1731- Electrical Work					\$86,975			\$86,975
1771- Concrete Work		\$1,137,386						\$1,137,386
1794- Excavation Work		\$293,298						\$293,298
1795- Wrecking and Demolition Work		\$113,927						\$113,927
1799- Special Trade Contractors		\$34,441						\$34,441
2759- Commercial Printing		\$184,468						\$184,468
3713- Truck and Bus Bodies	\$551,019							\$551,019
3993- Signs and Advertising			\$3,233					\$3,233
4619- Pipelines		\$525,950						\$525,950
5063- Construction Materials							\$1,221	\$1,221
5084- Industrial Machinery and Equipment							\$10,943	\$10,943
5113- Industrial and Personal Service Paper		\$94,592						\$94,592
7342- Disinfecting and Pest Control Services					\$7,455			\$7,455
7371- Computer Programming Services	\$35,280							\$35,280
782- Motion Picture Distribution and Allied Services		\$297,331						\$297,331
8111- Legal Services	\$8,574							\$8,574
8711- Engineering Services	\$26,800						\$3,493	\$30,293
8712- Architectural Services	\$72,056							\$72,056
8734- Testing Laboratories		\$74,589						\$74,589
8742- Management Consulting Services		\$121,861						\$121,861
8999- Services							\$2,625	\$2,625
Total	\$693,729	\$3,886,495	\$3,233	\$94,430	\$650	\$4,092,111	\$18,282	\$8,788,930

Total Product Procurement	\$735,597
Total Service Procurement	\$8,053,333
Net Procurement	\$8,788,930

Number of WMDVLGBTBE Suppliers and Revenue Reported to the Clearinghouse

SECTION 9.1.2

Name of Utility

2017 Report

G. O. #156 Sec 9.1.2 (D.11-05-019 & D.06-11-028)

Number of WMDVLGBTBE Suppliers and Revenue Reported to the Clearinghouse

# WMDVLGBTBEs	Data on Number of Suppliers						Utility-Specific [2017] Summary					
	Revenue Reported to CHS						Utility-Specific [2017] Summary					
	MBE	WBE	LGBTE	DVBE	Other 8(a)*	Grand Total	MBE	WBE	LGBTE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	7	5		1		12	7	5		1		12
Under \$5 million	4	1				5	4	1				5
Under \$10 million	3	1				4	3	1				4
Above \$10 million	7		1			8	7		1			8
TOTAL	21	7	1	1		30	21	7	1	1		30

WMDVLGBTBE \$M	Revenue and Payment Data						Utility-Specific 2017 Summary (in millions)					
	Revenue Reported to CHS (in millions)						Utility-Specific 2017 Summary (in millions)					
	MBE	WBE	LGBTE	DVBE	Other 8(a)*	Grand Total	MBE	WBE	LGBTE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	\$2.2	\$2.8		\$0.100		\$4.3	\$1.7	\$0.086		\$0.0650		\$1.8
Under \$5 million	\$7.9	\$1.2				\$9.1	\$0.736	\$0.03				\$0.739
Under \$10 million	\$24	\$6.7				\$30.7	\$1	\$0.11				\$1
Above \$10 million	\$189		\$12			\$201	\$1.1		\$4.1			\$5.2
TOTAL	\$223	\$9.9	\$12	\$0.100		\$245	\$4.5	\$14k	\$4.1	\$0.0650		\$8.7



WMDVLGBTBE PROGRAM EXPENSES SECTION 9.1.4

EXPENSE CATEGORY	
Wages	\$ 47,000
Other Employment Expense	
Reporting Expense	
Training	
Consulting	\$10,805
Program Expense	\$ 1,963
TOTAL PROGRAM EXPENSES	\$ 59,741



PROGRESS IN MEETING OR EXCEEDING SET GOALS SECTION 9.1.4

CATEGORY	2017 RESULTS	CURRENT YEAR GOALS
Minority Business Enterprise (MBE)	20.13%	15.00%
Women Business Enterprise (WBE)	0.51%	5.00%
Sub Total Women, Minority Business Enterprise (WMBE)	20.64%	20.00%
Service Disabled Veteran Business Enterprise (DVBE)	0.00%	1.50%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	17.99%	0.00%
TOTAL WMDVLGBTBE	38.63%	21.50%



SUMMARY OF PRIME CONTRACTOR UTILIZATION OF WMDVLGBTBE SUBCONTRACTORS SECTION 9.1.5

Information is not available.

WMDVLGBTBE COMPLAINTS RECEIVED SECTION 9.1.6

No WMDVLGBTBE complaints were received.

RECRUITMENT EFFORTS IN UNDERUTILIZED AREAS SECTION 9.1.7

Recruitment efforts for WMDVLGBTBE firms will remain part of Suburban's ongoing business strategy. Efforts to attract innovative suppliers who can provide exceptional value, safe, quality, service and pricing are a part of our day-to-day procurement sourcing efforts. Steps continue to be taken to successfully recruit and retain new diverse firms. Suburban has been carefully monitoring its successes and challenges in sourcing business opportunities with diverse firms.



2018 ANNUAL PLAN

WMDVLGBTBE SHORT-, MID- AND LONG-TERM GOALS SECTION 10.1.1

Category	2017 RESULTS	Short Term Goals	Mid Term Goals	Long Term Goals
Minority Business Enterprise (MBE)	20.13%	15.00%	15.00%	15.00%
Women Business Enterprise (WBE)	0.51%	5.00%	5.00%	5.00%
Lesbian, Gay, Bisexual and Transgender Business Enterprise (LGBTBE)	17.99%			
Disabled Veteran Business Enterprise (DVBE)	0.00%	1.50%	1.50%	1.50%
TOTAL WMDVLGBTBE	38.63%	21.50%	21.50%	21.50%

In 2018, Suburban's goal will continue to be consistent with that of the CPUC's stated goal of 21.5% spend with diverse businesses.

Drawing on our operational expertise and long range planning, our strategic approach identified below will help ensure the best possible inclusion of diverse businesses in the procurement of our goods and services going forward.

2018 STRATEGIC PROGRAM GOALS

In 2018, Suburban will focus on carefully selected areas for maximum results:

- o Tighter integration between project planning/forecasting and sourcing
- o Specific focus on increasing purchases from Disabled Veteran Businesses and Women Owned Businesses.

Integration of Sourcing and Planning

Because much of Suburban's spend comes from projects requiring long range planning, the project lead time provides an opportunity to identify if WMDVLGBTBE suppliers that meet the procurement needs. Many of our projects for 2018 have already been sourced and will soon begin. Suburban worked diligently to make sure diverse suppliers were included in the projects whether they are prime contractors or subcontractors. Suburban will continue to provide opportunities for diverse suppliers to partner with us to meet our capital expenditure and operational needs.

In planning for 2018, Suburban will continue to focus on finding opportunities to increase our spend with DVBE and WBE service providers.



Subcontracting Program

Suburban requests from its prime suppliers to identify intended subcontractors which will be important for Suburban in 2018 as we increasingly look to subcontracting as an avenue for creating opportunities for diverse businesses. The following will be key areas of subcontracting focus:

- Amending current contracts/purchase orders to reflect subcontracting program requirements
- Ensuring prime suppliers are consistently made aware of subcontracting requirements
- Tracking and monitoring adherence to subcontracting requirements

Enhanced Reporting

Suburban will continue to work to enhance our reporting capabilities to further support our diverse spend tracking and the utilization of subcontractors.



PLANNED INTERNAL/EXTERNAL ACTIVITIES

SECTION 10.1.2

The key strategic activities listed above in section 10.1.1, Suburban will continue to engage in the internal and external activities that have contributed to our program's successes.

Planned Internal Activities

- o Continued review and analysis of procurement processes to ensure Supplier Diversity is a part of the day-to-day culture.
- o Incorporating sourcing for diverse suppliers into the early stages of the planning processes.
- o The expansion of subcontracting with a goal of reporting Tier 2 spend results in 2018.
- o Enhanced reporting to gain more visibility on spend and support strategic goals
- o Enhance contract readiness (capacity-building and technical assistance) in accordance with General Order 156 guidelines.

Planned External Activities

- o In 2018, Suburban plans to make a concerted effort to increase WBE and DVBE spend.
- o Increase communications in the supplier community to raise awareness of Suburban's program, enlarging the company's footprint in the diverse supplier community.
- o Strategic participation in various outreach events and meetings.
- o Collaboration with other IOUs on the identification of suppliers.



**PLANS TO SEEK AND RECRUIT WMDVLGBTBE SUPPLIERS
IN UNDERUTILIZED AREAS (FINANCIAL, LEGAL, ETC.)**

SECTION 10.1.3

Suburban will continue to identify opportunities for effective sourcing with diverse firms in underutilized areas. Suburban will continue to seek to build new relationships with diverse suppliers through communication and collaboration with key stakeholders in the community.

**PLANS FOR SEEKING OR RECRUITING WMDVLGBTBE
SUPPLIERS FOR EXCLUDED CATEGORIES**

SECTION 10.1.4

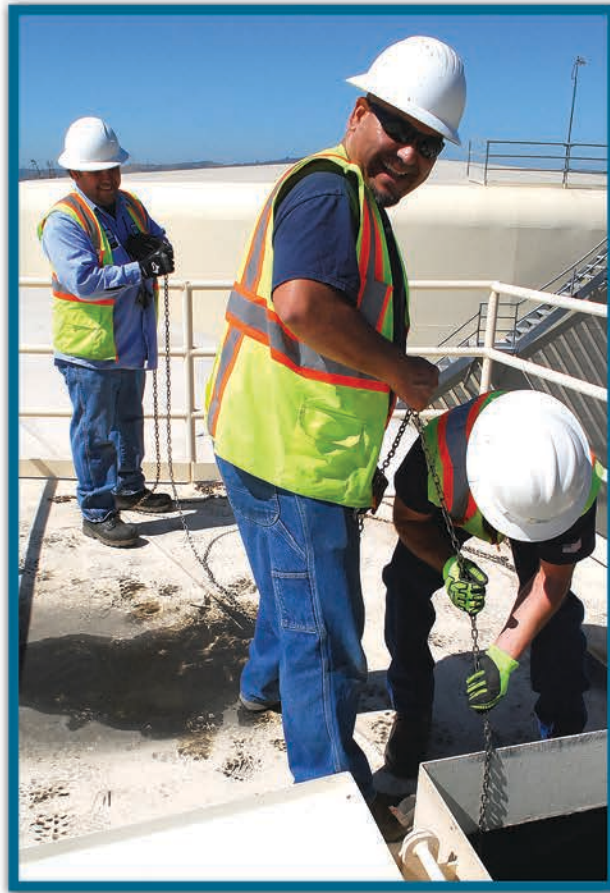
Not applicable

PLANNED SUBCONTRACTING OPPORTUNITIES

SECTION 10.1.5

Continue to encourage our prime suppliers to utilize diverse suppliers as sub-contractors share in our commitment to diversity and create more opportunities for diverse suppliers.





PROGRAM COMPLIANCE SECTION 10.1.6

Suburban remains committed to supporting Supplier Diversity. Suburban's program continues to evolve over time and build on our strengths. As we enter our 15th year of a formal program, we understand that to sustain the growth of our program it will require not just doing what we have always done, but finding new solutions to meet our sourcing challenges and to provide maximum opportunities for diverse businesses. Working smarter, not harder, with our three- pronged strategic approach of planning, subcontracting and reporting will enable Suburban to continue to successfully support the program.

Our executive and mid- manager teams are committed to the Program and have created a culture that supports Suburban's strong Supplier Diversity procurement processes. Actively seeking the support of external stakeholders will remain a key program element. Suburban looks to procure the best products and services at the best possible cost. Suburban will continue to look to diverse suppliers to assist us in meeting our business needs.



For more information about Supplier Diversity at Suburban, contact:

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Communication Manager

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E-mail: LJames@swwc.com





**Suburban
Water Systems**

A SouthWest Water Company