



# Suburban Water Systems



## 2024

### SUPPLIER DIVERSITY ANNUAL REPORT

*Dedicated to Melanie Rae, a fierce small business advocate and entrepreneur who led Suburban and the other California regulated private water companies to expand opportunities for diverse vendors and inspired diverse business owners to expand their capabilities, refine their business plans, and achieve their dreams. She'll be deeply missed.*



# COMMITMENT AND POLICY



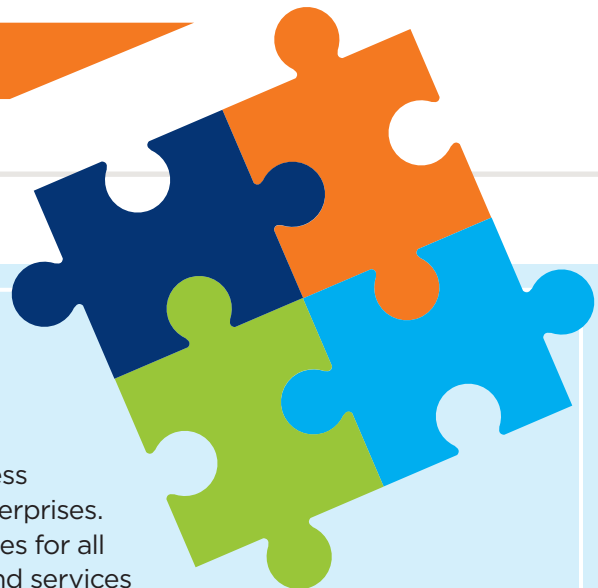
## COMMITMENT

Suburban Water Systems (Suburban) is committed to developing mutually beneficial business relationships with Women, Minority, Disabled Veteran, Lesbian, Gay, Bisexual, and Transgender Business Enterprises (WMDVLGBTBE) that can meet or exceed our requirements for products and services. Identifying these businesses, providing them opportunities to do business with us, and helping them succeed is essential for our success. These actions align with our mission and core values; for Suburban, Supplier Diversity is not just a “program.” It is our way of doing business.

## POLICY

### *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 products and services as they arise within our company.
- Encourage our employees to provide support and opportunities for diverse suppliers who may also be valued customers. Those throughout our organization with procurement responsibilities play an important role in achieving our corporate Supplier Diversity objectives.
- Seek certified vendor referrals from Supplier Diversity Manager
- Understand the utility’s need for goods and services to be provided by vendors
- Understand standards and specifications of work to be performed
- Create small/low-risk opportunities for vendors to demonstrate their quality of work and customer service



# PURPOSE

*It is Suburban's purpose to:*

**PROVIDE EQUAL OPPORTUNITY TO ALL  
VENDORS FOR THE BENEFIT OF OUR COMMUNITY**



Believe in and value the benefits of **diversity** and **inclusion**



Commit to matching spending to our **community demographics**



Help **diverse vendors** to **grow** and to **play** on a level playing field with other suppliers



Strengthen & broaden **our network of suppliers** to add resiliency and value



Encourage partnerships to access **cost-efficient, flexible,** and **innovative solutions**



**Meet and exceed guidelines** set by California Public Utilities Commission (CPUC)



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# A MESSAGE FROM OUR PRESIDENT



**CRAIG GOTT, PRESIDENT**  
Suburban Water Systems

**Suburban Water Systems (Suburban) is proud to present this 2024 Annual Report, highlighting our achievements under the Utility Supplier Diversity Program (USDP).**

In 2024, Suburban delivered outstanding results, achieving **61.35%** diverse spend. Our total expenditures with certified diverse suppliers reached **\$27,450,328**. We are pleased with these results and are grateful for the collaborative efforts of our team members in reaching this milestone.

We deeply appreciate the invaluable work done by our vendors. Our mission is to partner with businesses, large and small, that share our commitment to providing safe, reliable, and high-quality water to our customers. We actively seek out diverse suppliers who align with this vision and contribute to our overall success.

We understand our critical role in supporting and developing the capacity of our vendors who employ members of our community. Our capital improvement projects provide vendors with the opportunity to bring on new employees and provide

the training and consistent employment required to develop their careers and support generations of their families.

A successful Supplier Diversity program ensures that opportunities are available to a wide range of vendors. This requires a disciplined procurement approach, with active participation from all stakeholders. Our leadership, management, and team members are essential to this success, and I'm proud of their commitment to understanding our purchasing needs while adhering to our fair and rigorous contract, insurance, and safety standards.

This report highlights the achievements and activities that have strengthened our Supplier Diversity program. Looking ahead, Suburban remains fully committed to expanding these opportunities and fostering inclusive growth. In 2025, we aim to continue advancing our efforts to engage diverse suppliers and build lasting partnerships. Specifically, our prudent investment in pipeline replacement projects that reduce customer service interruptions and improve fire protection, our water source projects that make bills more affordable, increase supply reliability and reduce greenhouse gas emissions, and our treatment system projects that remove contaminants from water to keep our customers safe will all provide opportunities for us to contract with diverse vendors.



# PROGRAM HIGHLIGHTS



Suburban  
Water Systems

YEAR	DIVERSE SPEND (MILLIONS)	% SPEND	NUMBER OF DIVERSE FIRMS
2024	\$ 27.4	61.35%	58
2023	\$28.2	66.95%	52
2022	\$24.1	67.61%	45
2021	\$21.0	55.24%	44
2020	\$14.1	51.64%	45
2019	\$13.8	49.81%	50
2018	\$15.8	49.75%	37
2017	\$8.7	38.29%	29
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

## 2024 PROGRAM HIGHLIGHTS

Suburban is proud to report another year of outstanding results in 2024, achieving a remarkable **61.35%** diverse vendor spend with an all-time high of 58 diverse vendors; 12% higher than the prior year and representing a 3-year increasing trend. This success can be attributed to our unwavering commitment to Supplier Diversity and the communities we serve.

### Key to our year-over-year success are several factors:

The dedication of our executive and management teams, our inclusive procurement process that actively incorporates diverse vendors into competitive proposals and bidding opportunities, regular communication with employees about our purpose-driven goals, and the celebration of both internal and external Supplier Diversity champions. Additionally, our collaboration with community partners and prime contractors continues to play a vital role in bridging the gap between vendors and buyers.

This report highlights the strides we've made in 2024 and outlines our strategic plan for continued growth and success in 2025.



**61.35%**  
Diverse Spend



**\$27,450,328**  
Expenditures

# EXTERNAL ACTIVITIES

FOCUSED INVOLVEMENT IN THE SOURCING  
OF DIVERSE SUPPLIERS FOR BID OPPORTUNITIES:



Continued collaboration at the front end of buying decisions to ensure diverse businesses are included in bid opportunities.

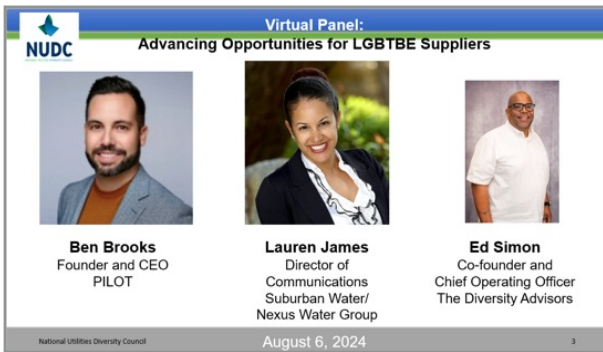


Suburban's buyers, led by management and leadership, seek referrals for certified diverse vendors when they have a bidding opportunity.

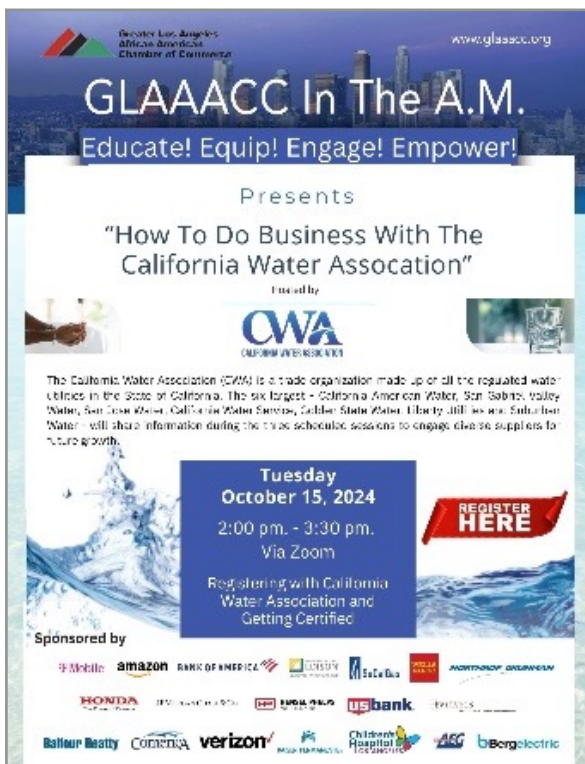
## 2024 Supplier Outreach Highlights:

- Individual meetings with diverse suppliers
- In 2024 Suburban's Procurement Specialist and managers identified uncertified diverse owned vendors already working for Suburban. Some of these vendors became certified with the Supplier Clearinghouse and expanded their opportunities with other utilities.
- California Water Association (**CWA**) Water Acumen Training Entrepreneur Refinement (**W.A.T.E.R.**): The annual CWA W.A.T.E.R. vendor training cohort was instrumental in helping 16 highly qualified vendors increase their capacity to earn contracts from investor-owned water utilities.
- CWA Utility Supplier Diversity Program (**USDP**) hosted our annual CWA W.A.T.E.R. training cohort to prepare diverse vendors for opportunities in the water industry. Vendors were selected based on their potential to contribute to upcoming projects. This mentoring forum provided insights into how to navigate industry procurement standards.
- Suburban connected with potential diverse suppliers participating in the CA Procurement Technical Assistance Center (PTAC) webinar series "**Doing Business With.**" Lauren James was a panelist and provided tips to members on how to do business with Suburban and CWA water utilities.





- Lauren James spoke on the National Utilities Diversity Council (NUDC) webinar on Advancing Opportunities for LGBTBE Suppliers. The discussion focused best practices and insights for LGBTBE businesses hoping to work with the utilities and garner new business.
- **GLAAACC AM Presents:** How to Do Business with CWA — Lauren James partnered with the Greater Los Angeles African American Chamber of Commerce to present to their members about Suburban, CWA, and how to engage the utilities to continue to grow their businesses.



### Prime Contractor Engagement

- **Prime Thank You Luncheon:** CWA USDP hosted a CWA Prime thank you luncheon for each utility’s Prime contractors to teach them about the opportunities and importance of 2nd tier diverse spend, and through networking, connect them with suitable certified 2nd tier vendors.
- **CWA Meet the Primes:** CWA prime contractor event: This event allows prime contractors to share their upcoming opportunities with certified subcontractors and discuss ways sub-contractors can support them. Vendors participated in matchmaking activities to connect and build relationships to increase their 2nd tier spend.
- **2nd Tier Reporting:** Suburban’s Engineering team continued to hold our Prime contractors accountable for 2nd tier spending by requiring 2nd tier reporting in contracts. The Prime’s contract is not considered complete until Suburban’s Procurement Specialist receives the 2nd tier spend report. These efforts supported an overall increase in 2nd tier reports, spending, and diverse vendor utilization.

## SECTION 9.1.1 | INTERNAL AND EXTERNAL ACTIVITIES



# INTERNAL ACTIVITIES

Suburban continuously promotes the importance of the Supplier Diversity program and our annual goals to our employees. We want to continue to meet and exceed the CPUC goal of 23%. We focus on creating an organizational culture that includes diverse vendors in all contract opportunities. Information about Suburban's Supplier Diversity program is shared by email, in conversations throughout the year, and at the following meetings.

- Mid-manager meetings
- Executive staff meetings
- District and departmental meetings
- Company internal newsletter and weekly announcements
- Quarterly luncheons
- Monthly Supplier Diversity Champion email showcasing our YTD spend in each category alongside our goals and employee champion spotlights.

## **The information included in these forums included:**

- The purpose of the Supplier Diversity program
- How we accomplish our goals
- Awards of contracts to new or existing diverse firms
- Introduction of new diverse firms to operation personnel
- Review of bidding opportunities
- Discussion of outcomes of bidding opportunities
- Updates on YTD spend and measurements of success

## **Efforts to involve diverse businesses in bid opportunities included:**

- Software and technology services
- Employee Engagement Training
- Pump & Motor Installations (wells and boosters)
- SCADA instrumentation and hardware (equipment & services)
- Meter Replacements
- Engineering Design Services (civil, mechanical, electrical, architectural, structural, geotech, water quality and treatment)
- Construction Management Services (inspection, project management)
- Electrical (instrumentation, conduits and wiring, switchgear, and MCC)
- Sitework (chain-link fencing, wrought iron fencing, CMU block walls)
- AC Paving and Concrete surface restoration
- Landscaping
- Well Drilling
- Pipeline and appurtenances, including valves, blow-offs, services, fire hydrants
- Demolition
- Steel tank construction (welding and painting)
- Steel tank retrofits (welding and painting)
- Earthwork and grading

*\*Suburban continues to actively search for qualified vendors in these categories.*



# **DIVERSE SUPPLIER HIGHLIGHTS**

**AND SUCCESS STORIES**

# DIVERSE SUPPLIER HIGHLIGHTS

## RMG Communications

Rachel is the driving force behind RMG Communications, where creativity and strategy collide to create award-winning campaigns that truly make an impact. With two decades of expertise, she brings a distinctive mix of wisdom and humor to her insights on public relations, life, and business.

Rachel has successfully worked with Suburban Water as a DBE, WBE and SBE.

“I appreciate Suburban’s commitment to working with businesses like RMG, proving that they value practical partnerships.”

With her friend and business partner, Liselle, Rachel co-hosts the popular and award-winning podcast, “PReshing On in Public Relations,” where they continue to blend wisdom and wit on the subjects of PR, life, and business. They’ve also co-authored “A Practical Guide to Starting Your Own PR Firm,” which has become the go-to guide for passionate PR professionals interested in hanging their own shingle.

Rachel has been a featured guest on Good Morning San Diego and a regular guest on podcasts, where she imparts her knowledge on business and PR.



# DIVERSE SUPPLIER HIGHLIGHTS

## BUCK SIGNS & GRAPHICS INC.



## BUCK SIGNS & GRAPHICS INC.

### Buck Signs & Graphics, Inc

Buck Signs & Graphics, Inc. is a Native American Indian sign company, family-owned and operated in Colton, CA. With a passion for impactful signage, the company is dedicated to creating signs that make a difference—fostering education, raising awareness, and promoting safety within communities.

With over 30 years of experience in the sign industry, Buck Signs & Graphics prioritizes quality. The company utilizes industry-leading materials and prints each project on a high-quality ink setting to ensure vibrant colors and long-lasting results.

Specializing in large-format printing, transit graphics, fleet graphics, wall graphics, premium decals, and more, Buck Signs & Graphics has an extensive background in transit and fleet graphics. To date, the company has successfully printed and installed graphics on thousands of transit buses and continues to expand its presence in the fleet industry.

Buck Signs & Graphics holds several industry certifications, including:

- CPUC, DBE, SB, and SBE LA Metro
- 3M Warranty Certified and 3M Wall Graphics Certified

In 2023, the company was invited to participate in the California Water Association's W.A.T.E.R. 2023 event, leading to a valuable partnership with Suburban Water Systems. As a result, Buck Signs & Graphics proudly printed and installed two custom vehicle wraps for Suburban Water Systems, spreading their essential message—"Every Drop Counts." These wraps serve to educate the community about water conservation and highlight Suburban Water Systems' commitment to the neighborhoods it serves.

# DIVERSE SUPPLIER HIGHLIGHTS

## Next Level 24/7

D'Angelo McCornell is the President of Next Level 24/7, a Southern California-headquartered, 11-year company that delivers impactful digital storytelling for Water Utilities.

Through our digital storytelling process, we help build and repair relationships in the community as a partner with your team. We provide high-quality real-time updates through live event recordings and recaps, project update videos & reels, high profile water/construction tours, behind the scenes - of the office and field, graphics and social media management.

To date, our results show that we have elevated engagement in the Suburban Water Systems community, and we've built more trust with hundreds of customers and prominent legislative representatives following us, reacting with impressions and leaving positive feedback online. Next Level 24/7 is proven to be a valuable extension of internal and external communications teams by improving the overall brand image of organizations.



# DIVERSE SPEND RESULTS

## BY ETHNICITY

		DIRECT SPEND \$ <sup>1</sup>	SUB SPEND \$ <sup>1</sup>	TOTAL \$ <sup>1</sup>	%
MINORITY MALE	African American	65,337	—	65,337	0.15%
	Asian Pacific American	614,489	—	614,489	1.37%
	Hispanic American	14,526,581	1,600,340	16,126,921	36.04%
	Native American	8,397	—	8,397	0.02%
	<b>Total Minority Male</b>	<b>15,214,804</b>	<b>1,600,340</b>	<b>16,815,144</b>	<b>37.58%</b>
MINORITY FEMALE	African American	6,680	—	6,680	0.01%
	Asian Pacific American	21,675	—	21,675	0.05%
	Hispanic American	380,341	6,032	386,373	0.86%
	Native American	—	—	—	0.00%
	<b>Total Minority Female</b>	<b>408,696</b>	<b>6,032</b>	<b>414,728</b>	<b>0.93%</b>
Total Minority Business Enterprise (MBE)		15,623,500	1,606,372	17,229,872	38.51%
Women Business Enterprise (WBE)		4,039,501	—	4,039,501	9.03%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		6,110,527	—	6,110,527	13.66%
Disabled Veteran Business Enterprise (DVBE)		70,429	—	70,429	0.16%
Persons with Disabilities Business Enterprise (PDBE)		—	—	—	0.00%
8(a)*		—	—	—	0.00%
<b>Total Supplier Diversity Spend</b>		<b>25,843,956</b>	<b>1,606,372</b>	<b>27,450,328</b>	<b>61.35%</b>
Net Procurement**		44,742,944			

### NOTES:

\* 8(a) - Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTBPDDBE.

Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C.

637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

\*\* Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

1 Direct - Means Direct Procurement: when a utility directly procures from a supplier.

2 Sub - Means Subcontractor Procurement: when a prime contractor, in contract with a utility, procures from a subcontractor to fulfil its contractual obligation(s).

% - Percentage of Net Procurement.

Totals may not add due to rounding.

# DIRECT PROCUREMENT RESULTS

## BY PRODUCT AND SERVICE CATEGORIES

			PRODUCT		SERVICE		TOTAL	
MINORITY MALE	African American	Direct	—	0.00%	\$65,337	0.26%	\$65,337	0.15%
	Asian Pacific American	Direct	\$186,447	34.88%	\$428,042	1.69%	\$614,489	1.37%
	Hispanic American	Direct	\$333,955	62.47%	\$14,192,626	56.08%	\$14,526,581	32.47%
	Native American	Direct	—	0.00%	\$8,397	0.03%	\$8,397	0.02%
	<b>Total Minority Male</b>	<b>Direct</b>	<b>\$520,402</b>	<b>97.35%</b>	<b>\$14,694,402</b>	<b>58.06%</b>	<b>\$15,214,804</b>	<b>34.00%</b>
MINORITY FEMALE	African American	Direct	\$800	0.15%	\$5,880	0.02%	\$6,680	0.01%
	Asian Pacific American	Direct	\$3,175	0.59%	\$18,500	0.07%	\$21,675	0.05%
	Hispanic American	Direct	—	0.00%	\$380,341	1.50%	\$380,341	0.85%
	Native American	Direct	—	0.00%	—	0.00%	—	0.00%
	<b>Total Minority Female</b>	<b>Direct</b>	<b>\$3,975</b>	<b>0.74%</b>	<b>\$404,721</b>	<b>1.60%</b>	<b>\$408,696</b>	<b>0.91%</b>
Total Minority Business Enterprise (MBE)		Direct	\$524,377	98.09%	\$15,099,123	59.66%	\$15,623,500	34.92%
Women Business Enterprise (WBE)		Direct	\$10,186	1.91%	\$4,029,315	15.92%	\$4,039,501	9.03%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Direct	—	0.00%	\$6,110,527	24.14%	\$6,110,527	0.14 %
Disabled Veteran Business Enterprise (DVBE)		Direct	—	0.00%	\$70,429	0.28%	\$70,429	0.16%
Persons with Disabilities Business Enterprise (PDBE)		Direct	—	0.00%	—	0.00%	—	0.00%
8(a)*		Direct	—	0.00%	—	0.00%	—	0.00%
<b>Total Supplier Diversity Spend</b>		<b>Direct</b>	<b>\$534,564</b>	<b>100.00%</b>	<b>\$25,309,393</b>	<b>100.00%</b>	<b>\$25,843,956</b>	<b>57.76%</b>
Net Procurement**			\$ 44,742,944					
Net Product Procurement			\$534,564					
Net Service Procurement			\$25,309,393					
Total Number of Diverse Direct Suppliers			58					

### NOTES:

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% - Percentage of Net Procurement.

Totals may not add due to rounding.

# SUBCONTRACTOR PROCUREMENT RESULTS

## BY PRODUCT AND SERVICE CATEGORIES

			PRODUCT		SERVICE		TOTAL	
<b>MINORITY MALE</b>	African American	Sub	—	0.00%	—	0.00%	—	0.00%
	Asian Pacific American	Sub	—	0.00%	—	0.00%	—	0.00%
	Hispanic American	Sub	—	0.00%	\$1,600,340	100.00%	\$1,600,340	100.00%
	Native American	Sub	—	0.00%	—	0.00%	-	0.00%
	<b>Total Minority Male</b>	<b>Sub</b>	<b>—</b>	<b>0.00%</b>	<b>\$1,600,340</b>	<b>100.00%</b>	<b>\$1,600,340</b>	<b>100.00%</b>
<b>MINORITY FEMALE</b>	African American	Sub	—	0.00%	—	0.00%	—	0.00%
	Asian Pacific American	Sub	—	0.00%	—	0.00%	—	0.00%
	Hispanic American	Sub	—	0.00%	\$6,032	100.00%	\$6,032	100.00%
	Native American	Sub	—	0.00%	—	0.00%	—	0.00%
	<b>Total Minority Female</b>	<b>Sub</b>	<b>—</b>	<b>0.00%</b>	<b>\$6,032</b>	<b>100.00%</b>	<b>\$6,032</b>	<b>100.00%</b>
<b>Total Minority Business Enterprise (MBE)</b>		Sub	—	0.00%	\$1,606,372	100.00%	\$1,606,372	100.00%
Women Business Enterprise (WBE)		Sub	—	0.00%	—	0.00%	—	0.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Sub	—	0.00%	—	0.00%	—	0.00%
Disabled Veteran Business Enterprise (DVBE)		Sub	—	0.00%	—	0.00%	—	0.00%
Persons with Disabilities Business Enterprise (PDBE)		Sub	—	0.00%	—	0.00%	—	0.00%
8(a)*		Sub	—	0.00%	—	0.00%	—	0.00%
<b>Total Supplier Diversity Spend</b>		<b>Sub</b>	<b>—</b>	<b>0.00%</b>	<b>\$1,606,372</b>	<b>100.00%</b>	<b>\$1,606,372</b>	<b>100.00%</b>
Net Procurement**		\$1,606,372						
Net Product Procurement		—						
Net Service Procurement		\$1,606,372						
Total Number of Diverse Direct Suppliers		2						

**NOTES:**

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% - Percentage of Net Procurement.

Totals may not add due to rounding.

### SECTION 9.1.2 | SUBCONTRACTOR PROCUREMENT RESULTS



# STANDARD INDUSTRIAL CLASSIFICATION

## SIC CODES

SIC CODE	5%	AFRICAN AMERICAN		ASIAN PACIFIC AMERICAN		HISPANIC AMERICAN		NATIVE AMERICAN		MINORITY BUSINESS ENTERPRISE (MBE)	WOMEN BUSINESS ENTERPRISE (WBE)	LESBIAN, GAY, BISEXUAL, TRANSGENDER BUSINESS ENTERPRISE (LGBTBTE)	DISABLED VETERAN BUSINESS ENTERPRISE (DVBE)	PERSONS WITH DISABILITIES BUSINESS ENTERPRISE (DBE)	8(a)*	TOTAL SUPPLIER DIVERSITY SPEND	TOTAL PROCUREMENT
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE								
782	\$	0	0	0	0	422,787	0	0	0	422,787	0	0	0	0	0	422,787	422,787
1623	\$	0	0	0	0	2,289	0	0	0	10,945,279	425,420	6,110,527	70,429	0	0	17,551,654	17,551,654
1629	\$	0	0	0	0	23,245	0	0	0	23,245	0	0	0	0	0	23,245	23,245
1731	\$	0	0	0	0	0.16%	0.00%	0.00%	0.00%	0.13%	0.00%	0.00%	0.00%	0.00%	0.00%	0.09%	0.09%
1771	\$	0	0	0	0	1,830,219	0	0	0	1,830,219	0	0	0	0	0	1,830,219	1,830,219
1794	\$	0	0	0	0	175,266	0	0	0	175,266	0	0	0	0	0	175,266	175,266
1795	\$	0	0	0	0	29,760	0	0	0	29,760	0	0	0	0	0	29,760	29,760
1796	\$	0	0	0	0	63,749	0	0	0	63,749	0	0	0	0	0	63,749	63,749
1799	\$	0	0	11,045	0	0	0	0	0	11,045	0	0	0	0	0	11,045	11,045
2752	\$	0	0	0	0	272,612	0	0	0	272,612	0	0	0	0	0	272,612	272,612
2759	\$	0	0	0	0	3,175	0	0	0	8,397	0	0	0	0	0	11,572	11,572
3713	\$	0	0	186,447	0	0	0	0	0	186,447	0	0	0	0	0	186,447	186,447
3799	\$	0	0	30,343	0	0	0	0	0	1,000	0	0	0	0	0	7,254	7,254
4619	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,011,458	3,011,458
5063	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,133	3,133
5084	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13,154	13,154
5113	\$	0	0	0	0	40,667	0	0	0	40,667	0	0	0	0	0	40,667	40,667
5172	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	492,141	492,141
5983	\$	0	0	0	0	0	0	0	0	7,190	0	0	0	0	0	7,190	7,190
7215	\$	0	0	26,930	0	0	0	0	0	26,930	0	0	0	0	0	26,930	26,930
7342	\$	0	0	4,388	0	0	0	0	0	3,940	0	0	0	0	0	3,940	3,940
7371	\$	0	0	205,840	0	0	0	0	0	205,840	0	0	0	0	0	205,840	205,840
7389	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,725	2,725
7549	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,695	1,695
7692	\$	0	0	0	0	3,212	0	0	0	3,212	0	0	0	0	0	3,212	3,212
8099	\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,785	2,785
8111	\$	0	0	0	18,500	0	0	0	0	18,500	0	0	0	0	0	18,500	18,500
8249	\$	0	5,880	0	0	0	0	0	0	5,880	0	0	0	0	0	5,880	5,880
8711	\$	0	53.07%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.02%
8713	\$	0	0	184,227	0	386,466	0	0	0	570,693	0	0	0	0	0	570,693	570,693
8734	\$	0	0	29,989	0	2,626	0	0	0	3,076	0	0	0	0	0	2,218	2,218
8741	\$	0	0	0	0	5,762.5	0	0	0	5,763	0	0	0	0	0	5,763	5,763
8742	\$	0	0	0	0	222,349	0	0	0	222,349	0	0	0	0	0	222,349	222,349
8743	\$	0	0	800	0	0	0	0	0	800	0	0	0	0	0	800	800
8748	\$	0	0	7.22%	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%
8999	\$	0	0	4,400	0	19,417	3,000	0	0	126,817	203	0	0	0	0	127,020	127,020
TOTAL	\$	0.00%	0.04%	2.38%	0.08%	14,526,581	3,394,799	8,397	0	18,577,021	1,020,643	6,110,527	70,429	0	0	25,778,619	25,778,619
Net Procurement**	\$	0.00%	0.04%	2.38%	0.08%	56.35%	13.17%	0.03%	0.00%	72.06%	3.96%	23.70%	0.27%	0.00%	0.00%	100.00%	100.00%

Net Procurement\*\* 44,742,944

### NOTES:

\* 8(a) - Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTDBE.

Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C.

637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

\*\* Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

1 Direct - Means Direct Procurement: when a utility directly procures from a supplier.

2 Sub - Means Subcontractor Procurement: when a prime contractor, in contract with a utility, procures from a subcontractor to fulfil its contractual obligation(s).

% - Percentage of Net Procurement.

Totals may not add due to rounding.

## SECTION 9.1.2 | STANDARD INDUSTRIAL CLASSIFICATION CODES

# DIVERSE SUPPLIERS AND REVENUE

## REPORTED TO THE SUPPLIER CLEARINGHOUSE

Number of Diverse Suppliers	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	TOTAL	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	TOTAL
Under \$1 million	8	9	0	2	0	0	19	28	25	0	2	0	0	54
Under \$5 million	11	10	0	0	0	0	21	2	1	0	0	0	0	2
Under \$10 million	3	3	0	0	0	0	6	1	0	1	0	0	0	2
Above \$10 million	10	3	1	0	0	0	14	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>32</b>	<b>25</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>31</b>	<b>26</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>58</b>

Number of Diverse Suppliers	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	TOTAL	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	TOTAL
Under \$1 million	12.96	2.83	0	47.21	0	0	63.00	0.42	0.09	0	0.07	0	0	0.58
Under \$5 million	22.11	19.69	0	0	0	0	41.80	3.10	3.93	0	0	0	0	7.03
Under \$10 million	25.89	19.12	0	0	0	0	45.01	10.00	0.28	0	0	0	0	10.28
Above \$10 million	426.68	67.73	15.00	0	0	0	509.41	1.69	0.13	6.11	0	0	0	7.93
<b>TOTAL</b>	<b>487.64</b>	<b>109.37</b>	<b>15.00</b>	<b>47.21</b>	<b>0</b>	<b>0</b>	<b>659.22</b>	<b>15.21</b>	<b>4.43</b>	<b>6.11</b>	<b>0.07</b>	<b>0</b>	<b>0</b>	<b>25.82</b>

**NOTES:**

\* 8(a) - Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTDBE.

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637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

\*\* Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

1 Direct - Means Direct Procurement: when a utility directly procures from a supplier.

2 Sub - Means Subcontractor Procurement: when a prime contractor, in contract with a utility, procures from a subcontractor to fulfill its contractual obligation(s).

% - Percentage of Net Procurement.

Totals may not add due to rounding.

### SECTION 9.1.2 | DIVERSE SUPPLIERS AND REVENUE REPORTED TO CLEARINGHOUSE

# PROGRAM EXPENSES

## ITEMIZATION

EXPENSE CATEGORY	
Wages	\$65,000
Other Employment Expense	—
Reporting Expense	—
Training	—
Consulting	\$3,057
Program Expense	\$10,113
<b>TOTAL PROGRAM EXPENSES</b>	<b>\$78,170</b>

**NOTES:**

\* 8(a) - Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTPDBE.

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637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

\*\* Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

1 Direct - Means Direct Procurement: when a utility directly procures from a supplier.

2 Sub - Means Subcontractor Procurement: when a prime contractor, in contract with a utility, procures from a subcontractor to fulfil its contractual obligation(s).

% - Percentage of Net Procurement.

Totals may not add due to rounding.

# MEETING OR EXCEEDING SET GOALS

## 2024 PROGRESS

CATEGORY	2024 RESULT %	2023 RESULT %
Minority Male Business Enterprise	37.58%	41.09%
Minority Female Business Enterprise	0.93%	0.07%
Minority Business Enterprise (MBE)	38.51%	41.16%
Women Business Enterprise (WBE)	9.03%	11.46%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	13.66%	12.99%
Disabled Veteran Business Enterprise (DVBE)	0.16%	1.35%
Persons with Disabilities Business Enterprise (DBE)	0.00%	0.00%
<b>TOTAL</b>	<b>61.35%</b>	<b>66.95%</b>

**NOTES:**

\* 8(a) - Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTDPBE.

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637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

\*\* Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

1 Direct - Means Direct Procurement: when a utility directly procures from a supplier.

2 Sub - Means Subcontractor Procurement: when a prime contractor, in contract with a utility, procures from a subcontractor to fulfil its contractual obligation(s).

% - Percentage of Net Procurement.

Totals may not add due to rounding.

### SECTION 9.1.4 | MEETING OR EXCEEDING GOALS

# PRIME AND SUBCONTRACTOR UTILIZATION

NEW

Subcontracting remains critical to the success of our Supplier Diversity program. Each time we enter a Master Service Agreement with a Prime we require them to complete Suburban’s subcontracting form that aids our annual reporting. Suburban remains committed to subcontracting.

CATEGORY	NEW PRIME CONTRACTORS #	NEW SUBCONTRACTORS #
Minority Male Business Enterprise	6	1
Minority Female Business Enterprise	4	1
Minority Business Enterprise (MBE)	10	2
Women Business Enterprise (WBE)	6	0
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0	0
Disabled Veteran Business Enterprise (DVBE)	1	0
Persons with Disabilities Business Enterprise (DBE)	0	0
8(a)	0	0
<b>TOTAL</b>	<b>17</b>	<b>2</b>

**NOTES:**

\* 8(a) - Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTDBE.

Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C.

637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

\*\* Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

1 Direct - Means Direct Procurement: when a utility directly procures from a supplier.

2 Sub - Means Subcontractor Procurement: when a prime contractor, in contract with a utility, procures from a subcontractor to fulfil its contractual obligation(s).

% - Percentage of Net Procurement.

Totals may not add due to rounding.

# PRIME AND SUBCONTRACTOR UTILIZATION

## SUMMARY

### Total Prime Contractor Utilization of Diverse Subcontractors

Number of Diverse Suppliers	Minority Male	Minority Female	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	TOTAL
Direct \$	15,214,804	408,696	15,623,500	4,039,501	6,110,527	70,429	—	—	25,843,956
Sub \$	1,600,340	—	1,600,340	6,032	—	—	—	—	1,606,372
<b>TOTAL \$</b>	<b>16,815,144</b>	<b>408,696</b>	<b>17,223,840</b>	<b>4,045,533</b>	<b>6,110,527</b>	<b>70,429</b>	<b>—</b>	<b>—</b>	<b>27,450,328</b>
Direct %	37.58%	0.91%	34.92%	9.03%	13.66%	0.16%	0.00%	0.00%	57.76%
Sub %	3.58%	0.00%	3.58%	0.01%	0.00%	0.00%	0.00%	0.00%	3.59%
<b>TOTAL %</b>	<b>37.58%</b>	<b>0.91%</b>	<b>38.50%</b>	<b>9.04%</b>	<b>13.66%</b>	<b>0.16%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>61.35%</b>

Net Procurement \*\* 44,742,944

### In-State Prime Contractor Utilization of Diverse Subcontractors (California Domiciled)

Number of Diverse Suppliers	Minority Male	Minority Female	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	TOTAL
In-State Direct \$	15,003,201	408,696	15,411,898	3,983,276	6,110,527	70,429	—	—	25,576,129
In-State Sub \$	1,600,340	6,032	1,606,372	—	—	—	—	—	1,606,372
<b>TOTAL \$</b>	<b>16,603,541</b>	<b>414,728</b>	<b>17,018,270</b>	<b>3,983,276</b>	<b>6,110,527</b>	<b>70,429</b>	<b>—</b>	<b>—</b>	<b>27,182,501</b>
In-state direct %	33.53%	0.91%	34.45%	8.90%	13.66%	0.16%	0.00%	0.00%	57.16%
In-state sub %	3.58%	0.01%	3.59%	0.00%	0.00%	0.00%	0.00%	0.00%	3.59%
<b>TOTAL %</b>	<b>37.11%</b>	<b>0.93%</b>	<b>38.04%</b>	<b>8.90%</b>	<b>13.66%</b>	<b>0.16%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>60.75%</b>

Net Procurement \*\* 44,742,944

#### NOTES:

\* 8(a) - Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTDBE.

Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C.

637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

\*\* Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

1 Direct - Means Direct Procurement: when a utility directly procures from a supplier.

2 Sub - Means Subcontractor Procurement: when a prime contractor, in contract with a utility, procures from a subcontractor to fulfil its contractual obligation(s).

% - Percentage of Net Procurement.

Totals may not add due to rounding.

## SECTION 9.1.5 | PRIME AND SUBCONTRACTOR UTILIZATION SUMMARY



## SECTION 9.1.6

### WMDVLGBTBE COMPLAINTS RECEIVED

No WMDVLGBTBE complaints were received.

## SECTION 9.1.7

### RECRUITMENT EFFORTS IN UNDERUTILIZED AREAS

Recruitment efforts for WMDVLGBTBE firms remain part of Suburban's ongoing business strategy. Our effort to attract innovative suppliers who provide exceptional value, safety, quality service, and pricing is part of our day-to-day procurement sourcing. We continue to recruit and build capacity for new diverse firms to be successful. Suburban carefully monitors the successes and challenges of sourcing business opportunities with diverse firms.

We seek feedback about the need for vendors from both internal buyer and field operations representatives. Our field representatives serve as our eyes and ears; their first-hand experience with the vendor renders feedback necessary to the relationship and growth of our procurement processes and vendor opportunities.

# 2025 ANNUAL PLAN

## STRATEGIC PROGRAM GOALS



2025



# WMDVLGBTBE GOALS

## SHORT-, MID- AND LONG-TERM

CATEGORY	2024 RESULTS	SHORT	MID	LONG
Minority Business Enterprise (MBE)	38.51%	10.00%	15.00%	20.00%
Women Business Enterprise (WBE)	9.03%	5.00%	10.00%	15.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	13.66%	5.00%	7.00%	10.00%
Disabled Veteran Business Enterprise (DVBE)	0.16%	1.50%	3.50%	5.00%
Persons with Disabilities Business Enterprise (DBE)	0.00%	0.20%	0.50%	0.50%
<b>TOTAL WMDVLGBTBE</b>	<b>61.35%</b>	<b>21.70%</b>	<b>36.00%</b>	<b>50.50%</b>

In 2025, Suburban’s goal will continue to strive to exceed 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 procuring our goods and services in the future.



## 2025 STRATEGIC PROGRAM GOALS

**In 2025, Suburban will focus on carefully selected areas for maximum results:**

- Focused and intentional events with Primes and buyers (vendor showcases with buyers and matchmaking).
- Partnerships with CBOs, including meeting with their members to reach a wider audience of potential vendors.
- Specific focus on increasing purchases from:
  - Disabled Veteran Businesses
  - African American businesses
  - American Indian Owned Businesses
  - Persons with Disabilities Businesses

## Integration of Sourcing and Planning

Suburban will continue to provide opportunities for diverse suppliers to partner with us to meet our capital expenditure and operational needs. Suburban remains committed to including diverse vendors on each bid opportunity to support our supplier inclusion effort.

In 2025, Suburban is planning to focus on finding opportunities to increase our spend with DVBE, W/MBE, American Indian, and African American service providers, and work on sustaining our program's successful model.

## 2nd Tier Subcontracting Program

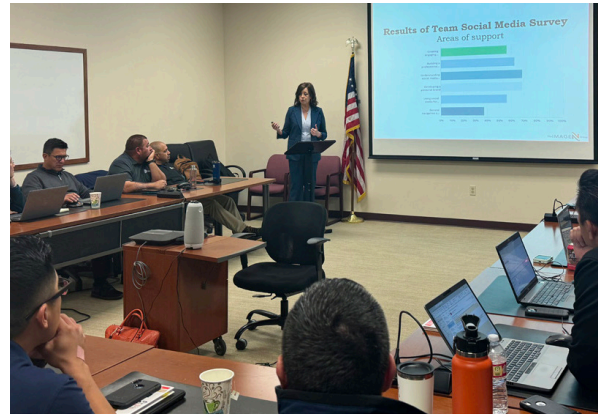
Promoting the use of certified 2nd tier subcontracting creates opportunities for diverse businesses that do not have the scale to serve as the Prime. In 2025, we will focus on the following critical areas of subcontracting:

- Connect eligible diverse certified 2nd tier subcontractors to Prime contractors to partner on Suburban projects.
- Continue to mandate Prime supplier's completion of Suburban's 2nd tier subcontracting form.

## Enhanced Reporting

Suburban will continue to enhance our reporting capabilities to support our diverse spend tracking and 2nd tier sub-contractor utilization.

Accurate monthly reporting is critical to tracking our overall success. We track results and compare performance to our goals. Reviewing data from reporting reveals areas of opportunity to support more team discussion and problem-solving.



## PLANNED INTERNAL/EXTERNAL ACTIVITIES SECTION 10.1.2

Suburban will continue to engage in the following internal and external activities that have contributed to our program's success:

### Planned Internal Activities

- Review and analyze procurement processes to ensure Supplier Diversity is a part of the day-to-day culture.
- Continued education through communication with company personnel, buyers, and stakeholders
- **Suburban Prime Contractor Luncheon:** Networking event promoting the importance of diverse 2nd tier spend
- **Suburban 2025 Celebration Luncheon:** Celebrate our 2024 Supplier Diversity program success, recognize our Supplier Diversity champions, and share our goals for 2025.
- Internal presentations and meetings with employees and managers
- Monthly email announcements showcasing our Year to Date (YTD) Supplier Diversity spend numbers, champions, and success stories.

### Planned External Activities

- **CWA W.A.T.E.R Program:**
  - The W.A.T.E.R Program is a 4-part quarterly workshop that provides diverse vendors with 22 hours of training that focuses on increasing their chances of being viewed as a “safe choice” to be a prime or 2nd tier sub-contractor on large utility projects.
  - They can connect with the seven (7) participating Class A water companies, including Suburban.
  - After completing the program, each participant receives a certificate demonstrating their company's skills and knowledge to do business with water companies.
- **CWA Meet the Primes (Prime Contractor Event):** Prime Contractors present upcoming subcontractor opportunities to certified 2nd tier sub-contractors.
- **CWA CBO/Prime Thank You Luncheon:** The event connects each utility and its Procurement departments with vendors in the categories they are sourcing. Vendors are hand-selected by each member agency based on member needs and get a chance to introduce themselves and do matchmaking with the interested procurement buyers.
- Communication campaigns in the supplier community to raise awareness of Suburban's program to enlarge the company's footprint in the diverse supplier community:
  - Participate in various outreach events and meetings.
  - Collaborate with other utilities and CBOs on the identification of suppliers.





### SECTION 10.1.3

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

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

Suburban will be intentional in 2025 when procuring suppliers in underutilized areas. We plan to host a buyer showcase focused on connecting with diverse businesses to expand our vendor pool.

We will utilize our CBO partnerships to identify their members with offerings that align with our buyer's needs. We will also identify registered vendors on the CPUC Supplier Clearinghouse to create a list for event promotion. These two deliberate approaches will garner increased vendor visibility and relationships in underutilized areas.



## SECTION 10.1.4

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

Suburban remains committed to including diverse businesses in all bid opportunities. There are some excluded categories where this is not possible, including but not limited to purchased water, government payments, employee costs, waste removal, and customer refunds.

Suburban will share our core values and experience with our diversity success when working with these businesses to inspire their internal processes and 2nd tier subcontractor outreach and spend.

## SECTION 10.1.5

### PLANNED 2ND TIER SUBCONTRACTING OPPORTUNITIES

Suburban will continue to encourage our prime suppliers to utilize diverse certified vendors as 2nd tier sub-contractors, sharing our commitment to diversity and creating more opportunities for diverse, small businesses.

Suburban will host a Prime contractor luncheon focusing on the importance of 2nd tier subcontracting and the requirement of submitting their 2nd tier subcontracting report after job completion.

Suburban will also collaborate with CWA and the Joint Utilities to host and participate in Prime contractor events to bring more visibility to 2nd tier subcontracting opportunities.

## SECTION 10.1.6

### PROGRAM COMPLIANCE

Suburban remains committed to Supplier Diversity. Suburban's program continues to evolve and build on our strengths. Our three-pronged strategic approach of planning, 2nd tier subcontracting, and reporting will enable Suburban to continue successfully supporting the program.

Our leadership and management teams are committed to the Program and have created a culture that supports Suburban's robust Supplier Diversity procurement processes. As a key element of its procurement processes, Suburban always looks to procure the highest quality products and services at the best possible prices by actively seeking the support of external stakeholders. Suburban will continue to look for diverse suppliers to meet our business needs.



**CWA USDP 2024 Team**

For more information about  
Supplier Diversity at Suburban, contact:

Lauren James

Director, Communications

Phone: (626) 543-2531

Email: [Lauren.James@NexusWG.com](mailto:Lauren.James@NexusWG.com)



**Suburban  
Water Systems**

**2024**

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**SUPPLIER DIVERSITY  
ANNUAL REPORT**



2024

**SUPPLIER DIVERSITY  
ANNUAL REPORT**



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