

20
24

Conversation with
Thomas Jones

SHIFT DBS

ANNUAL
BENCHMARK REPORT



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2024

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THOMAS JONES AND SUCCESS AT PRIMORIS

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HONORING SCOTT DRURY

Shift DBS proudly honors Scott Drury, CEO of SoCalGas for his leadership, commitment, and positive influence across our community.



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At Shift Diverse Business Solutions, we implement strategies that strengthen how suppliers operate, pursue new work, and deliver complex projects. We bring clarity to direction, refine core processes, and equip teams with modern tools that improve performance. Our partners build stronger foundations, move with greater speed, and compete as top leaders in their markets.

With **decades of experience** in the utility industry, our team has a deep understanding of the unique and evolving needs of the utility sector, making Shift DBS well equipped to support suppliers in exceeding the rigorous standards of the utility industry.

Shift DBS brings suppliers into a community connected to key decision makers. Our direct engagement across the industry gives suppliers visibility into changing priorities, and innovation shaping future business opportunities.

Shift DBS strengthens supplier knowledge through clear and credible market insight. We are excited to share our annual Benchmark Report, which gives companies a true view of spending trends, competitive positioning, and the expectations shaping future opportunities.

The report highlights year over year performance by each utility, identifies where goals are being met or missed, and outlines the areas where suppliers can focus to increase competitiveness in upcoming procurements.

Year 2024 has been especially significant for us. Our CEO, Sherry Shafiei, participated as a panelist at the 2024 CPUC En Banc, underscoring our leadership role in shaping dialogue around partnership, technology, and the value of subcontracting to advance major projects. We also released our Annual Report and featured an in-depth **Interview with Primoris**, highlighting how prime contractors create value through their subcontracting strategies and engagement with industry partners.

In addition, we hosted the Shift DBS IOU Supplier Summit, bringing together suppliers, utility executives, and prime contractors for meaningful discussion and collaboration. One of the highlights of the year was our first annual awards program, "**A Night at the Oscars**," where we proudly honored Scott Drury, retired CEO of SoCalGas (2024), along with several distinguished suppliers who were recognized for their impact in the community and their contributions to advancing partnerships across the industry.

These milestones were made possible by the support of our sponsors, and we extend our sincere thanks to each of them for investing in the mission of building stronger supplier communities.

For businesses ready to compete at the highest level, we invite you to become members of Shift DBS. By joining, you gain access to strategy, accountability, and results that position you for sustainable growth and leadership. Your feedback is important to us. For questions or comments please contact us at Support@ShiftDBS.com or call us at [\(442\) 341-3588](tel:(442)341-3588).

Thank you,

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Sherry Shafiei and Sydney Furbush



3 COSTLY MISTAKES WHEN RESPONDING TO AN RFP

1

OVER - REYLING ON AI

Yes, ChatGPT and other AI tools can speed things up. But AI-generated responses often lack specificity, context, and the nuance needed to address complex scopes. Many responses are too polished, too vague, or too long-winded.

2

IGNORING THE EVALUATION CRITERIA

Many firms treat the RFP as a formality instead of a strategic roadmap. If you're not responding directly to the scoring rubric or evaluation priorities, you're leaving points on the table.

3

MISSING THE 'WHY' FACTOR

Most responses explain what the company does. Few clearly communicate why they're the best fit. Your differentiators should be front and center—not buried in technical specs.

WE KNOW THE SECRET SAUCE!

With **46 years** of combined experience in the utility industry, we understand how RFPs are evaluated and what makes a proposal stand out. Having worked on both sides of the process, we've helped clients win over **80 percent** of the bids we support by focusing on strategy, clarity, and what decision-makers actually care about.

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email us at Support@Shift dbs.com



Our Services

At Shift DBS, we help businesses compete and grow in complex contracting environments. With 46 years of combined experience inside utility organizations, we offer services that strengthen supplier capabilities, improve positioning, and support long-term success.

01

Win More Contracts with RFP Support

We bring 46 years of insider experience in regulated industries to help businesses win competitive RFPs. Our team has supported procurement from the inside, giving us a clear edge in guiding clients through requirements, messaging, and interviews. Over 80 percent of our clients win the contracts they pursue!

02

Present Your Business with Confidence

We help businesses stand out with clear, compelling content that reflects their strengths. Services include capability statements, presentations, and tailored messaging to support proposals, introductions, and outreach. Our approach ensures your documents are aligned with decision makers' expectations and position you competitively in the marketplace.

03

Strategic Partnering and Networking Support

We help businesses build strategic partnerships that support long-term growth. Services include joint pursuit planning, prime-subcontractor alignment, and guidance on teaming strategy. We also host networking events focused on connecting suppliers, primes, and corporations like utilities to spark collaboration and create new contract opportunities.

04

Become a Member Today!

Get year-round access to expert support, strategic tools, and practical resources through Shift Business Connect. Members receive:

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SHIFT DBS' 2ND ANNUAL IOU SUPPLIER SUMMIT

"A Night at the Oscars"

October 9, 2024 – Riverside Convention Center

Shift DBS hosted its 2nd Annual Investor-Owned Utility (IOU) Supplier Summit on October 9, 2024, at the Riverside Convention Center. Themed "A Night at the Oscars," the black-tie event was created to recognize and celebrate the extraordinary contributions of suppliers across the utility and infrastructure sectors. The evening spotlighted the professionals and firms whose work supports California's evolving energy goals, through engineering, construction, technology, and many other services that directly impact system reliability, sustainability, and community progress.

The program featured remarks from prominent leaders across utilities and regulatory agencies, setting the tone for an **evening that emphasized partnership, accountability, and impact**. Attendees heard from state and industry leadership, participated in high-value networking, and joined in recognizing suppliers whose efforts continue to shape the future of the utility space.



2nd Annual IOU Supplier Summit "A Night at the Oscars"

The awards ceremony recognized organizations that exemplify excellence through the **Transformative Leader Award, Community Impact Award, Innovation Visionary Award, Newcomer Spotlight Award, Sustainability Champion Award, Best Safety Practices Award, and the Gwen Moore Legacy Award**.

These companies are exceeding expectations through strategic execution, meaningful community engagement, and a strong commitment to supplier development.

The summit reflects Shift DBS's continued commitment to building platforms where suppliers can be celebrated, connected, and supported as they grow within one of the most important sectors of our state's economy.

Event Host: Torrance D. Chaplin

The 2nd Annual IOU Supplier Summit was hosted by **Torrance D. Chaplin, a seasoned executive and United States Marine Corps veteran**, who brought professionalism, purpose, and strong leadership to the evening. With nearly 25 years of experience across military, operations, and financial services, Torrance guided the program with clarity and connection. We thank him for his service to our country and extend our deepest appreciation to all veterans and active-duty service members, and reservists whose leadership, discipline, and sacrifice continue to inspire the communities we serve.



Torrance Chaplin, President, Chaplin Financial Group



SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

Opening Remarks- Steve Powell, CEO and President of Southern California Edison

Steve Powell delivered the opening remarks at Shift DBS' IOU Supplier Summit "A Night at the Oscars," where he welcomed guests and outlined the path to California's clean energy future.

Key Themes from Steve Powell's Remarks

Transforming the Energy Systems

Steve noted that reaching the **2045 net-zero goal will require electrifying 90 percent of vehicles and buildings**, doubling electric demand, and dramatically accelerating grid expansion.

Innovation and Collaboration

He emphasized the need to **rethink how utilities design and operate the grid**, streamline processes, and work closely with policymakers and suppliers to speed up permitting and infrastructure deployment.

Power of Suppliers

Steve highlighted that **Edison spent \$2.25 billion with diverse suppliers last year** (2023), representing 38 percent of total spend and driving major impacts like **16,000 jobs, \$1.3 billion in wages, and \$400 million in tax benefits**.

Key partners include California Forestry and Vegetation Management, Imperial Electric, and Phoenix Enterprises.

Industry Leadership

He concluded by recognizing Scott Drury for his leadership in advancing supplier diversity across the utility sector.



Steve Powell, President and CEO, Southern California Edison



Steve Powell, President and CEO, Southern California Edison

Watch the summit moment: Steve Powell delivering the opening remarks at the IOU Supplier Summit.



[Shift DBS' IOU Supplier Summit: Opening Remarks, Steve Powell](#)



[Scan the QR to watch the award segment](#)



SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

Recognition of Scott Drury, CEO of Southern California Gas Company

Shift DBS presented the **Transformative Leader Award to Scott Drury, Chief Executive Officer of Southern California Gas Company**, in recognition of his significant contributions to California's utility industry.

Scott's leadership at both **Southern California Gas Company and San Diego Gas & Electric** advanced progress in sustainability, clean energy, and electric vehicle infrastructure. He championed safety as a core operating value, setting new standards in wildfire prevention and operational reliability.

Scott also played a critical role in expanding opportunities for suppliers at every level, fostering stronger partnerships across procurement, operations, and utility infrastructure.



Scott Drury, CEO - Southern California Gas Company



Scott Drury, CEO of Southern California Gas Company, receives SHIFT DBS' "Transformative Leader" award in recognition of his outstanding leadership



Shift DBS 2nd Annual IOU Supplier Summit – Scott Drury receives Shift DBS Transformative Leader Award, joined by utility suppliers on stage.

Scott Drury retired from Southern California Gas Company in December 2024. Shift DBS extends its sincere gratitude for his vision, leadership, and service to the utility sector and supplier community.

🎥 **Watch the summit moment:** Scott Drury receives the Shift DBS Transformative Leader Award at the IOU Supplier Summit.



[Shift DBS' Transformative Leader Award: Scott Drury](#)



[Scan the QR to watch the award segment](#)



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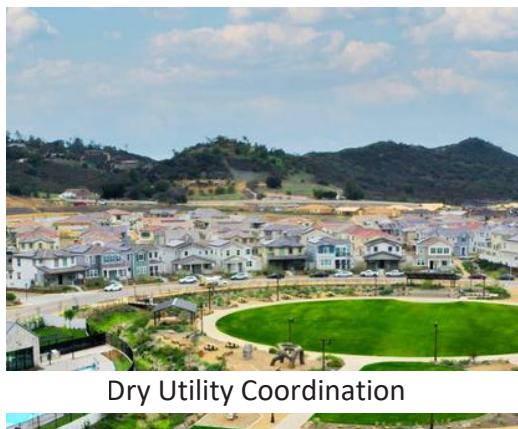
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Find out more about our supplier diversity approach at ChargeEPC.com

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SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

Special Remarks: Commissioner Darcie Houck, CPUC

Following the leadership recognition, **Commissioner Darcie Houck of the California Public Utilities Commission** delivered remarks to officially open the Supplier Awards. She acknowledged the **contributions of suppliers across California** and the essential role they play in innovation, energy transformation, and community impact.

Commissioner Houck also reflected on the legacy of Gwen Moore and the ongoing importance of expanding opportunity across the utility supply chain.

AWARD HIGHLIGHTS

SHIFT DBS honored **seven companies** whose work reflects leadership, accountability, and long-term value across the utility and infrastructure sectors. Each award was presented by respected industry leaders and celebrated companies that are delivering results while advancing safety, sustainability, innovation and technology.



Shift DBS' 2nd Annual IOU Supplier Summit-Award Ceremony



[Scan the QR to watch the award segment](#)

SHIFT DBS' Community Impact Award

Presented by:

Peter Worhunsky, CEO of Live Oak Power
Danielle Schofield, Vice President of Commercial Operations, Primoris

Finalists: Engineering Partners Inc., Meruelo Enterprises, Campos EPC, Charge EPC

Winner: Charge EPC

This award honors a company that prioritizes community investment through direct engagement, employee-led initiatives, and programs that uplift the regions they serve. **Charge EPC was recognized for a team that takes pride in giving back and actively strengthening the communities where they live and work.**



Shift DBS' 2nd Annual IOU Supplier Summit- Charge EPC team



Mike Robirds, CEO - Charge EPC- accepting the award on behalf of the team



Charge EPC

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- Site Grading & Excavation
- Project Management



CONTACT:

Peter Worhunsky, President
peterw@liveoakinfra.com | 650.814.5755
www.liveoakpower.com
License #1081578



SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

SHIFT DBS' Innovation Visionary Award

Presented by: Lucy Labruzzo, CEO and President, Engineering Partners Inc.
Todd Caporal, Client Director of Energy and Utilities, World Wide Technology
Finalists: Pinnacle Power Services, MasTec West, Pro Energy

Winner: Pro Energy

This award was presented to a company that leads through innovation, using advanced technologies and modern strategies to solve complex challenges. **Pro Energy was recognized for its forward-thinking leadership and role in helping clients adapt to evolving infrastructure and energy needs.**



Zach Sasser, VP - Pro Energy Services- accepting the award on behalf of the team



Shift DBS' Innovation Visionary Award Winner- Pro Energy Services



[Scan the QR to watch the award segment](#)



SHIFT DBS' Newcomer Spotlight Award

Presented by: Frank O'Connell, Vice President, Alvah Group
Randall Christiansen, Senior Vice President of Growth and Strategy, MasTec West
Finalists: Logic, Patriot Group, SNEI Biological Services, Live Oak Power

Winner: Live Oak Power

Live Oak Power received this award for demonstrating significant early impact through scalable solutions, strategic supplier engagement, and exceptional performance on utility infrastructure projects.



Frank O'Connell, VP, Alvah Group, and Randall Christiansen, SVP, Growth and Strategy, MasTec West, presenting the Shift DBS Newcomer Spotlight Award



Shift DBS' Newcomer Award Winner: Live Oak Power



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SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

SHIFT DBS' Sustainability Champion Award

Presented by: Charles "Tray" Roper, Vice President of Operations, Ferreira Power West
Brian Will, Vice President, Ferreira Power West
Finalists: Charge EPC, American Integrated Services Inc., Nexiya, World Wide Technology

Winner: World Wide Technology

This award recognizes companies that lead in sustainable practices, clean energy adoption, and environmental responsibility. **World Wide Technology stood out for its ongoing investment in sustainability-focused innovation and environmentally conscious project delivery.**



Charles "Tray" Roper, VP of Operations, Ferreira Power West
Brian Will, VP, Ferreira Power West, presenting the Shift DBS Sustainability Champion Award



Shift DBS' Sustainability Champion Award: World Wide Technology



[Scan the QR to watch the award segment](#)



SHIFT DBS' Best Safety Practices Award

Presented by: Mike Robirds, CEO, Charge EPC
Daryl Visser, Vice President of Strategy, Planning and Innovation, Charge EPC

Finalists: Campos EPC, Pro Energy, Pinnacle Power Services

Winner: Pinnacle Power Services

This award honors a company with a deeply rooted safety culture. **Pinnacle Power Services was recognized for its commitment to rigorous safety protocols, team-wide accountability, and leadership in field safety implementation across multiple high-risk environments.**



Mike Robirds, CEO, Charge EPC and Daryl Visser, VP of Strategy, Planning and Innovation, Charge EPC, presenting the Shift DBS Best Safety Practice Award



Shift DBS' Best Safety Practice Award Winner: Pinnacle Power Services



[Scan the QR to watch the award segment](#)



Worldwide Technology

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A woman in a server room, reaching up towards the ceiling. A video player overlay shows a play button in the center. The video player has a 'Big Picture' button on the left and a 'Copy link' button on the right. A 'Watch on YouTube' button is at the bottom left.





WHO WE ARE

At Pinnacle Power Services, we're dedicated to setting new standards in construction excellence. Though we're a small company and an underdog, we've become the go-to contractor for electric distribution, civil services, emergency response, and telecommunications in Northern California. Pinnacle is led and owned by disabled veteran, CEO, James Coleman, who has moved the company from a hard fought dream to the up and coming premier contractor.

SAFETY

For us at Pinnacle Power Services, safety isn't just a slogan—it's a way of life. Our commitment to safety is reflected in our recognition as PG&E's Electric Distribution Safety Contractor of the Year for 2023. We prioritize safety above all, with a focus on education and training to protect our employees, customers, and the public. We foster a culture where every team member takes personal responsibility for safety, and our leadership sets the example, ensuring safety is embedded in everything we do.

Diversity

We proudly support and partner with diverse businesses, including those owned by women, minorities, service-disabled veterans, and LGBTQ+ individuals.

If you're interested in collaborating with us to deliver exceptional and reliable construction services, please contact us through our diversity outreach email: diversity@pinnaclepowersvc.com.



SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

SHIFT DBS' Gwen Moore Legacy Award

Presented by: Alice B. Reynolds, President, CPUC
Sherry Shafiei, CEO, Shift DBS

Finalists: Campos EPC, ARB, Inc., E2 Consulting Engineers, Primoris Services Corporation

Winner: Primoris Services Corporation

This award honors an organization that demonstrates leadership in subcontracting, reliability, and exceptional customer service.

Primoris Services Corporation received this award for their advancement in sustainability, safety, and innovation while contributing meaningfully to community development.

Above all, this award celebrates an organization that upholds Gwen Moore's enduring legacy of equity, accountability, and excellence in California's utility industry.

On behalf of Shift DBS, we congratulate all nominees and winners on this well deserved recognition. Your leadership, innovation, and commitment continue to drive meaningful impact across the communities and industries you serve.



Shift DBS' Gwen Moore Legacy Award Winner: Primoris Services Corporation



Shift DBS' Gwen Moore Legacy Award Winner: Primoris Services Corporation
Accepted by Thomas Jones on behalf of Primoris Services Corporation

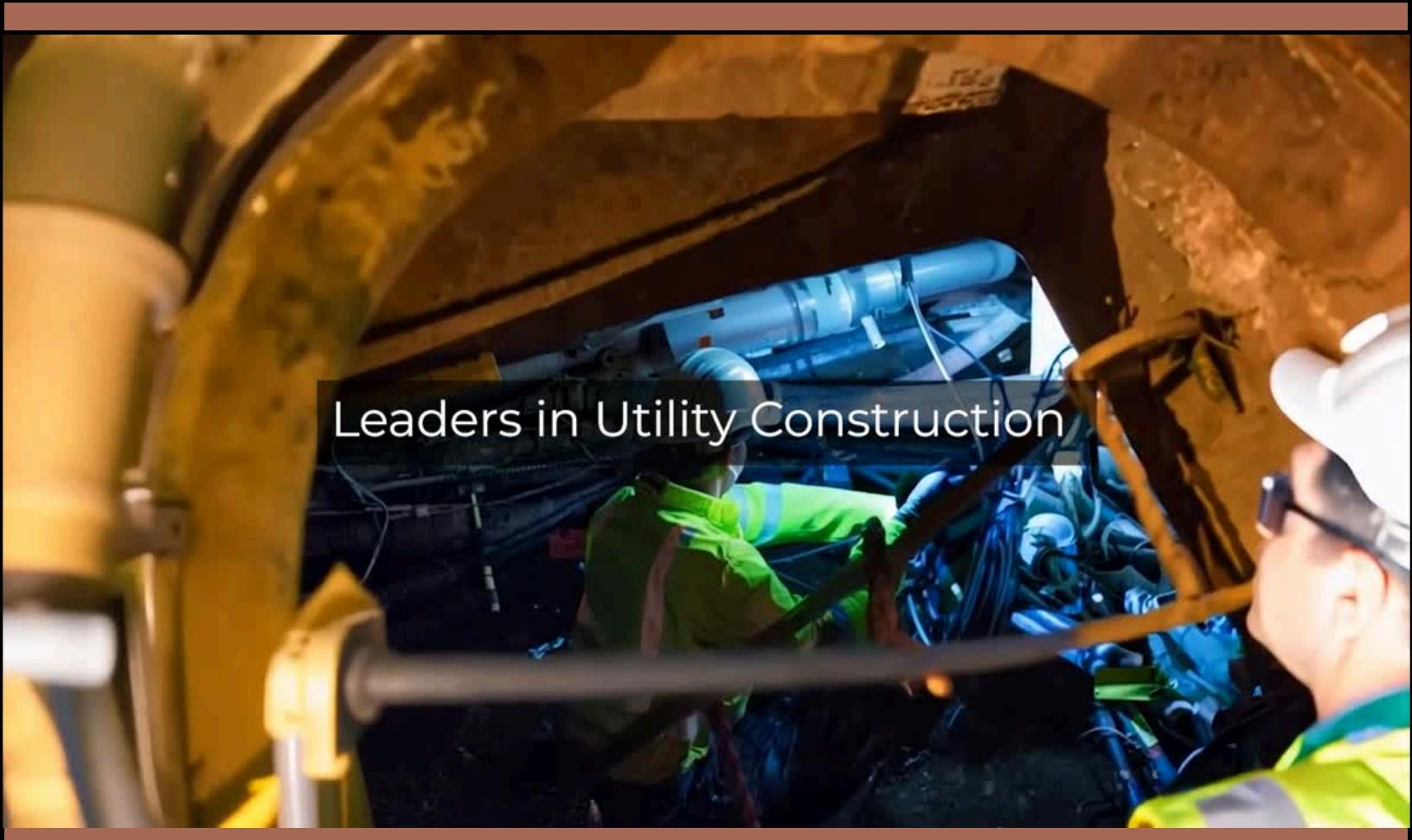


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Pinnacle Power Services

A Message from Our Sponsor

► Watch How Pinnacle Power contributes to progress and innovation across the industry.



Leaders in Utility Construction



SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

Leadership Reflections: Gavin Necochea, CEO of Pro Energy

The award ceremony concluded with a powerful leadership message from **Gavin Necochea, Chief Executive Officer of Pro Energy**, a civil construction company serving utility clients across California. With a reputation for operational excellence and strong project delivery, Pro Energy has become a valued partner in supporting utility infrastructure and construction needs statewide.

Gavin shared a deeply personal and inspiring message that connected the values of leadership, service, and resilience through both professional and personal experiences. **Drawing from his background as a longtime youth football coach, he reflected on the parallels between coaching and leading a company, emphasizing the importance of teamwork, preparation, and empowering others.** He shared how the complexity of football taught him to lead not from above, but from among, a message that resonated with suppliers and leaders alike.

He also spoke candidly about his family's journey, including the challenges and strength gained from his youngest son's autism diagnosis. Through that experience, Gavin highlighted the importance of shared leadership, empathy, and trusting others to step forward during times of need, both in life and in business.

His remarks reinforced the belief that true leadership is grounded in humility, service to others, and the ability to adapt to the needs of a team. The values he described patience, flexibility, and trust, echo the qualities that define high-performing teams across the utility sector.



Gavin Necochea, CEO, Pro Energy, Spotlight Leader speaker on leadership reflection at the Shift DBS IOU Supplier Summit.



Shift DBS 2nd Annual IOU Supplier Summit.



[Scan the QR to watch the award segment](#)

SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

Elevating Excellence: Highlights from Our Supplier Summit

Featured Conversation

Peter Worhunsky, CEO, Live Oak Power with Christien Lindblom, Regional Director, Campos EPC

SHIFT DBS IOU Supplier Summit

“We’re not just engineers. We’re mentors, partners, and part of the community.”

— Christien Lindblom, Campos EPC

Highlights

In a conversation at the IOU Supplier Summit, **Christien Lindblom of Campos EPC** emphasized the company’s commitment to safety, engineering excellence, and community empowerment.

Campos stands out not only for its technical contributions but also for its outreach to underrepresented youth and women through STEM education.

By mentoring future professionals and reinforcing the importance of infrastructure safety, Campos is shaping a more inclusive and secure future for the utility industry. Their long-standing partnerships with Pacific Gas and Electric Company and Southern California Gas Company reflect a deep commitment to making a difference at every level.



Peter Worhunsky, CEO, Live Oak Power, interviewing Christien Lindblom, Regional Director, Campos EPC, at the Shift DBS IOU Supplier Summit



Campos EPC leadership and team at the Shift DBS IOU Supplier Summit.

🎥 Watch the summit moment.

Hear from Christien Lindblom of Campos EPC on how supplier culture and community impact go hand in hand.



[Hollywood Interview Christien Lindblom](#)



[Scan the QR to watch the award segment](#)



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SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

Elevating Excellence: Highlights from Our Supplier Summit

Featured Conversation

**Peter Worhunsky, CEO, Live Oak Power with
Fernald Swearingen, Founder and Owner, Innovative
Consulting Concepts**

SHIFT DBS IOU Supplier Summit

“It’s more than just numbers. It’s the impact on people’s lives—and the lives that come after.”

— Fernald Swearingen, ICC

At the SHIFT DBS IOU Supplier Summit, **Fernald Swearingen CEO of ICC**, shared a powerful personal story about how General Order 156 shaped his life and legacy. **From overcoming childhood adversity to building a career at Southern California Edison and launching his own business, Fernald's journey illustrates the transformational power of equitable opportunity.** Through workforce development, education, and access, General Order 156 did more than open a door, it changed the trajectory of an entire family. Today, his children and grandchildren thrive as college graduates, business owners, and professionals, demonstrating the long-term impact of inclusive policy. Fernald's story is a testament to how thoughtful regulation, when enacted with purpose, fosters generational growth and community uplift.



Fernald Swearingen, CEO, and Cheryl Swearingen, Innovative Consulting Concepts, at the Shift DBS IOU Supplier Summit.



 **Watch the award moment.** Fernald Swearingen of ICC shares a powerful story about the generational impact of General Order 156.



[Hollywood Interview: Fernald "Fred" Swearingen](#)

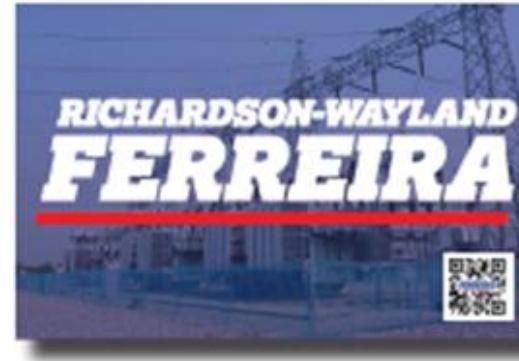
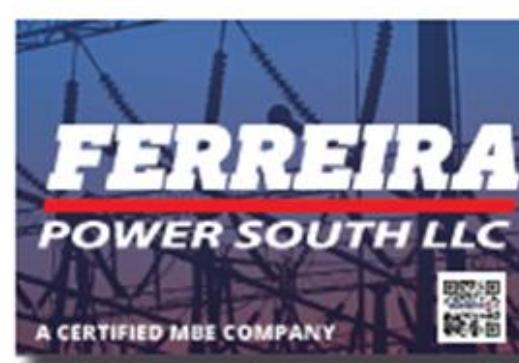


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THE FERREIRA FAMILY OF COMPANIES



The Ferreira Family of Companies consists of several affiliates throughout the United States. Our companies are united by a shared vision of building a diverse, sustainable, and inclusive work environment, delivering safe, high-quality work to our clients, and making an impact through our hard work and perseverance. Ferreira and its companies are dedicated to Building the Future with Pride.

SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

Elevating Excellence: Highlights from Our Supplier Summit

Featured Conversation

Peter Worhunsky, CEO, Live Oak Power with Andrew Yoshimura, Founder and CEO, Logic

SHIFT DBS IOU Supplier Summit

“Don’t give up. Seek out help. Partner, partner, partner. Have fun while doing it.”

— Andrew Yoshimura, Logic

At the SHIFT DBS IOU Supplier Summit, **Andrew Yoshimura, founder of Logic**, reflected on his first eight months as a new diverse supplier. Despite being new to the utility sector, Andrew has already formed meaningful partnerships and built a dedicated team eager to contribute to the industry. **He emphasized the importance of collaboration, resilience, and maintaining a positive outlook.** His early success story is a clear example of how relationship-building and persistence create momentum for diverse suppliers entering the market.



Peter Worhunsky, CEO, Live Oak Power, interviewing Andrew Yoshimura, Founder and CEO, Logic, at the Shift DBS IOU Supplier Summit.



Mike Robirds, CEO, Charge EPC, Andrew Yoshimura, Founder and CEO, Logic, and Peter Worhunsky, CEO, Live Oak Power, at the Shift DBS IOU Supplier Summit.

Watch the award moment. Andrew Yoshimura of Logic shares what it takes to launch, grow, and thrive as a new diverse supplier.



[Hollywood Interview: Andrew Yoshimura](#)



[Scan the QR to watch the award segment](#)

SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

Elevating Excellence: Highlights from Our Supplier Summit

Featured Conversation

**Peter Worhunsky, CEO, Live Oak Power with
James Coleman, Founder and CEO, Pinnacle Power
Services**

SHIFT DBS IOU Supplier Summit

"It's been an honor to be blessed with work as a prime contractor and turn that into the capability of helping people take another run at life."

— James Coleman, Pinnacle Power Services

At the SHIFT DBS IOU Supplier Summit, **James Coleman CEO of Pinnacle Power Services** shared how his commitment to community impact began with mentoring at-risk youth and grew into a broader mission of rehabilitation and opportunity. What started as a volunteer effort to help teenagers gain job training evolved into a metal working program, and eventually into a full-scale business. Today, James supports incarcerated and formerly incarcerated individuals through mentorship, chaplaincy, and workforce readiness. **His work with the Juvenile Probation Department, state prisons, and the Salvation Army has reached over 2,000 men, offering second chances and real paths to rebuilding.** Pinnacle Power exemplifies how supplier leadership can create tangible, lasting impact well beyond the jobsite.



Peter Worhunsky, CEO, Live Oak Power, interviewing James Coleman, Founder and CEO, Pinnacle Power Services, at the Shift DBS IOU Supplier Summit.



Pinnacle Power Services leadership and team at the Shift DBS IOU Supplier Summit.

🎥 **Watch the summit moment.** James Coleman of Pinnacle Power shares how business success can be used to transform lives and rebuild communities.



[Hollywood Interview: James Coleman](#)



[Scan the QR to watch the award segment](#)



SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

Elevating Excellence: Highlights from Our Supplier Summit

Featured Conversation

Danielle Schofield, VP of Commercial Operations, Primoris Services Corporation with Steve Powell, CEO and President, Southern California Edison

SHIFT DBS IOU Supplier Summit

"At SCE, as we work to build the clean energy future, we know we're going to need a whole lot of innovative ideas."

— Steve Powell, Southern California Edison

At the SHIFT DBS IOU Supplier Summit, Danielle Schofield spoke with **Steve Powell, CEO of Southern CA Edison**, about the strategies that strengthen supplier relationships and improve outcomes across critical infrastructure projects. **Steve emphasized that early involvement allows suppliers to align resources and capabilities with utility needs, creating a stronger foundation for safety, quality, and schedule performance.** He also noted the importance of defining performance metrics and maintaining open lines of communication to support continuous improvement and long term collaboration.



Danielle Schofield, VP of Commercial Operations, Primoris Services Corporation, interviewing Steve Powell, CEO and President, Southern California Edison, at the Shift DBS IOU Supplier Summit.



Danielle Schofield, VP of Commercial Operations, Primoris Services Corporation, and Steve Powell, CEO and President, SCE, at the Shift DBS IOU Supplier Summit.

 **Watch the summit moment.** Scan the QR code to view the full conversation between Danielle Schofield and Steve Powell, where they share insights on collaboration, performance, and building strong partnerships.



[Hollywood Interview : Steve Powell](#)



[Scan the QR to watch the award segment](#)



SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

Elevating Excellence: Highlights from Our Supplier Summit

Featured Conversation

Danielle Schofield, VP of Commercial Operations, Primoris Services Corporation with Lucy Labruzzo, CEO and President, Engineering Partners Inc.

SHIFT DBS IOU Supplier Summit

“We get the true value when we integrate diverse suppliers fully into our team and apply their lessons learned and best practices.”

— Lucy Labruzzo, EPI Engineering

At the SHIFT DBS IOU Supplier Summit, **Lucy Labruzzo, CEO and President of EPI**, spoke with Danielle Schofield of Primoris Services about the meaningful role diverse suppliers play in project success.

As a woman-owned engineering firm working across substation and battery storage projects, EPI prioritizes full integration of diverse partners into their core teams. Lucy shared that this approach leads to stronger performance and long-term collaboration. She also emphasized the value of attending events like Supplier Summit, which has helped EPI connect with DBE manufacturers and other civil survey firms. Through strategic outreach and inclusion, EPI continues to elevate supplier diversity across its utility work.



Danielle Schofield, VP of Commercial Operations, Primoris Services Corporation, interviewing Lucy Labruzzo, CEO and President, Engineering Partners Inc., at the Shift DBS IOU Supplier Summit.



Engineering Partners Inc. leadership and team at the Shift DBS IOU Supplier Summit.

Watch the summit moment. Lucy Labruzzo of EPI shares how diverse partnerships enhance performance, innovation, and long-term project success.



[Hollywood Interview: Lucy Labruzzo](#)



[Scan the QR to watch the award segment](#)



SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

Elevating Excellence: Highlights from Our Supplier Summit

Featured Conversation

Danielle Schofield, VP of Commercial Operations, Primoris Services Corporation with Daryl Visser, VP of Strategy, Planning and Innovation of Charge EPC

SHIFT DBS IOU Supplier Summit

“We’re excited to help reduce cost per mile while making the grid more reliable and safer.”

— Daryl Visser, Charge EPC

At the SHIFT DBS IOU Supplier Summit, **Daryl Visser of Charge EPC** spoke with Danielle Schofield about the company’s contributions to innovation in utility infrastructure and clean energy. Charge EPC is actively supporting Pacific Gas and Electric Company’s undergrounding efforts, working to improve grid reliability and reduce wildfire risk at a lower cost. In addition, **Charge EPC is expanding into battery storage, electric vehicle charging infrastructure, and solar energy—key components of the clean energy transition.**

Daryl highlighted the pace of change in the industry and emphasized Charge EPC’s role in helping utilities implement forward-thinking, impactful solutions.



Danielle Schofield, VP of Commercial Operations, Primoris Services Corporation, interviewing Daryl Visser, VP of Strategy, Planning and Innovation, Charge EPC, at the Shift DBS IOU Supplier Summit.



Charge EPC leadership and team at the Shift DBS IOU Supplier Summit.

🎥 **Watch the summit moment.** Daryl Visser of Charge EPC discusses innovation, infrastructure, and driving the clean energy transition alongside utility partners.



[Hollywood Interview: Daryl Visser](#)



[Scan the QR to watch the award segment](#)







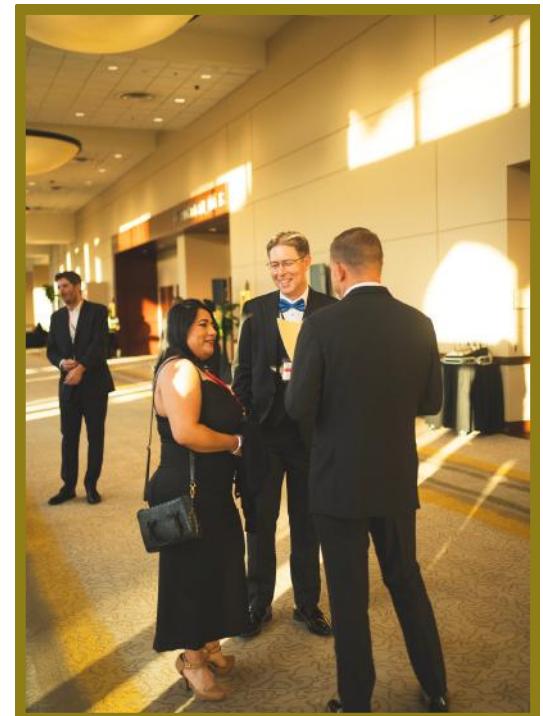
SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

Summit Reflections in Photos



SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

Summit Reflections in Photos



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Summit Reflections in Photos



SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

Summit Reflections in Photos



Special Thanks to Our Creative Partners for making this event possible!



CPUC 22ND ANNUAL SUPPLIER DIVERSITY EN BANC

The California Public Utilities Commission (CPUC) Supplier Diversity En Banc is a specialized forum or event convened by the CPUC to specifically address and discuss matters related to supplier diversity. In this context, the term "En Banc" typically implies a hearing that includes CPUC officials, utility industry executives and experts, community organizers, and diverse and non-diverse suppliers to explore, evaluate, and advance supplier diversity programs and initiatives within the public utilities sector.

The CPUC En Banc event reinforces the CPUC mission to ensure that diverse suppliers have meaningful access to procurement opportunities within California's utility industry.

On Thursday, October 10, 2024, the CPUC hosted the **22nd Annual Supplier Diversity En Banc**. This event took place at the **Riverside Convention Center**.

The event drew an impressive turnout, with **over 700 attendees** from diverse backgrounds and industries, making it **an impactful regulated public assembly**. Several panels included executive speakers from Community-Based Organizations (CBOs), suppliers, and investor -owned utilities. These panels served as a dynamic forum for sharing best practices, insights, and lessons learned to support the growth of supplier diversity.

Shift Diverse Business Solutions (Shift DBS) Featured on the CPUC Supplier Diversity En Banc Panel

Among the sessions held throughout the En Banc event, the supplier panel was moderated by CPUC President Alice Reynolds. Sherry Shafiei served as one of the panelists representing Shift DBS. The purpose of this panel was to gather direct perspectives from suppliers on effective practices that support participation in utility procurement, the use of technology and innovation, and the challenges suppliers experience when navigating the utility industry.

Shift DBS was honored to participate in this supplier panel. During the discussion, Sherry Shafiei contributed insight on the role of technology and innovation in supplier development and emphasized the importance of stronger accountability in subcontracting practices across the utility industry.

Technology as a Growth Engine for Utility Suppliers

When asked how Shift DBS uses innovation to improve operations and efficiency, Sherry explained that although the company is just over two years old, its leadership brings more than 46 years of combined experience inside California gas and electric utilities. This depth of industry knowledge allows Shift DBS to embed proven practices into its consulting and supplier support services.

Sherry noted that a key lesson from the COVID- 19 pandemic was the value of agility and digital readiness. Suppliers that embraced technology were able to sustain and even strengthen their performance. This insight guided the creation of **Supplier Business Connect**, a digital platform that operates as a professional network for contractors and suppliers seeking visibility in utility procurement.

Shift DBS continues to improve its internal operations through automation, reducing labor and capital costs and enabling the company to stay lean while expanding services.

To highlight the pace of technological change, Sherry shared an example of her eight - year old son building a video game with generative AI after hearing her discuss ChatGPT. **She emphasized that if businesses do not learn to use technology today, the next generation will reshape the market.**



California Public Utilities Commission commissioners at the CPUC 22nd Annual Supplier Diversity En Banc.



Redefining Supplier Diversity Through Subcontracting

The discussion then shifted to subcontracting, with President Reynolds noting that diverse participation in subcontracting continues to fall short across utility reports. Sherry responded with a powerful clarification:

“Supplier diversity is not just about diverse suppliers. It’s about the relationship between primes and subcontractors. That is where true strategic partnership can happen.”

She explained that CA utilities have ambitious goals to modernize infrastructure and deliver clean, safe, and reliable service. Achieving that vision requires a high performing supply chain. However, despite ongoing reporting **under General Order 156**, **subcontracting data is often incomplete or shows minimal subcontracting engagement**.

Shift DBS conducts its own annual analysis of utility supplier diversity performance and has consistently observed gaps in subcontracting transparency and accountability. To address this, Sherry proposed a **structural revision to General Order 156 that would establish formal subcontracting goals, alongside the current spend categories**.

Her recommendations included:

- **Requiring utilities to confirm that primes use the subcontractors listed in their proposals once contracts are awarded**
- Ensuring prime contractors pay subcontractors on time and in full
- Applying subcontracting expectations to all primes, regardless of whether they are diverse-owned
- Enhancing reporting requirements to increase visibility and compliance

She pointed to existing provisions in **General Order 156 that encourage subcontracting for construction contracts over \$1 million and suggested this should be extended to all prime contractors, across all sectors**.

According to Sherry, expanding and enforcing subcontracting expectations would address several systemic issues.

“A stronger subcontracting framework means more jobs, better access to resources like insurance, and greater opportunity for all suppliers (diverse and non-diverse) to participate in meaningful large-scale infrastructure projects” she explained.

“When primes and subcontractors work together intentionally, everyone benefits—the utilities, the suppliers, and ultimately, California ratepayers.”



Sherry Shafiei, CEO, Shift DBS, speaking on the supplier panel at the CPUC 22nd Annual Supplier Diversity En Banc.

🎥 Watch the En Banc moment: Sherry Shafiei, CEO of Shift DBS spoke about the importance of technology and subcontracting in the utility space.



[2024 CPUC Supplier Diversity En Banc](#)
[\(Supplier Panel: Sherry Shafiei\)](#)



2024 CALIFORNIA PUBLIC UTILITIES COMMISSIONERS BIOS



PRESIDENT ALICE BRUSCHING REYNOLDS

President Alice Busching Reynolds was appointed to the California Public Utilities Commission (CPUC) as President by Governor Gavin Newsom on Nov. 22, 2021, effective Dec. 31, 2021.

Prior to her appointment, President Reynolds served for three years as Governor Gavin Newsom's senior advisor for energy. From 2011 to January 2019, she served in the administration of Governor Edmund G. Brown Jr., most recently as the Governor's senior advisor for climate, the environment and energy and previously as chief counsel and deputy secretary for law enforcement at the California Environmental Protection Agency. During her time at CalEPA, she coordinated statewide multi-agency environmental

enforcement actions and led the creation of the agency's environmental justice task force and refinery safety task force. President Reynolds began her public service career in 2002, serving approximately 10 years as a deputy attorney general in the California Attorney General's Office, where she litigated cases involving protection of public trust lands, coastal resources and public access, and other environmental issues. Prior to entering public service, President Reynolds was a lawyer in private practice in San Francisco.

President Reynolds holds a bachelor's degree from Stanford University and a juris doctor degree from Santa Clara University School of Law where she graduated magna cum laude.

COMMISSIONER DARCIE HOUCK

Commissioner Darcie L. Houck was appointed to the California Public Utilities Commission (CPUC) by Governor Gavin Newsom on Feb. 9, 2021. She formerly served as Chief Counsel for the California Energy Commission since 2019.

Commissioner Houck was an Administrative Law Judge at the CPUC from 2016 to 2019, a Partner at Fredericks Peebles & Morgan from 2005 to 2016, and Staff Counsel and Policy Advisor at the California Energy Commission from 2000 to 2005.

Commissioner Houck has expertise in matters concerning environmental, equity, nuclear energy regulation, and safety policy. She has an extensive background representing Native American tribes throughout the country on matters involving energy, natural resources, land claims, and water rights, among others.

Commissioner Houck is a member of the California Indian Law Association, California Lawyers Association, Schwartz-Levi Inn of Court, Women Lead and the Association of Women in Water, Energy, and Environment. She earned a law degree from the University of California, where she also earned a Master of Science in community development.



2024 CALIFORNIA PUBLIC UTILITIES COMMISSIONERS BIOS



COMMISSIONER JOHN REYNOLDS

Commissioner John Reynolds was appointed to the CPUC by Governor Gavin Newsom on Dec. 23, 2021.

Commissioner Reynolds had previously served as Managing Counsel at Cruise LLC since 2019. Prior to that, he held multiple positions at the CPUC, including Interim Chief of Staff to Commissioner Genevieve Shiroma in 2018, Advisor to former Commissioner Carla J. Peterman from 2015 to 2018, and Public Utilities Counsel from 2013 to 2015. He was Associate at De la Pena & Holiday LLP in 2012. Commissioner Reynolds earned a Juris Doctor degree from the University of California, Hastings College of Law.



COMMISSIONER KAREN DOUGLAS

Commissioner Karen Douglas was appointed to the CPUC by Governor Gavin Newsom on Dec. 22, 2022. Commissioner Douglas was previously Senior Advisor for Energy in the Office of Governor Newsom since 2022. She was a California Energy Commission Member from 2008 to 2022. She was Director of the California Climate Initiative for the Environmental Defense Fund from 2005 to 2008. She held several positions at the Planning and Conservation League from 2001 to 2005, including Acting Executive Director and General Counsel. Commissioner Douglas earned a Juris Doctor degree from Stanford Law School and a Master of Public Policy degree in Environmental Policy from the University of Colorado Boulder.



2024 CALIFORNIA PUBLIC UTILITIES COMMISSIONERS BIOS



COMMISSIONER MATTHEW BAKER

Matthew Baker was appointed to the CPUC by Governor Gavin Newsom on Feb. 16, 2024.

Previously, Commissioner Baker had worked as the California Public Utilities Commission's Director of the Public Advocates Office and Deputy Secretary of Energy at the California Natural Resources Agency. He was also a Commissioner for the Colorado Public Utilities Commission from 2008 to 2012. In addition to his roles in state government, he was previously a Program Officer for the William and Flora Hewlett Foundation and worked in many capacities with the consumer advocate Public Interest Research Group beginning in 1987. Commissioner Baker holds a Bachelor of Arts degree in History from Pennsylvania State University.

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ADVANCING SUPPLIER DEVELOPMENT AND ECONOMIC OPPORTUNITY

THOMAS JONES

SENIOR VICE PRESIDENT – WEST PRIMORIS SERVICES CORPORATION

On October 10, 2024, Primoris was honored with Shift DBS' **Gwen Moore Legacy Award** at the "A Night at the Oscars" Supplier Summit. This award recognizes organizations that exemplify the core values of California Public Utilities Commission General Order 156 by excelling in subcontracting, supporting community initiatives, and upholding the highest standards of sustainability and safety.

It celebrates companies whose leadership extends beyond business performance, driving innovation, technology, subcontracting, and long-term impact across the industry and the communities they serve.

Primoris earned this distinction for its exemplary supplier engagement, operational excellence, and dedication to inclusive partnerships that strengthen the California utility industry.

To learn more about the leadership and vision behind Primoris' success, we had the privilege of **interviewing Thomas Jones**, a senior executive whose guidance continues to shape the company's growth and impact. Thomas brings deep expertise in program management, power delivery, and infrastructure solutions. His career reflects both **technical excellence and his strong commitment to building trusted relationships with utilities, subcontractors, and suppliers.**

Through its Power Delivery Division, Primoris offers more than 70 years of experience in engineering, procurement, construction, and maintenance for electrical transmission, distribution, and substation systems.



Thomas Jones, Senior Vice President - West at Primoris Services Corporation

Its comprehensive services include turnkey program management, storm restoration, wireless communication infrastructure, and Department of Labor-approved apprenticeship programs aligned with Occupational Safety and Health Administration (OSHA) partnerships.

When the Eaton and Palisades fires struck in early 2025, ARB, Inc., a Primoris company, mobilized immediately to support Southern California Gas Company's emergency response. Launching 24/7 operations for the first 20 days and sustaining the response for 53 consecutive days with an average of 15 active crews, ARB dedicated more than 18,000 man-hours to safely re-energize critical gas mains, perform approximately 2,000 abandonments, and restore service in heavily impacted communities.

Importantly, ARB engaged seven subcontractors during the response, demonstrating Primoris' commitment to engaging and developing strategic partnerships under even the most challenging conditions.

Primoris earned this recognition for its subcontracting approach that expands economic opportunity, strengthens local workforces, and supports the delivery of reliable infrastructure for SoCal Gas and other utilities. These contributions reflect the impact honored through the Gwen Moore Legacy Award.

The following interview with Thomas Jones offers a closer look at how these values guide Primoris' work today and its vision for the future.

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Primoris Services Corporation

A Message from Our Sponsor

▶ Watch How Primoris is contributes to progress and innovation across the industry.



In Conversation with **Thomas Jones,** Primoris Services Corporation

Highlighting **Prime Partnerships** that Strengthen Utility Resilience through Safety, Agility, and Crisis Management

SHIFT DBS: " Thomas, thank you for joining us. This year's SHIFT DBS' theme spotlights how prime suppliers like Primoris and their subcontractors are navigating an era of extraordinary change.

Let's begin with safety, which we know is foundational at Primoris. You've said before it's more than a policy.

Can you walk us through what that means on a daily basis?"

Thomas Jones: "Absolutely, and thank you, it's a pleasure to be part of this conversation. At Primoris, safety is a core value. It's embedded into every level of our operations, from how we onboard a new employee to how we manage performance in the field. For instance, every new team member begins with a detailed safety orientation, followed by hands-on mentorship in the field. We want them immersed in our safety culture right away, not just informed by it, but empowered by it. Our project leadership also takes an active role. They ensure that every team member's training and qualifications are current and that safety remains top of mind. And our subcontractors? We don't treat that as a separate stream.

They're fully integrated into our safety systems. We vet them thoroughly, and we expect them to meet the same safety and quality standards that we demand internally."

SHIFT DBS: " So, it's a unified culture and not just internal compliance?"

Thomas Jones: "Exactly. And it's not static. We're always evaluating how we communicate and reinforce safety. For example, right now we're running a **Safe Driving Campaign** that's tied directly to telematics data. We're not just raising awareness, we're using real-time feedback to coach our drivers and reduce incidents. And our safety teams conduct regular site visits, share audit results with project leaders, and keep the pulse of every site transparent.

SHIFT DBS: " Let's shift gears to sustainability. Utility clients and communities alike expect environmental accountability now more than ever. How is Primoris meeting those expectations , especially at the operational level?



2025 Pallisades Fire

Thomas Jones: "Sustainability is baked into how we design and deliver our projects. We're constantly looking at how to reduce environmental impact and improve efficiency, from materials sourcing to site operations. Our Supplier Code of Conduct reinforces that commitment. It ensures that everyone we work with shares our environmental and ethical standards.

But sustainability isn't just about compliance, it's about alignment. That's why we invest heavily in workforce training and staying ahead of evolving regulations.

Our field teams understand that sustainability isn't an add-on; it's a responsibility they carry every day."

SHIFT DBS: "Speaking of staying ahead, technology has completely reshaped infrastructure delivery. What technologies is Primoris utilizing today?"

Thomas Jones: "We've made strategic investments in three platforms that are changing how we work: Samsara, Intelex, and Speak-up.

- **Samsara** equips our fleet with AI-enabled dash cams and real-time telematics. We track everything from driver safety scores to speed, acceleration, and braking. More importantly, the system allows for real-time coaching, which has already led to fewer motor vehicle incidents.
- **Intelex** is our digital audit and incident investigation platform. It integrates with Power BI to give us real-time visibility into leading and lagging safety indicators. We're not just reacting to incidents, we're identifying trends before they escalate.
- And **Speak-up** is our employee-driven platform for reporting near-misses and safety concerns. It's a tool for accountability, and employee empowerment. Every report is a learning opportunity, and we make sure those lessons are shared across teams.



SHIFT DBS: "That brings us to innovation more broadly. What does it look like at Primoris beyond just tools?"

Thomas Jones: Innovation starts with investing in people. Our Learning and Development Department offers a wide array of online training programs to build both technical and leadership skills. We have dedicated tracks like our Leadership Experience program and the Master Series, tailored to various stages of career development. In terms of our business, our **Energy segment** is seeing tremendous innovation. The surge in **renewable energy**, particularly **solar and energy storage**, is reshaping how we plan and deliver projects. Our teams are developing new competencies while also meeting increasing client demand for clean energy solutions. It's an exciting time, and it requires both technical depth and an adaptive mindset."

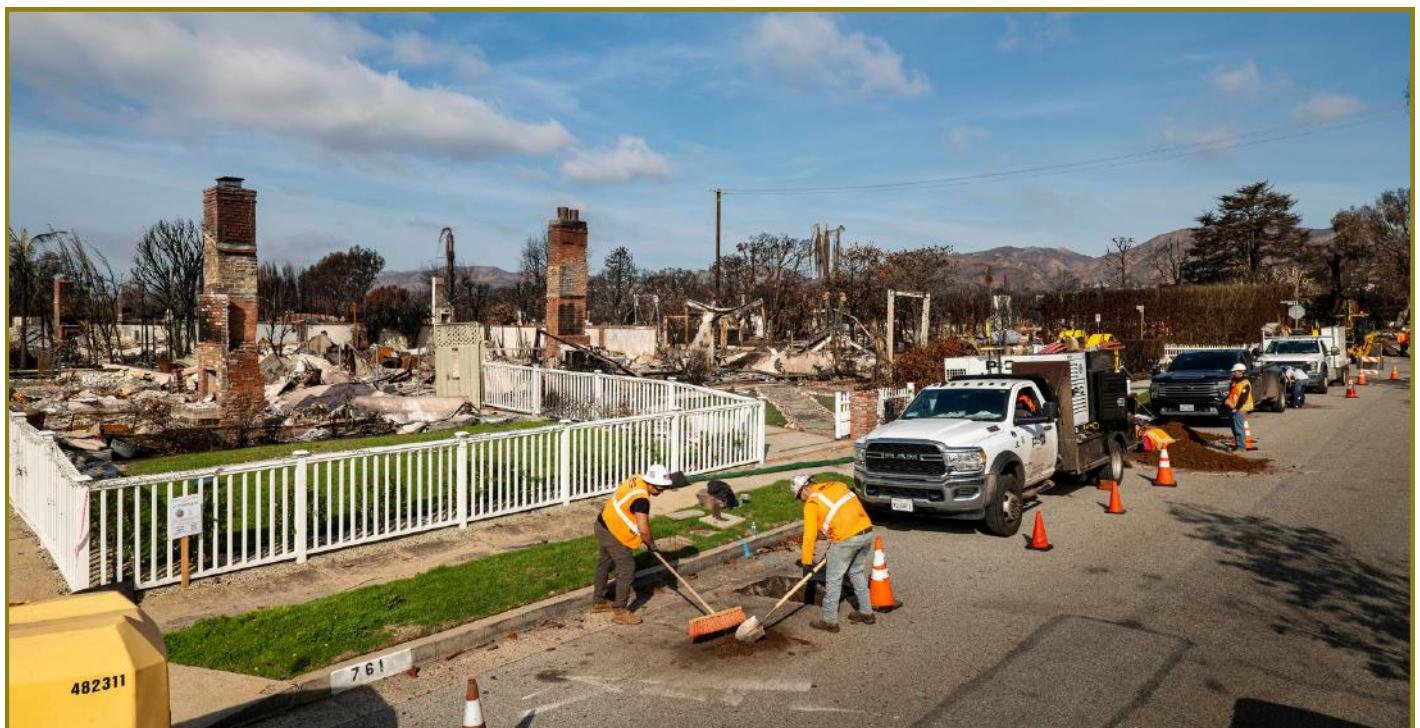
SHIFT DBS: "The utility sector is changing rapidly with electrification, resilience, and sustainability all at once. How is Primoris positioning itself for this transformation?"

Thomas Jones: We see the future defined as clean energy adoption, grid modernization, and a renewed focus on reliability. Our strategy has been to invest in transitional technologies, like refined gas and solar, and infrastructure hardening. That means reinforcing the existing grid and building new underground systems where appropriate.

We're also expanding our capacity to support electric transmission and distribution. The grid needs to be more resilient, and we're contributing to that by integrating innovation with scalability. It is about building infrastructures that last."

SHIFT DBS: "That long-term vision requires strong partners. How are you investing in supplier relationships?"

Thomas Jones: "Supplier partnerships are central to our success. Our Mentor-Protégé Programs and Supplier Development efforts are helping small and diverse-owned businesses grow within our ecosystem. For example, we just entered into a new mentorship based on principles from The Deming Institute's System for Profound Knowledge—focusing on continuous improvement and collaborative learning."



We've also implemented a **Supplier Relationship Management** (SRM) platform, which allows us to monitor supplier performance throughout the lifecycle of a project, from RFP to closeout. And through our Supplier Engagement Luncheons, we're creating face-to-face opportunities for underutilized suppliers to connect directly with our procurement teams."

SHIFT DBS: "Thomas, Can you tell us about a project that exemplifies where Primoris is headed?"

Thomas Jones: "The Honor Rancho Compressor Modernization (HRCM) Project with SoCal Gas is a standout. It's a multi-phase effort that modernizes infrastructure to comply with air emissions standards, reducing smog-forming pollutants by 95%. But beyond the technical achievement, it also exemplifies how we deliver at scale with community benefit. We're employing over 300 local craftsmen and women at peak and engaging diverse local vendors throughout.

We're proud to serve as the **EPC Contractor**, handling engineering, procurement, and construction. This project reflects our capability to lead complex infrastructure with environmental, technical, and workforce impacts in mind."



Primoris Services Corporation leadership at the Shift DBS IOU Supplier Summit



Primoris Services Corporation leadership at the Shift DBS IOU Supplier Summit





Thomas Jones accepting Shift DBS' Gwen Moore Legacy Award on behalf of Primoris Services Corporation

SHIFT DBS: "Finally, Primoris won SHIFT DBS' Gwen Moore Legacy Award! Congratulations again!

What does this recognition mean to you, and how are you building on that momentum?"

Thomas Jones: "It's a tremendous honor. Gwen Moore was a pioneer for supplier diversity, and receiving this award validates the work we've done to uplift small and diverse businesses. But we're not stopping, we're expanding our Employee Resource Groups, which now include communities like Women of Primoris, Veterans, Parents and Caregivers, and others. These groups help foster inclusion inside the company, which naturally reflects in how we engage outside the company.

This work is about values, not just metrics. It's about building a culture where everyone, from employees to subcontractors feel they have a seat at the table."

SHIFT DBS: "Well said. Thomas, thank you again for your time and your leadership. The utility sector is clearly in good hands when partners like Primoris are shaping the future through purpose-driven action.

To learn more about Primoris and its mission, visit prim.com.

To explore supplier engagement opportunities, connect with SHIFT DBS at shiftdbs.com or contact us at support@shiftdbs.com



Shift DBS' IOU Supplier Summit Award Ceremony



Winner of Shift DBS' Gwen Moore Legacy Award: Primoris Services Corporation



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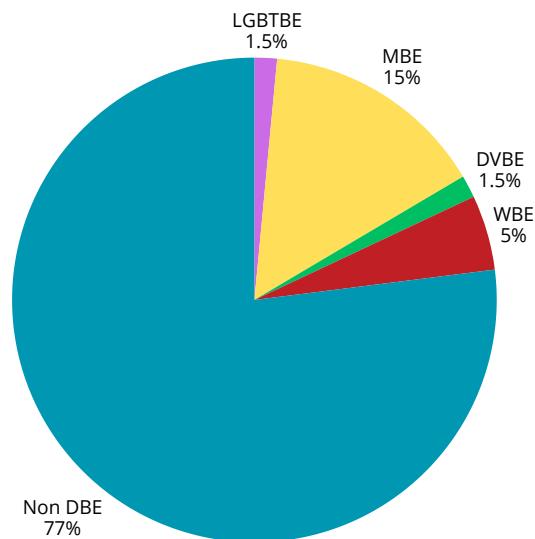
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ABOUT THE REPORT

In May 1988, California Public Utilities Commission (CPUC) issued General Order 156, governing the development of programs to increase participation of Women, Minority, Disabled Veterans, Lesbian, Gay, Bisexual and Transgender (LGBT), Small Business Administration 8 (a), and Persons with Disabilities Business Enterprises in procurement of contracts from utilities.



California Investor-Owned Utilities (IOUs) are committed to creating programs that have inclusive supply chains of diverse suppliers, and for this purpose, each utility has a supplier diversity program to oversee these efforts.

Every year, the IOUs submit a supplier diversity report that includes their program details and spend results with diverse suppliers.

Per GO 156, each utility and other covered entity should establish a minimum long-term procurement goal for each major category of products and services purchased from eligible suppliers of not less than the following:

15%
for **minority business enterprises**

5%
for **women business enterprises**

1.5%
for **disabled veteran business enterprises**

0.5% for 2022, 1.0% for 2023, and 1.5% for 2024 and beyond
for **LGBT business enterprises**

No procurement goal has been adopted for **persons with disabilities business enterprises**. *(This is a newly added business enterprise, effective April 2022)*

In this report, you will find detailed information about each utility's **performance and results**.



THE HISTORY OF GENERAL ORDER 156

1988

GO 156 was adopted by CPUC and Gas & Electric Utilities Joined GO 156



2002

First Supplier Diversity En Banc was hosted



2008

Water Companies Joined GO 156



2010

Cable & Wireless Telecommunications Joined GO 156



THE GENERAL ORDER 156 RULE INCLUDES THE FOLLOWING:

These rules implement California Public Utilities Code (Pub. Util. Code) § 366.2 and §§ 8281-8286, which require the Commission to establish rules for (1) **electric utilities, gas utilities, water utilities, wireless telecommunications service providers, telephone utilities, and electric service providers** with gross annual California revenues exceeding \$15,000,000 and their Commission regulated subsidiaries and affiliates and (2) **community choice aggregators** with gross annual **revenues exceeding \$15,000,000** to submit annual plans and reports, excepted as noted below, for purposes of increasing procurement in all categories from business enterprises **owned and controlled by women, minority, disabled veteran, and LGBT. Persons with disabilities** was added to the Supplier Diversity Program by the Commission. Additionally, pursuant to Pub. Util. Code 366. 2(m)(1), these rules direct community choice aggregators to submit different information for annual plans, meaning detailed and verifiable annual plans to address increasing procurement from small and local business enterprises. All utilities are referred to herein as utilities. Non-utility entities, meaning electric service providers and community choice aggregators, are collectively referred to herein as “other covered entities.”¹

While General Order 156 still uses the \$15,000,000 revenue threshold, the CPUC’s January 2025 guidance now requires entities with revenues above \$25,000,000 to file their annual plans using the standard reporting template, those between \$15,000,000 and \$25,000,000 to use a simplified version, and community choice aggregators over \$15,000,000 to submit a CCA-specific plan. GO 156 also requires the CPUC to hold an Annual Supplier Diversity En Banc and issue an Annual Legislative Report summarizing performance.

¹

General Order 156, Page 4, Section 1.1.1. Purpose.
<https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M466/K761/466761945.pdf>

THE SCORING MATRIX

Each utility will receive performance scores as follows:

1. Overall performance score
2. Minority Business Enterprise performance score (MBE)
3. Women Business Enterprise performance score (WBE)
4. Disabled Veteran Business Enterprise performance score (DVBE)
5. Lesbian, Gay, Bisexual or Transgender Business Enterprise performance score (LGBTBE)

PDBE category will not be scored since there was no goal associated in 2024.

UTILITY SCORING MATRIX

Diverse Business Enterprises (DBE) Performance Score

The scoring minimum is based upon GO 156 overall targeted goal for diversity spend of 22.0%
Overall Percentage Score - Total DBE %

Result Minimum %	Result Maximum %	Grade Score
0	21.90%	F
22%	25.99%	D
26%	29.99%	C
30%	33.99%	C+
34%	37.99%	B
38%	41.99%	B+
42%	45.99%	A
46%		A+



UTILITY SCORING MATRIX

Minority Business Enterprise (MBE) Performance Score

The scoring minimum is based upon GO 156 overall targeted goal for MBE spend of 15.0%
Overall Percentage Score - Total MBE %

Result Minimum %	Result Maximum %	Grade Score
Below 15%		F
15%	17.99%	D
18%	20.99%	C
21%	23.99%	C+
24%	26.99%	B
27%	29.99%	B+
30%	32.99%	A
33%		A+

Woman Business Enterprise (WBE) Performance Score

The scoring minimum is based upon GO 156 overall targeted goal for WBE spend of 5.0%
Overall Percentage Score - Total WBE %

Result Minimum %	Result Maximum %	Grade Score
Below 5%		F
5.00%	6.00%	D
6.01%	7.01%	C
7.02%	8.02%	C+
8.03%	9.03%	B
9.04%	10.04%	B+
10.05%	11.05%	A
11.06%		A+



UTILITY SCORING MATRIX

Disabled Veteran Business Enterprise (DVBE) Performance Score

The scoring minimum is based upon GO 156 overall targeted goal for DVBE spend of 1.5%
Overall Percentage Score - Total DVBE %

Result Minimum %	Result Maximum %	Grade Score
Below 1.5%		F
1.50%	1.80%	D
1.81%	2.11%	C
2.12%	2.42%	C+
2.43%	2.73%	B
2.74%	3.04%	B+
3.05%	3.35%	A
3.36%		A+

Lesbian, Gay, Bisexual, or Transgender Business Enterprise (LGBTBE) Performance Score

The scoring minimum is based upon GO 156 overall targeted goal for LGBTBE spend of 1.5%
Overall Percentage Score - Total LGBTBE %

Result Minimum %	Result Maximum %	Grade Score
Below .5%		F
0.50%	0.60%	D
0.61%	0.71%	C
0.72%	0.82%	C+
0.83%	0.93%	B
0.94%	1.04%	B+
1.05%	1.15%	A
1.16%	1.26%	A+

- Shift DBS has set the minimum base score to 0.5 because the LGBT goal is newly established and limited utilities are currently meeting the target. The baseline will be revised as utility performance data for LGBT inclusion becomes consistent.



PARTICIPATING UTILITIES

TOTAL SPEND PERFORMANCE



Company	Total Spend of Goods and Services	Total Dollars Spent with DBE Suppliers	Total DBE %	Performance Goal
Bear Valley Electric Services	\$35.6M	\$9.0M	25.4%	D
Liberty Utilities (CalPeco Electric)	\$82.1M	\$18.2M	22.1%	D
Lodi Gas Storage	\$12.2M	\$964.1T	7.9%	F
PacifiCorp	\$123.5M	\$5.3M	4.3%	F
Pacific Gas & Electric	\$4.1B	\$4.1B	35.6%	B
San Diego Gas & Electric	\$2.7B	\$1.2B	44.5%	A
Southern California Edison	\$5.9B	\$2.2B	36.0%	B
Southern California Gas	\$2.5B	\$1.1B	44.5%	A
Southwest Gas Corporation	\$85.9M	\$47.4M	55.1%	A+
Wild Goose Storage	\$19.75M	\$2.2M	11.5%	F



Company	Total Spend of Goods and Services	Total Dollars Spent with DBE Suppliers	Total DBE %	Performance Goal
California American Water	\$170.7M	\$83.0M	48.6%	A+
California Water Service	\$381.5M	\$96.4M	25.3%	D
Golden State Water Company	\$206.5M	\$72.9M	35.3%	B
Great Oaks Water Company	\$97.5M	\$120.0T	6.0%	F
Liberty Utilities (Park Water & Apple Valley Water)	\$22.3M	\$4.6M	20.5%	F
San Gabriel Valley Water Company	\$97.5M	\$32.2M	33.0%	C+
San Jose Water	\$183.6M	\$60.1M	32.7%	C+
Suburban Water Systems	\$44.7M	\$27.5M	61.4%	A+

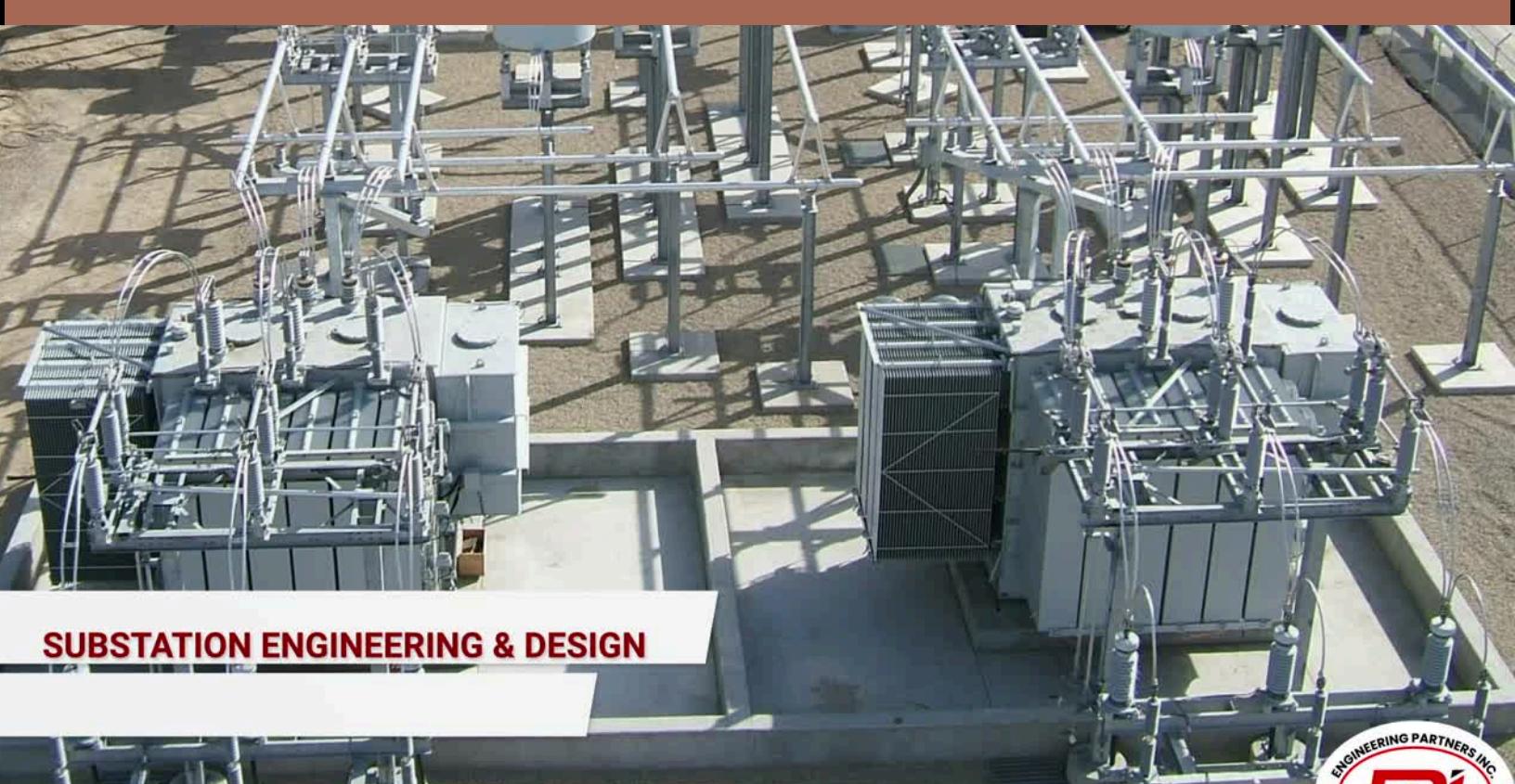


Company	Total Spend of Goods and Services	Total Dollars Spent with DBE Suppliers	Total DBE %	Performance Goal
AT&T (Combined Companies)	\$7.5B	\$1.6B	20.9%	F
Charter	\$760.4M	\$104.5M	13.7%	F
Comcast	\$575.6M	\$66.1M	11.5%	F
Frontier	\$815.8M	\$75.5M	23.9%	D
Lumen Technologies, Inc	\$409.1M	\$31.3M	7.6%	F
T-Mobile	\$6.4B	\$1.7B	26.7%	C
Trans Bay Cable	\$25.3M	\$1.7M	6.6%	F
US TelePacific	\$63.0M	\$2.4M	3.9%	F
Verizon	\$3.5B	\$609.5M	17.2%	F

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BEAR VALLEY ELECTRIC SERVICES

2024 HIGHLIGHTS

Overall Performance Score

D

Total Spend on Goods and Services

\$35.6M

Direct Spend
\$4.6M (13.0%)

Spending Results

25.4%

\$9.0M

Diverse Spend

2024 GOAL (23.5%)



CPUC General Order 156

2024 Diversity Spend Results

Subcontracting Spend
\$4.4M (12.4%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$35.55M	\$9.04M	25.4%
2023	\$33.65M	\$16.68M	49.6%
2022	\$23.59M	\$8.99M	38.1%
2021	\$24.76M	\$9.97M	40.3%

*The 2020 report was not available on the California Public Utilities Commission reporting site.

Recommendation:

BVES should hold immediate sourcing events in areas where MBE spending declined and set a clear 12 month recovery target. The organization should continue building on WBE progress while rebalancing overall spend. Targeted outreach and certification support should be expanded for LGBTBE and Disabled Veteran Business Enterprise suppliers to further diversify participation.

SUMMARY

1) Total DBE Spend:

In 2023, Bear Valley Electric Service reported **\$33.65M** in total procurement spend and **\$16.68M** in total DBE dollars, representing **49.56 percent** of total spend. In 2024, total procurement increased to **\$35.5M**, while DBE spending declined to **\$9.04M**, representing **25.43 percent** of total spend. Year over year, DBE dollars decreased by approximately **\$7.64M**, and the participation percentage dropped by 24.13 percentage points. As a result, Bear Valley Electric Service moved from an A+ rating in 2023 to a D rating in 2024.

2) Subcontracting %:

BVES reported **0.00%** spending in DBE subcontracting (tier-2) in 2023. In 2024, BVES reported **12.43% DBE subcontracting**, reflecting a meaningful reintroduction of tier-2 utilization from a zero base. This is a significant movement in rating from **2023: Below Average (<5%) to 2024: Exceeding (>10%)**.

3) Category Comparison:

In 2023, BVES spent **\$13.80M or (41.01%)** with WBE. In 2024, that dropped to **\$3.72M or (10.46%)**, down about **\$10.08M and 30.55 percentage points**, resulting in a major shift away from WBE suppliers.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$5.3M / 14.97%

F

Women Business Enterprise (WBE)

\$3.7M / 10.46%

A

Disabled Veteran Business Enterprise (DVBE)

\$0.0H / 0.0%

F

LGBT Business Enterprise (LGBTBE)

\$0.0H / 0.0%

F

Persons with Disabilities (PBDBE)

\$0.0H / 0.0%

N/A



LIBERTY UTILITIES (CALPECO ELECTRIC)

2024 HIGHLIGHTS

Overall Performance Score

D

Total Spend on Goods and Services

\$82.1M

Spending Results

22.1%
\$18.2M

Diverse Spend

2024 GOAL (23.5%)



Direct Spend

\$17.9M (21.9%)

Subcontracting Spend

\$212T (0.26%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$82.10M	\$18.16M	22.1%
2023	\$94.10M	\$22.61M	24.0%
2022	\$76.33M	\$16.07M	21.0%
2021	\$69.98M	\$19.41M	27.7%
2020	\$41.83M	\$15.30M	36.6%

Recommendation:

Liberty Utilities should focus on building a stronger subcontracting pathway by setting expectations with its primary contractors to bring diverse suppliers into their scope of work and to report participation regularly. Establishing a baseline Tier Two contribution goal and tracking progress across the year will open new opportunities, support category stability, and strengthen results even when direct spend fluctuates.

SUMMARY

In 2023, Liberty Utilities reported **\$94.10M** in total procurement and **\$22.61M** in diverse supplier spend, producing a **24.0 percent** result.

In 2024, total procurement declined to **\$82.10M**, and diverse supplier spend fell to **\$18.16M**, yielding a **22.1 percent** result.

Year over year, diverse participation decreased by **\$4.45M**, and overall procurement dropped by **\$12.0M**, resulting in a **1.9 percentage point** decline from 2023.

2) Subcontracting %

Liberty Utilities reported **\$212.7T** in diverse subcontracting during 2024, representing **0.26 percent** of total procurement.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$3.3M / 14.83%

F

Women Business Enterprise (WBE)

\$800.6T / 3.58%

F

Disabled Veteran Business Enterprise (DVBE)

\$471.0T / 2.11%

C

LGBT Business Enterprise (LGBTBE)

\$0.0H / 0.0%

F

Persons with Disabilities (PBDBE)

\$0.0H / 0.0%

N/A



LODI GAS STORAGE

2024 HIGHLIGHTS

Overall Performance Score

F

Total Spend on Goods and Services

\$12.2M

Direct Spend
\$964.1T (26.5%)

Spending Results

7.9%

\$964.1T

Diverse Spend

2024 GOAL (23.5%)



2024 Diversity Spend Results

CPUC General Order 156

Subcontracting Spend
\$0.0H (0.0%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$12.16M	\$964.12T	7.9%
2023	\$8.82M	\$607.12T	6.9%
2022	\$9.93M	\$629.02T	6.3%
2018	\$4.32M	\$152.14T	3.5%
2017	\$5.66M	\$188.00T	3.3%

*The 2019-2021 reports were not available on the California Public Utilities Commission reporting site.

Recommendation:

LGS should establish a Tier 2 baseline, include a 5 to 7% subcontracting requirement in major contracts, and require quarterly opportunity forecasts and Tier 2 reporting to move participation above zero percent while expanding category coverage.

Maintain WBE progress, while providing opportunities for LGBTBE and Disabled Veteran Business Enterprise suppliers through targeted outreach and CPUC Clearinghouse support to reduce reliance on a single category.

SUMMARY

1) Total DBE Spend:

In 2023, Lodi Gas Storage (LGS) reported **\$8.82M** in California total procurement and **\$0.61M** with certified diverse suppliers, for a **6.88%** total DBE spending. In 2024, total procurement rose to **\$12.16M** and diverse spend increased to **\$0.96M**, yielding a **7.93%** DBE result. Year over year, diverse dollars grew by about **\$0.36M**, and the total DBE percentage improved by **1.05 percentage points** (**6.88% → 7.93%**).

2) Subcontracting %:

LGS reported **0.00%** diverse subcontracting (tier-2) in both 2023 and 2024, indicating no tier-2 utilization across either year.

3)Category Comparison:

Largest decrease: MBE. MBE fell from **1.37%** (**\$0.12M**) in 2023 to **0.99%** (**\$0.12M**) in 2024—**0.38** percentage points—with dollars essentially unchanged, indicating limited new MBE awards while overall procurement expanded.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$120.6T / 0.99%

F

Women Business Enterprise (WBE)

\$843.5T / 6.94%

C

Disabled Veteran Business Enterprise (DVBE)

\$0.0H / 0.0%

F

LGBT Business Enterprise (LGBTBE)

\$0.0H / 0.0%

F

Persons with Disabilities (PBDBE)

\$0.0H / 0.0%

N/A



2024 HIGHLIGHTS

 Overall
Performance
Score

F

 Total Spend
on Goods
and Services

\$123.5M

Spending Results

4.3%
\$5.3M

Diverse Spend

2024 GOAL (23.5%)


 2024 Diversity
Spend Results

Direct Spend

\$1.4M (1.4%)

Subcontracting Spend

\$3.9M (3.15%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$123.55M	\$5.32M	4.3%
2023	\$139.92M	\$4.79M	3.4%
2022	\$76.54M	\$1.20M	1.6%
2021	\$67.85M	\$24.11M	35.5%
2020	\$76.90M	\$43.50M	56.6%

Recommendation:

PacifiCorp should prioritize immediate sourcing events in construction, engineering, and vegetation management that intentionally include multiple DBE bidders; set a short-term MBE target band (e.g., 1–1.5%) tied to upcoming multi-year awards.

SUMMARY

1) Total DBE %:

In 2024, PacifiCorp reported total California procurement of **\$123.55M**, of which **\$5.32M (4.31%)** was spent with certified DBE suppliers. In 2023, procurement was **\$139.92M**, with **\$4.79M (3.42%)** to certified DBE suppliers. Year-over-year, total diverse spend rose by **~\$0.53M and improved by 0.89 percentage points (from 3.42% to 4.31%)**.

2) Subcontracting %:

PacifiCorp's 2023 subcontracting to diverse suppliers was **0.29%**, or **(\$400.4T)** in DBE spend. In 2024, Pacificorp had subcontracting dollars of **(\$3.9M)** or **(3.15%)** reported. Subcontracting increased from 2023 to 2024, with a small base of suppliers by 2.86% or \$3.5M

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$873.1T / 0.71%

F

Women Business Enterprise (WBE)

\$1.9M / 1.53%

F

Disabled Veteran Business Enterprise (DVBE)

\$2.6M / 2.07%

C

LGBT Business Enterprise (LGBTBE)

\$0.0H / 0.0%

F

Persons with Disabilities (PBDBE)

\$0.0H / 0.0%

N/A



PACIFIC GAS & ELECTRIC

2024 HIGHLIGHTS

Overall Performance Score

B

Total Spend on Goods and Services

\$11.5B

Spending Results

35.6%
\$4.1B

Diverse Spend

2024 GOAL (23.5%)



2024 Diversity Spend Results

 Direct Spend
\$3.41B (29.9%)

 Subcontracting Spend
\$647.9M (5.7%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$11.48B	\$4.09B	35.6%
2023	\$11.42B	\$4.18B	36.6%
2022	\$12.16B	\$4.79B	39.3%
2021	\$10.36B	\$4.01B	38.7%
2020	\$9.97B	\$3.88B	38.9%

Recommendation:

PGE's subcontracting % declined (-0.96 percentage points; - \$106.76M). PGE should strengthen Tier Two plans with clear quarterly targets, improve accountability for verified utilization, and rebuild Women Business Enterprise pipelines in high spend categories through prequalification and structured prime to subcontractor matchmaking. Examples include: construction, vegetation management, fleet, professional services.

SUMMARY
1) Total DBE %:

Pacific Gas and Electric Company's (PGE) total DBE percentage declined by **0.93 percentage point to 35.64%** in 2024, and diverse spend decreased by **\$87.27M to \$4.09B** while total procurement increased by **\$53.43M**.

PGE's diverse spend did not scale with overall procurement growth, resulting in a lower mix of diverse spend year over year. PGE earns a **B for 2024 (35.64%)**.

2) Subcontracting %:

In 2024, prime contractors decreased their total spend with diverse subcontractors by **\$107M** over 2023. Some factors contributing to decreased subcontracting include year-over-year reductions in high spend areas where PGE typically has strong subcontracting. Changes in ownership may have impacted some of the subcontracting percentages.

3) Category Comparison:

PGE's categories that declined were MBE, WBE, LGBT, and Persons with Disabilities. The single largest decrease was WBE, down 0.91 pp and \$99.35M (from **\$1.285B to \$1.186B**).

CATEGORY HIGHLIGHTS
Minority Business Enterprise (MBE)

\$2.41B / 20.96%

C

Women Business Enterprise (WBE)

\$1.18B / 10.34%

A

Disabled Veteran Business Enterprise (DVBE)

\$491.2M / 4.28%

A+

LGBT Business Enterprise (LGBTBE)

\$4.1M / 0.04%

F

Persons with Disabilities (PBDDE)

\$2.5M / 0.02%

N/A



SAN DIEGO GAS & ELECTRIC

2024 HIGHLIGHTS

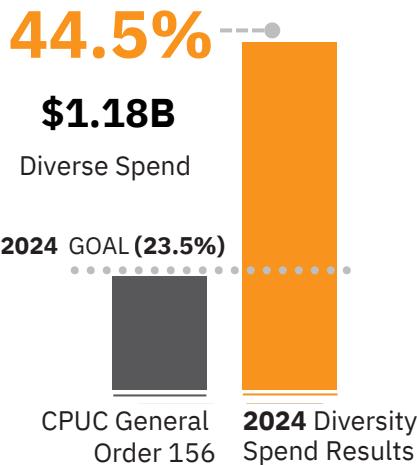
Overall Performance Score

A

Total Spend on Goods and Services

\$2.7B

Spending Results



Direct Spend

\$783.6M (29.4%)

Subcontracting Spend

\$404.4M (15.2%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$2.67B	\$1.19B	44.5%
2023	\$2.59B	\$1.13B	43.6%
2022	\$2.43B	\$964.07M	39.8%
2021	\$2.39B	\$936.05M	39.1%
2020	\$2.10B	\$872.28M	41.6%

Recommendation:

At SDG&E, the primary change reflects a reporting reclassification. PDBE spend increased from about \$0.12 million in 2023 to \$56.65 million, or 2.12 percent, in 2024, while DVBE participation decreased from 5.12 percent, or \$132.74 million, to 3.85 percent, or \$102.78 million, due to dual-certified veteran spend being reported under PDBE.

Overall DBE participation increased from 43.55 percent, or \$1.129 billion, to 44.52 percent, or \$1.188 billion, and subcontracting also increased.

Clearer attribution for dual-certified suppliers and targeted use of high-volume capital programs will improve DVBE visibility while sustaining overall DBE growth.

SUMMARY

1. Total DBE %

SDG&E's total diverse spend improved year-over-year, rising from **43.55% (\$1.13B)** in **2023** to **44.52% (\$1.19B)** in **2024**—sustaining over \$1B with diverse suppliers and advancing overall penetration. Based on the provided grading matrix, both years receive an '**A**' grade for diverse business enterprise (DBE) performance.

2. Subcontracting %

DBE subcontracting continued to strengthen, increasing from **14.85% (\$384.95M)** in **2023** to **15.15% (\$404.41M)** in **2024**. This reflects sustained prime engagement among diverse subcontractors. According to the evaluation scale, SDG&E was rated as '**Exceeding**' (>10%) for both years.

3. Category Comparison

While most categories saw either growth or stable spending year-over-year, the DVBE and WBE categories experienced slight declines in the percentage spent. DVBE had the most significant decrease, dropping from **5.12% (\$132.74M)** in **2023** to **3.85% (\$102.78M)** in **2024**. This reduction in spend was primarily attributed to the reclassification of dual-certified veteran suppliers now counted under PDBE. Despite this decline, overall DBE performance remained strong with a significant increase in PDBE participation.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$561.5M / 21.04%

C+

Women Business Enterprise (WBE)

\$455.2M / 17.06%

A+

Disabled Veteran Business Enterprise (DVBE)

\$102.8M / 3.85%

A+

LGBTQ Business Enterprise (LGBTBE)

\$11.9M / 0.44%

F

Persons with Disabilities (PBDBE)

\$56.6M / 2.12%

N/A

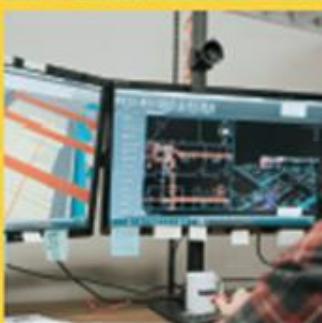


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SOUTHERN CALIFORNIA EDISON

2024 HIGHLIGHTS

Overall Performance Score

B

Total Spend on Goods and Services

\$5.9B

 Direct Spend
\$1.55B (26.5%)

Spending Results

36.0%
\$2.16B

Diverse Spend

2024 GOAL (23.5%)



2024 Diversity Spend Results

 Subcontracting Spend
\$606.1M (13.3%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$5.99B	\$2.16B	36.0%
2023	\$5.89B	\$2.26B	38.3%
2022	\$6.84B	\$2.42B	35.4%
2021	\$6.42B	\$2.44B	38.1%
2020	\$6.39B	\$2.41B	37.7%

Recommendation:

SCE should rebalance sourcing toward Women Business Enterprises in top spend categories by setting clear category targets, ensuring qualified Women Business Enterprise participation on bid shortlists, and breaking large work packages into smaller scopes so mid market suppliers can compete and win.

From the \$606M Tier-2 base, identify ~40–60 WBE subs with scale/readiness and give them a path to prime via pilot task orders, technical/QA support, safety & bonding assistance, and 30-day payment terms; track conversions in Operating Unit Quarterly Business Reviews. (Builds new WBE capacity while preserving Tier-2 gains.)

SUMMARY

1) Total DBE %:

SCE's total DBE spend declined year-over-year from **38.32% (\$2.26B)** in 2023 to **36.01% (\$2.16B)** in 2024, a **-2.31 pp** and **-\$98.4M** change.

Subcontracting % (Tier-2 utilization):

Diverse subcontracting (Tier-2) rose from **9.66% of net procurement** in 2023 to **10.12%** in 2024, reflecting the continued strengthening of prime supplier Tier-2 performance.

3) Category comparison:

Between 2023 and 2024, WBE and MBE shares declined, while LGBTBE and DVBE increased. The most significant decrease was in WBE, down **2.35 percentage points** (from **15.33%** to **12.98%**) and **-\$125.1M**.

Focus: Women Business Enterprise (WBE)—largest decrease:

WBE's spend decreased in 2024 despite overall DBE still exceeding CPUC targets; this suggests a near-term opportunity to rebalance prime and subcontracting strategies and sourcing pipelines toward qualified WBE suppliers in high-spend categories.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$1.18B / 19.77%

C

Women Business Enterprise (WBE)

\$777.4M / 12.98%

A+

Disabled Veteran Business Enterprise (DVBE)

\$186.9M / 3.12%

A

LGBTQ Business Enterprise (LGBTBE)

\$7.6M / 0.13%

F

Persons with Disabilities (PBDBE)

\$989.9T / 0.02%

N/A



SOUTHERN CALIFORNIA GAS

2024 HIGHLIGHTS

Overall Performance Score

A

Total Spend on Goods and Services

\$2.4B

Spending Results

44.5%

\$1.08B

Diverse Spend

2024 GOAL (23.5%)



2024 Diversity Spend Results

Direct Spend

\$682.8M (28.1%)

Subcontracting Spend

\$309.3M (12.8%)

SUMMARY

1) Total DBE %:

Southern California Gas Company (SoCal Gas), increased its total diverse business enterprise spend by **0.48 percentage points**, moving from **44.05 percent** in 2023 to **44.53 percent** in 2024 as overall net procurement grew. In dollar terms, diverse business enterprise spend rose by roughly **\$60.9 million to \$1.081 billion**, keeping pace with the larger purchasing base. The consistency year over year signals a mature program in which diverse spend scales with operations while maintaining performance well above regulatory goals.

2) Subcontracting % (Tier-2 utilization):

SoCal Gas strengthened second-tier (subcontracting) utilization, increasing the spend of net procurement from **11.96 percent to 12.75 percent** and adding approximately **\$32.5 million** in subcontracting with diverse suppliers. This pattern reflects disciplined engagement by prime contractors and improved visibility into second-tier activity. The trajectory suggests that stronger prime commitments and monitoring tools are translating into steady subcontracting growth.

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$2.43B	\$1.08B	44.5%
2023	\$2.31B	\$1.02B	44.0%
2022	\$2.41B	\$1.03B	42.9%
2021	\$2.29B	\$972.57M	42.4%
2020	\$2.14B	\$884.18M	41.3%

Recommendation:

At SCG, the most significant movement is the decline in WBE% of spending (down 1.23 percentage points and approximately \$18.7 million).

Leverage Supplier Relationship Management (SRM) data to identify high performing Women Business Enterprise suppliers and support their progression from second tier to prime roles through appropriately scoped work packages, paired with mentoring, coaching, and targeted technical assistance to strengthen execution confidence.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$774.3M / 31.91%

A

Women Business Enterprise (WBE)

\$210.1M / 8.66%

B

Disabled Veteran Business Enterprise (DVBE)

\$82.6M / 3.40%

A+

LGBTQ Business Enterprise (LGBTBE)

\$1.1M / 0.05%

F

Persons with Disabilities (PBDBE)

\$12.5M / 0.51%

N/A



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SOUTHWEST GAS CORPORATION

2024 HIGHLIGHTS

Overall Performance Score

A+

Total Spend on Goods and Services

\$85.9M

Spending Results

55.1%

\$47.4M

Diverse Spend

2024 GOAL (23.5%)



2024 Diversity Spend Results

Direct Spend

\$39.5M (45.9%)

Subcontracting Spend

\$7.8M (9.1%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$85.91M	\$47.35M	55.1%
2023	\$103.49M	\$51.01M	49.3%
2022	\$102.26M	\$59.89M	58.6%
2021	\$81.41M	\$57.92M	71.1%
2020	\$80.02M	\$54.33M	67.9%

Recommendation:

At SWG, there was a decline in overall Net Procurement. Southwest Gas Corporation continues to maintain and expand DBE percentages.

SWG should support the business units in setting quarterly, category-specific targets (especially MBE and WBE). Look for opportunities to increase subcontracting on construction and services projects. Convert high performing DVBE and Persons with Disabilities Business subcontractors to prime contractors.

SUMMARY

1) Total DBE%

Southwest Gas Corporation increased its total DBE percentage by **+5.82 percentage points** - year over year (**55.12% in 2024 vs. 49.30% in 2023**), while Total DBE dollars declined **\$3.66M to \$47.35M**.

2) Subcontracting %:

Southwest Gas Corporation's subcontracting (Tier-2) utilization **increased +2.57 percentage points**, with Tier-2 dollars up **\$1.06M year over year to \$7.84M** in 2024. Subcontracting performance moves from Average in 2023 (6.55%) to Above Average in 2024 (9.13%).

3) Category Comparison:

In 2024, Disabled Veteran Business Enterprise at **32.30%** is the largest category of overall performance.

The Minority Business Enterprise has consistently underperformed.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$7.9M / 9.24%

F

Women Business Enterprise (WBE)

\$6.5M / 7.52%

C+

Disabled Veteran Business Enterprise (DVBE)

\$27.7M / 32.27%

A+

LGBT Business Enterprise (LGBTBE)

\$59.2T / 0.07%

F

Persons with Disabilities (PDBBE)

\$5.2M / 6.02%

N/A



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WILD GOOSE STORAGE

2024 HIGHLIGHTS

Overall Performance Score

F

Total Spend on Goods and Services

\$19.7M

Direct Spend

\$2.3M (11.5%)

Spending Results

11.5%

\$2.3M

Diverse Spend

2024 GOAL (23.5%)



2024 Diversity Spend Results



Subcontracting Spend

\$0.0H (0.0%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$19.75M	\$2.26M	11.5%
2023	\$5.27M	\$626.61T	11.9%
2022	\$4.18M	\$460.85T	11.0%
2021	\$5.38M	\$241.16T	4.5%
2020	\$3.67M	\$284.58T	7.8%

Recommendation:

Wild Goose Storage should introduce a formal subcontracting approach that requires its primary contractors to identify and report certified suppliers supporting their work. By setting a clear expectation for subcontracted participation, monitoring progress quarterly, and encouraging prime suppliers to bring forward qualified partners, the company can open access to new diverse suppliers and strengthen future diverse spend results.

SUMMARY

1) Total DBE Spend:

In 2023, Wild Goose Storage reported **\$5.27M** in total procurement and **\$626.6T** with diverse suppliers, for an **11.9 percent** result. In 2024, total procurement rose to **\$19.75M**, and diverse spend increased to **\$2.26M**, yielding an **11.5 percent** Supplier Diversity result.

Year over year, diverse spend in dollars increased by approximately **\$1.63M**, while the Supplier Diversity percentage declined slightly by **0.4 percentage points**, from 11.9 percent to 11.5 percent, due to larger overall procurement growth.

2) Subcontracting Percent

Wild Goose Storage reported 0.00 percent diverse subcontracting in both 2023 and 2024, indicating minimal to no engagement with Tier 2 pathways across either year.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$544.6T / 2.76%

F

Women Business Enterprise (WBE)

\$1.7M / 8.7%

B

Disabled Veteran Business Enterprise (DVBE)

\$0.0H / 0.0%

F

LGBT Business Enterprise (LGBTBE)

\$0.0H / 0.0%

F

Persons with Disabilities (PBDBE)

\$0.0H / 0.0%

N/A



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CALIFORNIA AMERICAN WATER

2024 HIGHLIGHTS

Overall
Performance
Score

A+

Total Spend
on Goods
and Services

\$170.7M

Spending Results

48.6%

\$83.0M

Diverse Spend

2024 GOAL (23.5%)

CPUC General
Order 156

2024 Diversity
Spend Results

Direct Spend
\$77.3M (45.3%)

Subcontracting Spend
\$5.7M (3.3%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$170.66M	\$83.02M	48.6%
2023	\$136.11M	\$68.72M	50.5%
2022	\$135.69M	\$62.32M	45.9%
2021	\$100.80M	\$48.20M	47.8%
2020	\$106.31M	\$42.49M	40.0%

Recommendation:

Cal American Water (CWA) should rebuild MBE participation while maintaining WBE momentum. CWA should focus on sourcing opportunities in civil, mechanical, electrical, and restoration work for DBE suppliers.

SUMMARY**1) Total DBE %:**

In 2023, California American Water (CWA) reported **\$136.1M** in total procurement and **\$68.7M** in total DBE dollars, achieving **50.5%** DBE spending. In 2024, total procurement increased to **\$170.7M**, and total DBE dollars increased to **\$83.0M**, **resulting in 48.6% in DBE spending**. Year over year, diverse dollars grew by **~\$14.3M**, while the DBE percentage slightly decreased by **1.9 percentage points**. (**50.5% → 48.6%**). CWA continues to lead in Supplier Diversity with a grade of **A+**.

2) Subcontracting %:

CWA's diverse subcontracting (tier-2) was **3.6% in 2023 and 2.7% in 2024**. This represents a decline from a modest base as overall procurement expanded. CWA grade for subcontracting remains at "**Below Average**" (<5%).

3) Category Comparison:

CWA had the largest percentage decrease with MBEs. MBE spending fell **7.9% points from 26.9% in 2023 to 18.9% in 2024**, and MBE dollars declined from **\$36.6M in 2023 to \$32.4M in 2024** (**~ \$4.2M decrease**), indicating a notable mix shift away from minority-owned utilization despite overall diverse-spend growth.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$32.3M / 18.96%

C

Women Business Enterprise (WBE)

\$37.7M / 22.09%

A+

Disabled Veteran Business Enterprise (DVBE)

\$2.9M / 1.67%

D

LGBT Business Enterprise (LGBTBE)

\$10.1M / 5.93%

A+

Persons with Disabilities (PBDBE)

\$0.0M / 0.0%

N/A





CALIFORNIA WATER SERVICE

2024 HIGHLIGHTS

Overall Performance Score

D

Total Spend on Goods and Services

\$381.5M

Spending Results

25.3%

\$96.4M

Diverse Spend

2024 GOAL (23.5%)



CPUC General Order 156 **2024 Diversity Spend Results**

Direct Spend
\$44.4M (11.6%)

Subcontracting Spend
\$51.9M (13.6%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$381.55M	\$96.39M	25.3%
2023	\$336.09M	\$91.52M	27.2%
2022	\$291.40M	\$70.90M	24.3%
2021	\$256.40M	\$53.46M	20.8%
2020	\$284.21M	\$51.97M	18.3%

Recommendation:

Cal Water Service should continue to build DVBE capacity while protecting MBE momentum by implementing immediate sourcing packages in construction, field services, and logistics with DBE subcontractors that are ready to move into prime roles.

SUMMARY**1) Total DBE Spend:**

In 2024, Cal Water reported **\$381.5M** in net procurement and **\$96.4M** in total DBE spend, resulting in a **25.3%** DBE outcome. In 2023, net procurement totaled **\$336.1M with \$91.5M** spent with certified DBE suppliers, or **27.2%**. Year over year, DBE dollars increased by approximately **\$4.9M**, although the DBE percentage declined by **1.9% from 27.2% to 25.3%**. Due to this decline, Cal Water's grade decreased from a C in 2023 to a D in 2024.

2) Subcontracting %:

Cal Water's DBE subcontracting (tier-2) spend was **16.4%** of the total procurement in 2023 and **13.6%** in 2024. The trajectory shows a decline from an already strong base but remains **greater than 10%** in both years with a grade of "**Exceeding**".

3) Category Comparison:

Cal Water largest decrease in spending was with DVBE. The DVBE utilization fell from **5.5% (\$18.3M) in 2023 down to 3.1% (\$11.8M)** in 2024. This was a **2.4 percentage point** decline and **\$6.5M** fewer DVBE dollars spent, indicating a reduced veteran-owned participation even as total diverse dollars increased.

CATEGORY HIGHLIGHTS**Minority Business Enterprise (MBE)**

\$69.4M / 18.18%

C

Women Business Enterprise (WBE)

\$12.4M / 3.24%

F

Disabled Veteran Business Enterprise (DVBE)

\$11.8M / 3.09%

A

LGBT Business Enterprise (LGBTBE)

\$235.7T / 6.0%

A+

Persons with Disabilities (PBDBE)

\$0.0H / 0.0%

N/A





GOLDEN STATE WATER COMPANY

2024 HIGHLIGHTS

Overall Performance Score

B

Total Spend on Goods and Services

\$206.5M

Spending Results

35.3%

\$72.9M

Diverse Spend

2024 GOAL (23.5%)

CPUC General Order 156

2024 Diversity Spend Results

Direct Spend
\$72.3M (35.2%)

Subcontracting Spend
\$292.6T (0.14%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$206.46M	\$72.97M	35.30%
2023	\$163.89M	\$52.63M	32.11%
2022	\$167.04M	\$56.22M	33.70%
2021	\$133.02M	\$39.43M	29.60%
2020	\$148.32M	\$41.11M	27.70%

Recommendation:

Golden State Water Company should improve subcontracting outcomes by focusing on project categories where DBE suppliers can also contribute technical capability, experience, and performance.

Prime contractors should be encouraged to identify and include DBE partners through industry engagement and support ongoing follow-up to track meaningful participation.

SUMMARY

In 2023, Golden State Water Company reported diverse supplier spending of **\$52.6M**, **representing 32.1 percent** of net procurement. In 2024, diverse supplier spending increased to **\$73M**, **representing 35.3 percent** of net procurement. This reflects both a significant increase in dollars spent (**up more than \$20 million**) and a percentage gain of over three points year-over-year. Golden State Water Company's 2024 performance is assessed at the Target level, earning a grade of B.

In 2023, Golden State Water Company reported subcontracting spending of **\$0.3M**, **representing 0.2 percent** of net procurement. In 2024, subcontracting spend remained at **\$0.3M**, **representing 0.1 percent** of net procurement. Golden State Water Company's 2024 subcontracting performance is **Below Average**.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$50.4M / 24.4%

B

Women Business Enterprise (WBE)

\$21.9M / 10.61%

A

Disabled Veteran Business Enterprise (DVBE)

\$639.2T / 0.31%

F

LGBT Business Enterprise (LGBTBE)

\$0.0H / 0.0%

F

Persons with Disabilities (PBDBE)

\$50.0T / 0.02%

N/A





GREAT OAKS WATER COMPANY

2024 HIGHLIGHTS

Overall
Performance
Score

F

Total Spend
on Goods
and Services

\$1.95M

Spending Results

6.0%

\$116.1T

Diverse Spend

2024 GOAL (23.5%)



2024 Diversity
Spend Results

Direct Spend

\$116.1T(5.95%)

Subcontracting Spend

\$0.0H (0.0%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$1.95M	\$116.11T	6.0%
2023	\$7.81M	\$67.19T	0.9%

*The 2020-2022 reports were not available on the California Public Utilities Commission reporting site. (2022 reflected no spending with DBEs)

Recommendation:

To strengthen overall diverse supplier participation, Great Oaks Water Company should establish a targeted sourcing initiative in high-spend categories such as infrastructure maintenance and professional services, actively identifying and onboarding diverse suppliers in these areas to ensure meaningful growth beyond current limited categories.

SUMMARY

In 2023, Great Oaks Water Company reported diverse supplier spending of **\$7.8M**, **representing 0.9 percent** of net procurement. In 2024, diverse supplier spending increased to **\$116.1T**, **representing 5.95 percent** of net procurement. While the overall procurement base declined significantly between the two years, the company expanded its spend with diverse suppliers in both dollar terms and percentage share. Great Oaks Water Company's 2024 performance is assessed at **grade F**.

Great Oaks Water Company reported **no subcontracting spend** with diverse suppliers in both 2023 and 2024, resulting in **0.00 percent** utilization in each year. This reflects no progress in engaging subcontractors during the reporting period.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$116.1T / 5.95%

F

Women Business Enterprise (WBE)

\$0.0H / 0%

F

Disabled Veteran Business Enterprise (DVBE)

\$0.0H / 0.0%

F

LGBT Business Enterprise (LGBTBE)

\$0.0H / 0.0%

F

Persons with Disabilities (PBDBE)

\$0.0H / 0.0%

N/A



LIBERTY UTILITIES (PARK WATER & APPLE VALLEY WATER)

2024 HIGHLIGHTS

Overall Performance Score

F

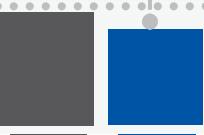
Spending Results

20.5%

\$4.6M

Diverse Spend

2024 GOAL (23.5%)



CPUC General Order 156 **2024 Diversity Spend Results**

Total Spend on Goods and Services

\$22.3M

Direct Spend

\$3.9M (17.6%)

Subcontracting Spend

\$658.6T (2.9%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$22.34M	\$4.58M	20.5%
2023	\$11.36M	\$4.01M	35.4%
2022	\$36.07M	\$15.33M	42.5%
2021	\$26.95M	\$10.17M	37.7%
2020	\$35.78M	\$9.06M	25.3%

Recommendation:

Liberty Park Water and Apple Valley is encouraged to expand subcontracting opportunities through greater engagement with prime contractors, supporting improved DBE performance and long-term program development.

SUMMARY

In 2023, Liberty Park Water and Apple Valley reported diverse supplier spending of **\$4.01M, representing 35.32 percent** of net procurement. In 2024, diverse supplier spending was **\$4.58M, representing 20.52 percent** of net procurement. Liberty Park Water and Apple Valley's 2024 diverse spend performance is **Grade F**.

In 2023, Liberty Park Water and Apple Valley reported subcontracting spend of **\$0.72M, representing 6.34 percent** of net procurement. In 2024, subcontracting spend was **\$658.6T, representing 2.95 percent** of net procurement. Liberty Park Water and Apple Valley's 2024 subcontracting performance is **Below Average**.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$3.3M / 14.83%

F

Women Business Enterprise (WBE)

\$800.6T / 3.58%

F

Disabled Veteran Business Enterprise (DVBE)

\$471.0T / 2.11%

C

LGBT Business Enterprise (LGBTBE)

\$0.0H / 0.0%

F

Persons with Disabilities (PBDBE)

\$0.0H / 0.0%

N/A





SAN GABRIEL VALLEY WATER COMPANY

2024 HIGHLIGHTS

Overall
Performance
Score

C+

Total Spend
on Goods
and Services

\$97.5M

Spending Results

32.2%

\$32.2M

Diverse Spend

2024 GOAL (23.5%)



Direct Spend
\$31.4M (32.2%)

Subcontracting Spend
\$754T (0.77%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$97.48M	\$32.18M	33.0%
2023	\$90.68M	\$32.84M	36.2%
2022	\$73.55M	\$25.24M	34.3%
2021	\$67.01M	\$22.44M	33.5%
2020	\$70.52M	\$27.18M	38.5%

Recommendation:

SGVWC should expand sourcing opportunities within construction, professional services, and materials procurement to increase participation from a broader range of diverse suppliers.

SUMMARY

1) Total DBE %:

In 2024, San Gabriel Valley Water Company (SGVWC) reported **\$97.5M** in total procurement and **\$32.18M** in total DBE dollars, for a **32.2%** in DBE spending (**direct \$31.43M plus \$754T in tier-2**). Year over year, 2023 showed **\$90.70M** in total procurement and **\$32.8M** in total DBE dollars, for 36.22% in DBE spending. That means total diverse dollars declined slightly ($\approx -\$0.7M$) and the DBE percentage fell **3.20 points** (**36.2% \rightarrow 33.0%**). As a result of the decline, SGVWC grade was reduced from a **“B” in 2023 to a “C+” in 2024**.

2) Subcontracting %:

Tier-2 diverse subcontracting was **10.7% in 2023 and 0.8% in 2024**. This is a sharp decline from a strong tier-2 base to a very low level. As a result, SGVWC rating in subcontracting moved from **“Exceeding” (>10%) in 2023 to “Below Average” (<5%) in 2024**.

3) Category Comparison:

SGVWC has its largest decrease in spending with LGBTBE. The LGBTBE spend dropped from **\$3.1M (3.44%) in 2023 to \$0.2M (0.25%) in 2024**, down $\approx -\$2.9M$ and **3.2 points**. This decline indicates a pronounced contraction in this category even as MBE and DVBE improved.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$17.6M / 18.06%

C

Women Business Enterprise (WBE)

\$13.1M / 13.43%

A+

Disabled Veteran Business Enterprise (DVBE)

\$1.2M / 1.28%

F

LGBT Business Enterprise (LGBTBE)

\$244.7T / .25%

F

Persons with Disabilities (PDBBE)

\$0.0H / 0.0%

N/A





SAN JOSE WATER

2024 HIGHLIGHTS

Overall Performance Score

C+

Spending Results

32.7%

\$60.1M

Diverse Spend

2024 GOAL (23.5%)

CPUC General Order 156

2024 Diversity Spend Results

Total Spend on Goods and Services

\$183.6M

Direct Spend

\$51.7M (28.2%)

Subcontracting Spend

\$8.3M (4.5%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$183.61M	\$60.07M	32.7%
2023	\$155.85M	\$54.39M	34.9%
2022	\$128.98M	\$46.00M	35.7%
2021	\$119.82M	\$40.50M	33.8%
2020	\$95.67M	\$28.82M	30.1%

Recommendation:

SJW experienced a significant decline in MBE spending from 2023 to 2024 and should prioritize rebuilding MBE participation while maintaining WBE results. SJW should focus sourcing efforts on civil, mechanical, electrical, and metering work with clear MBE targets. SJW should also expand categories with little or no participation by using targeted outreach and CPUC Clearinghouse support to open opportunities for LGBTBE currently at 0.00%. This will reduce reliance on a few categories and strengthen overall DBE performance.

SUMMARY**1) Total DBE Spend:**

In 2024, San Jose Water (SJW) reported **\$183.6M** in total procurement and **\$60.1M** in total DBE spend, for a **32.7%** DBE result. In 2023, SJW reported **\$155.9M** in total procurement and **\$54.4M** in total DBE spend, for 34.90%. Year over year, DBE dollars rose by **~\$5.9M**, while the total DBE percentage declined **2.2 percentage points**. **(34.9% → 32.71%)**. As a result of the decline, SJW grade was reduced from a **“B” in 2023 to a “C+” in 2024**.

2) Subcontracting %:

SJW’s DBE subcontracting (tier-2) equaled **5.9% in 2023 and 4.5% in 2024**. The trajectory reflects a decline from a moderate base (5.9%) to below 5% in 2024.

3) Category Comparison:

SJW’s largest decrease was in MBE. SJW’s MBE utilization fell from **27.7% (\$43.2M) in 2023 to 17.3% (\$31.7M) in 2024** reflecting a **10.5% drop and ~\$11.5M** fewer MBE dollars spent. This decline indicates a significant mix shift away from MBE even as total DBE dollars increased.

CATEGORY HIGHLIGHTS**Minority Business Enterprise (MBE)**

\$31.7M / 17.25%

D

Women Business Enterprise (WBE)

\$25.4M / 13.83%

A+

Disabled Veteran Business Enterprise (DVBE)

\$3.0M / 1.63%

D

LGBT Business Enterprise (LGBTBE)

\$0.0H / 0.0%

F

Persons with Disabilities (PBDBE)

\$0.0H / 0.0%

N/A





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A white precision services unit truck is shown on a snowy road. The truck has a large white tank and a black cab. The word "PRECISION" is written on the side of the tank, with a logo consisting of a stylized "P" and a red, white, and blue design. The truck is parked in front of a large industrial facility with power lines and mountains in the background. The bottom half of the image features a dark blue background with a red and white brushstroke graphic. On the left, there is a red icon of a truck inside a circle. To the right of the icon, the words "EQUIPMENT" and "RENTALS" are written in large, bold, white, sans-serif letters, separated by a vertical line.



SUBURBAN WATER SYSTEMS

2024 HIGHLIGHTS

Overall Performance Score

A+

Total Spend on Goods and Services

\$44.7M

Spending Results

61.4%

\$27.5M

Diverse Spend

2024 GOAL (23.5%)

CPUC General Order 156

2024 Diversity Spend Results

Direct Spend

\$25.8M (57.8%)

Subcontracting Spend

\$1.6M (3.6%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$44.74M	\$27.45M	61.4%
2023	\$42.25M	\$28.28M	66.9%
2022	\$35.65M	\$24.10M	67.6%
2021	\$38.10M	\$21.04M	55.2%
2020	\$27.21M	\$14.05M	51.6%

Recommendation:

Suburban Water Systems is encouraged to expand subcontracting in construction and service-related contracts to increase DBE participation and improve overall supplier diversity results.

SUMMARY

In 2023, Suburban Water Systems reported diverse supplier spending of **\$28.3M**, representing **67.0 percent** of net procurement. In 2024, diverse supplier spending was **\$27.5M**, representing **61.4 percent** of net procurement. Suburban Water Systems' 2024 diverse spend performance is **Grade A+**.

In 2023, Suburban Water Systems reported subcontracting spend of **\$419.7T**, representing **1.5 percent** of net procurement. In 2024, subcontracting spend was **\$1.6M**, representing **3.6 percent** of net procurement. Suburban Water Systems' 2024 subcontracting performance is **Below Average**.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$17.2M / 38.51%

A+

Women Business Enterprise (WBE)

\$4.0M / 9.03%

B

Disabled Veteran Business Enterprise (DVBE)

\$70.4T / 0.16%

F

LGBT Business Enterprise (LGBTBE)

\$6.1M / 13.66%

A+

Persons with Disabilities (PBDBE)

\$0.0H / 0.0%

N/A



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AT&T (COMBINED COMPANIES)

2024 HIGHLIGHTS

Overall Performance Score

F

Spending Results

20.9%

\$1.6B

Diverse Spend

2024 GOAL (23.5%)



CPUC General Order 156 **2024 Diversity Spend Results**

Total Spend on Goods and Services

\$7.5B

Direct Spend
\$1.2B (15.9%)

Subcontracting Spend
\$371.6M (5.0%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$7.49B	\$1.56B	20.8%
2023	\$7.50B	\$1.46B	19.5%
2022	\$8.70B	\$1.92B	22.0%
2021	\$7.93B	\$1.62B	20.5%
2020	\$7.63B	\$1.61B	21.1%

Recommendation:

AT&T should expand subcontracting opportunities in network construction, professional services, and technology support contracts. These contracts would create additional pathways for diverse suppliers, balancing direct procurement gains with stronger inclusion in subcontracting.

SUMMARY

In 2023, AT&T reported California diverse supplier spending of **\$1.46B**, representing **19.48 percent** of net procurement. In 2024, California diverse supplier spending was **\$1.56B**, representing **20.85 percent** of net procurement. AT&T's 2024 diverse spend performance is **Grade F**.

In 2023, AT&T reported California subcontracting spend of **\$315.3M**, representing **4.21 percent** of net procurement. In 2024, subcontracting spend was **\$371.6M**, representing **5 percent** of net procurement. AT&T's 2024 subcontracting performance is **Average**.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$755.1M / 10.08%

F

Women Business Enterprise (WBE)

\$746.6M / 9.97%

B+

Disabled Veteran Business Enterprise (DVBE)

\$57.6M / 0.77%

F

LGBT Business Enterprise (LGBTBE)

\$540.5T / 0.7%

C

Persons with Disabilities (PBDBE)

\$1.3M / 0.02%

N/A





CHARTER

2024 HIGHLIGHTS

Overall Performance Score

F

Spending Results

13.7%

\$104.5M

Diverse Spend

2024 GOAL (23.5%)



CPUC General Order 156 **2024 Diversity Spend Results**

Total Spend on Goods and Services

\$760.4M

Direct Spend

\$104.2M (13.7%)

Subcontracting Spend

\$266.2T (0.04%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$760.42M	\$104.46M	13.7%
2023	\$718.45M	\$104.23M	14.5%
2022	\$685.07M	\$104.90M	15.3%
2021	\$692.63M	\$93.10M	13.4%
2020	\$672.14M	\$79.59M	11.8%

Recommendation:

Charter should expand diverse supplier participation by setting subcontracting expectations with prime suppliers and tracking performance to strengthen Tier 2 outcomes.

SUMMARY

Charter reported diverse supplier spending of **\$104.2M, representing 14.51 percent** of net procurement, in 2023. In 2024, diverse supplier spending totaled **\$104.46 M, representing 13.74 percent** of net procurement. Charter's 2024 performance is classified as **Grade F** not meeting the CPUC's supplier diversity goal.

In 2023, Charter reported subcontracting spending of **\$1.3M, representing 0.18 percent** of net procurement. In 2024, subcontracting spend declined to **\$266.2T, representing 0.04 percent** of net procurement. Charter's 2024 subcontracting performance is **Below Average**.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$75.5M / 9.93%

F

Women Business Enterprise (WBE)

\$21.3M / 2.8%

F

Disabled Veteran Business Enterprise (DVBE)

\$0.0H / 0.0%

F

LGBT Business Enterprise (LGBTBE)

\$0.0H / 0.0%

F

Persons with Disabilities (PBDBE)

\$7.7M / 1.01%

N/A



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COMCAST

2024 HIGHLIGHTS

Overall Performance Score

F

Spending Results

11.5%

\$66.1M

Diverse Spend

2024 GOAL (23.5%)



CPUC General Order 156 **2024 Diversity Spend Results**

Total Spend on Goods and Services

\$575.6M

Direct Spend
\$59.9M (10.4%)

Subcontracting Spend
\$6.1M (1.1%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$575.59M	\$66.06M	11.5%
2023	\$822.45M	\$82.32M	10.0%
2022	\$675.84M	\$78.40M	11.6%
2021	\$739.64M	\$76.53M	10.3%
2020	\$607.13M	\$67.81M	11.2%

Recommendation:

Comcast should expand diverse participation in high-volume categories such as network infrastructure, construction services, and technology support.

SUMMARY

In 2023, Comcast California reported diverse supplier spending of **\$82.3M, representing 10.01 percent** of net procurement. In 2024, diverse supplier spending was **\$66.06M representing 11.48 percent** of net procurement. Comcast California's 2024 diverse spend performance is **Grade F**.

In 2023, Comcast California reported subcontracting spending of **\$26.87M, representing 3.27 percent** of net procurement. In 2024, subcontracting spend fell to \$6.14M, representing 1.07 percent of net procurement. Comcast California's 2024 subcontracting performance is **Below Average**.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$12.8M / 2.22%

F

Women Business Enterprise (WBE)

\$53.3M / 9.25%

B+

Disabled Veteran Business Enterprise (DVBE)

\$0.0H / 0.0%

F

LGBT Business Enterprise (LGBTBE)

\$0.0H / 0.0%

F

Persons with Disabilities (PBDBE)

\$0.0H / 0.0%

N/A





FRONTIER

2024 HIGHLIGHTS

Overall Performance Score

D

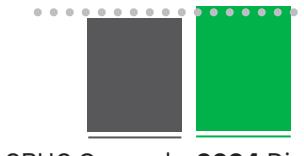
Spending Results

23.9%

\$75.5M

Diverse Spend

2024 GOAL (23.5%)



CPUC General Order 156 **2024 Diversity Spend Results**

Total Spend on Goods and Services

\$815.8M

Direct Spend

\$47.9M (15.19%)

Subcontracting Spend

\$27.5M (8.72%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$815.83M	\$75.51M	23.9%
2023	\$392.27M	\$121.78M	31.2%
2022	\$677.25M	\$202.07M	29.8%
2021	\$295.58M	\$113.99M	38.6%
2020	\$181.92M	\$76.02M	41.8%

Recommendation:

The new restructure with Verizon proceeds, Frontier should use the transition period to align and strengthen its supplier diversity policy, especially subcontracting clauses and inclusion of diverse suppliers in large RFPs across categories like network construction, fiber outlets, and product/materials sourcing. This will help cement diversity performance as a baseline under new ownership.

SUMMARY

Frontier Communications reported total procurement spend of **\$392.27M**, in 2023, with **\$121.7M** spent with DBE suppliers which represented **31.2 percent** of total spend. In 2024, total net procurement increased significantly to **\$815.8M**. Despite the larger spend base, spending with DBE suppliers decreased to **\$75.51M**, representing **23.9 percent** of net procurement.

Overall results indicate a decline in DBE participation. While total spending more than doubled, DBE dollars dropped by more than **\$46M** and participation fell by more than seven percentage points. Frontier Communications received a **Grade D** for its 2024 DBE spending performance.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$44.7M / 14.14%

F

Women Business Enterprise (WBE)

\$30.5M / 9.64%

B+

Disabled Veteran Business Enterprise (DVBE)

\$327.4T / 0.1%

F

LGBT Business Enterprise (LGBTBE)

\$0.0H / 0.0%

F

Persons with Disabilities (PBDBE)

\$0.0H / 0.0%

N/A



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LUMEN TECHNOLOGIES, INC

2024 HIGHLIGHTS

Overall Performance Score

F

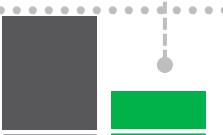
Spending Results

7.66%

\$31.3M

Diverse Spend

2024 GOAL (23.5%)



CPUC General Order 156 **2024 Diversity Spend Results**

Total Spend on Goods and Services

\$409.1M

Direct Spend

\$30.6M (7.5%)

Subcontracting Spend

\$687.0T (0.17%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$409.14M	\$31.33M	7.66%
2023	\$576.49M	\$110.62M	19.20%
2022	\$549.97M	\$79.55M	14.50%
2021	\$709.26M	\$148.12M	20.90%
2020	\$372.02M	\$34.18M	9.20%

Recommendation:

Lumen should embed diverse supplier participation into all sourcing events and enforce accountability with prime contractors to increase overall diverse supplier spend.

SUMMARY

Lumen Technologies' diverse supplier spend fell from **\$110.6 M or 19.19 percent in 2023 to \$31.3M or 7.66 percent** in 2024. Based on the grading scale, the 2024 performance is classified as **Grade (F)**. This outcome reflects a substantial decline in supplier diversity engagement and positions Lumen well below the California Public Utilities Commission General Order 156 aspirational benchmarks.

In 2023, Lumen Technologies reported subcontracting spend of **\$58.7M (10.19%)**. In 2024, subcontracting spends fell significantly to **\$687T (0.17%)**, representing a major year-over-year decrease.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$5.0M / 1.23%

F

Women Business Enterprise (WBE)

\$25.3M / 6.2%

C

Disabled Veteran Business Enterprise (DVBE)

\$947.9T / 0.23%

F

LGBT Business Enterprise (LGBTBE)

\$193.0H / 0.0%

F

Persons with Disabilities (PBDBE)

\$10.6T / 0.0%

N/A





TMOBILE

2024 HIGHLIGHTS

Overall Performance Score

C

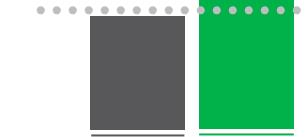
Spending Results

26.7%

\$1.7B

Diverse Spend

2024 GOAL (23.5%)



CPUC General Order 156 **2024 Diversity Spend Results**

Total Spend on Goods and Services

\$6.4B

Direct Spend
\$1.6B (24.7%)

Subcontracting Spend
\$131.9M (2.1%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$6.38B	\$1.71B	26.7%
2023	\$6.41B	\$1.44B	22.5%
2022	\$6.67B	\$1.73B	25.9%
2021	\$6.37B	\$1.50B	23.5%
2020	\$7.73B	\$1.47B	19.0%

Recommendation:

To strengthen overall results, T-Mobile California should expand subcontracting participation by increasing transparency in project forecasting, issuing more structured RFP opportunities, and encouraging prime contractors in network expansion, technology, and service-related projects to include certified diverse suppliers.

SUMMARY

In 2023, T-Mobile California reported **\$1.44B** in diverse supplier spending, representing **22.53 percent** of net procurement. In 2024, diverse supplier spending increased to **\$1.71B**, representing **26.73 percent** of net procurement. T-Mobile California's 2024 diverse spend performance is **Grade C**.

In 2023, T-Mobile California reported subcontracting spending of **\$103.7M**, representing **1.62 percent** of net procurement. In 2024, subcontracting spending was **\$131.9M**, representing **2.1 percent** of net procurement. T-Mobile California's 2024 subcontracting performance is **Below Average**.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$1.37B / 21.55%

C+

Women Business Enterprise (WBE)

\$312.0M / 4.89%

F

Disabled Veteran Business Enterprise (DVBE)

\$4.1M / 0.06%

F

LGBT Business Enterprise (LGBTBE)

\$10.8M / 0.17%

F

Persons with Disabilities (PBDBE)

\$3.9M / 0.06%

N/A



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TRANS BAY CABLE

2024 HIGHLIGHTS

Overall Performance Score

F

Spending Results

6.6%

\$1.7M

Diverse Spend

2024 GOAL (23.5%)



CPUC General Order 156 **2024 Diversity Spend Results**

Total Spend on Goods and Services

\$25.3M

Direct Spend
\$1.6M(6.5%)

Subcontracting Spend
\$8.8T (0.03%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$25.32M	\$1.66M	6.5%
2023	\$18.24M	\$636.67T	3.5%
2022	\$20.07M	\$1.58M	7.8%
2021	\$26.26M	\$529.67T	2.0%
2020	\$64.84M	\$285.56T	0.4%

Recommendation:

Trans Bay Cable LLC is encouraged to broaden diverse supplier participation by expanding direct procurement across additional service categories and creating pathways for subcontracting to strengthen long-term DBE performance.

SUMMARY

In 2023, Trans Bay Cable LLC reported diverse supplier spending of **\$0.64M, representing 3.49 percent** of net procurement. In 2024, diverse supplier spending increased to **\$1.66M, representing 6.55 percent** of net procurement. Trans Bay Cable LLC's 2024 diverse spend performance is **Grade F**.

In 2023, Trans Bay Cable LLC reported no subcontracting spend with diverse suppliers, resulting in **\$0 and 0.00 percent** of net procurement. In 2024, subcontracting spend was also reported at **\$0 and 0.00 percent** of net procurement, showing no change year-over-year.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$763.3T / 3.01%

F

Women Business Enterprise (WBE)

\$222.2T / 0.88%

F

Disabled Veteran Business Enterprise (DVBE)

\$0.0H / 0%

F

LGBT Business Enterprise (LGBTBE)

\$0.0H / 0%

F

Persons with Disabilities (PBDBE)

\$0.0H / 0.0%

N/A





US TELE PACIFIC

2024 HIGHLIGHTS

Overall Performance Score

F

Spending Results

3.9%

Total Spend on Goods and Services

\$63.0M

\$2.4M

Diverse Spend

2024 GOAL (23.5%)



CPUC General Order 156 **2024 Diversity Spend Results**

Direct Spend
\$2.4M(3.9%)

Subcontracting Spend
\$0H (0.0%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$63.01M	\$2.46M	3.9%
2023	\$84.34M	\$3.63M	4.0%
2022	\$108.43M	\$678.36T	0.6%
2021	\$46.32M	\$444.19T	1.0%
2020	\$78.36M	\$1.42M	1.8%

Recommendation:

U.S. TelePacific Corp., dba TPx Communications is encouraged to broaden supplier inclusion by engaging a wider range of certified suppliers across service and support categories to improve overall DBE results.

SUMMARY

In 2023, U.S. TelePacific Corp., dba TPx Communications reported diverse supplier spending of **\$3.63M, representing 4.31 percent** of net procurement. In 2024, diverse supplier spending totaled **\$2.46M, representing 3.91 percent** of net procurement. U.S. TelePacific Corp., dba TPx Communications' 2024 diverse spend performance is **Grade F**.

In both 2023 and 2024, U.S. TelePacific Corp., dba TPx Communications reported no subcontracting spend with diverse suppliers, resulting in **\$0 and 0.00 percent** of net procurement in each year.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$1.3M / 2.0%

F

Women Business Enterprise (WBE)

\$1.2M / 1.91%

F

Disabled Veteran Business Enterprise (DVBE)

\$0.0H / 0%

F

LGBT Business Enterprise (LGBTBE)

\$0.0H / 0%

F

Persons with Disabilities (PBDBE)

\$0.0H / 0.0%

N/A





VERIZON

2024 HIGHLIGHTS

Overall Performance Score

F

Spending Results

17.2%

\$609.5M

Diverse Spend

2024 GOAL (23.5%)



CPUC General Order 156 **2024** Diversity Spend Results

Total Spend on Goods and Services

\$3.5B

Direct Spend
\$263.7M (7.5%)

Subcontracting Spend
\$345.8M (9.8%)

5 YEAR OVERVIEW

Year	Total Spend	Total DBE \$	Total DBE %
2024	\$3.54B	\$609.51M	17.2%
2023	\$4.74B	\$583.65M	12.3%
2022	\$3.50B	\$558.32M	15.9%
2021	\$2.72B	\$687.12M	25.3%
2020	\$2.90B	\$743.85M	25.6%

Recommendation:

Verizon should strengthen supplier diversity by increasing prime supplier accountability and ensuring consistent growth across all categories to maintain balanced and sustainable progress.

SUMMARY

In 2023, Verizon reported diverse business enterprise spending of **\$583.6M representing 12.32%** of total procurement. In 2024, diverse supplier spending rose to **\$609.5 M, representing 17.22%** of procurement. Based on the established grading scale, the 2024 result is classified as **Grade F**.

In 2023, Verizon reported subcontracting spending of **\$343.9M, representing 7.26 percent** of net procurement. In 2024, subcontracting spend increased to **\$345.8M, representing 9.77 percent** of net procurement. Verizon's 2024 subcontracting performance is Above Average.

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$532.8M / 15.05%

D

Women Business Enterprise (WBE)

\$67.1M / 1.9%

F

Disabled Veteran Business Enterprise (DVBE)

\$3.4M / 0.1%

F

LGBT Business Enterprise (LGBTBE)

\$3.7M / 0.11%

F

Persons with Disabilities (PBDBE)

\$2.4M / 0.07%

N/A



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