



**BOARD OF DIRECTORS
EAST BAY MUNICIPAL UTILITY DISTRICT**

375 - 11th Street, Oakland, CA 94607

Office of the Secretary: (510) 287-0440

Notice of Time Change

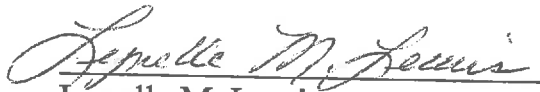
**LEGISLATIVE/HUMAN RESOURCES
COMMITTEE MEETING**

9:15 a.m.

Tuesday, December 13, 2016

Notice is hereby given that on Tuesday, December 13, 2016 the Legislative/Human Resources Committee Meeting of the Board of Directors has been rescheduled from 10:15 a.m. to 9:15 a.m. The meeting will be held in the Training Resource Center of the Administration Building, 375 - 11th Street, Oakland, California.

Dated: December 8, 2016


Lynelle M. Lewis
Secretary of the District

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**BOARD OF DIRECTORS
EAST BAY MUNICIPAL UTILITY DISTRICT**

375 – 11th Street, Oakland, CA 94607

Office of the Secretary: (510) 287-0440

AGENDA

Legislative/Human Resources Committee

Tuesday, December 13, 2016

9:15 a.m.

Training Resource Center

(Committee Members: Directors Patterson {Chair}, Coleman and Young)

ROLL CALL:

PUBLIC COMMENT: The Board of Directors is limited by State law to providing a brief response, asking questions for clarification, or referring a matter to staff when responding to items that are not listed on the agenda.

DETERMINATION AND DISCUSSION:

1. State Legislative Initiatives for 2017 Legislative Year (Dumaine)
2. Fiscal Year 2016 Contract Equity Program Annual Report (Hong)

ADJOURNMENT:

Disability Notice

If you require a disability-related modification or accommodation to participate in an EBMUD public meeting please call the Office of the Secretary (510) 287-0404. We will make reasonable arrangements to ensure accessibility. Some special equipment arrangements may require 48 hours advance notice.

Document Availability

Materials related to an item on this Agenda that have been submitted to the EBMUD Board of Directors within 72 hours prior to this meeting are available for public inspection in EBMUD's Office of the Secretary at 375 11th Street, Oakland, California, during normal business hours, and can be viewed on our website at www.ebmud.com.

EAST BAY MUNICIPAL UTILITY DISTRICT

DATE: December 8, 2016

MEMO TO: Board of Directors

THROUGH: Alexander R. Coate, General Manager *ARC*

FROM: Marlaigne Dumaine, Manager of Legislative Affairs *MD*

SUBJECT: State Legislative Initiatives for 2017 Legislative Year

The following issues are being referred to the Legislative/Human Resources Committee for review and recommendation to the Board of Directors for action, as appropriate.

Each year, the Office of Intergovernmental Affairs develops specific legislative initiatives for the coming year. These initiatives represent priority focus areas for the District and include specific proposals for District-sponsored legislation and high priority policy areas that have the potential to affect District operations and which are likely to be considered by the Legislature in the coming year. In addition to the legislative initiatives, staff assesses all introduced and amended legislation for a nexus to District operations and policy objectives and brings relevant bills to the Board for consideration of a formal position, as appropriate.

The Office of Intergovernmental Affairs has received and evaluated one proposal for sponsorship of legislation during the 2017 state legislative year, one initiative is ongoing, and two items have been added that are likely to be carryover items from the last legislative year.

With regard to four items included previously – water supply and reliability issues, compelling provision of service outside EBMUD's service area, protection of property tax revenue, and promoting healthy forest and watershed initiatives – though these remain important issues, there are currently no significant drivers to indicate these issues will be taken up by the Legislature in 2017. If that changes, staff will bring the issues back to the Board.

SUMMARY

The following legislative initiatives are evaluated in the attachment to this memo:

1. Legislation to impose a point of sale requirement on residential homes for the installation of smart water meters compatible with advanced metering infrastructure.
2. Advance EBMUD's interests in any efforts to impose a statewide surcharge or public goods charge on water.
3. Protect EBMUD-sponsored water supply assessment law.
4. Advance EBMUD's interests in any efforts to impose a water recycling mandate.

LEGISLATIVE PROPOSAL	2017 RECOMMENDATIONS
1. Legislation to impose a point of sale requirement on residential homes for the installation of smart water meters compatible with advanced metering infrastructure.	<p><u>Do not pursue legislation at this time; evaluate a point of sale requirement as part of a detailed Advanced Metering Infrastructure (AMI) plan that is being developed</u> – This proposal would impose a point of sale requirement on all municipal and industrial properties for the installation of AMI-compatible smart water meters. EBMUD is in the process of evaluating the feasibility of using AMI throughout its service area and will be implementing two grant-funded pilot projects which will inform the development of a detailed AMI plan for the District.</p> <p>Staff will include an evaluation of a point of sale requirement for AMI-compatible smart water meters as part of the AMI plan being developed for the District.</p>
2. Advance EBMUD's interests in any efforts to impose a statewide water surcharge or public goods charge.	<p><u>Proceed</u> – The issue of providing a steady source of funding for water-related projects and programs, such as a statewide low-income rate assistance program, is expected to be discussed in the Legislature in 2017. Discussions will likely include the feasibility of some type of statewide surcharge or public goods charge on water to fund such a statewide low-income rate assistance program.</p> <ol style="list-style-type: none"> 1. Staff will represent EBMUD's interests in any effort to impose a statewide surcharge on water. 2. Staff will advocate for a balanced approach that considers the root causes of water affordability and accessibility issues as well as comprehensive solutions, and takes existing local programs into account.
3. Protect EBMUD-sponsored water supply assessment law.	<p><u>Proceed</u> – The Legislature will discuss the 2001 EBMUD-sponsored water supply assessment law, in the context of continuing an exemption for solar photovoltaic and wind energy projects using less than 75 acre-feet/year of water.</p> <ol style="list-style-type: none"> 1. Staff will represent EBMUD's interests in any efforts to amend the water supply assessment law, including efforts to extend or make permanent the exemption for solar photovoltaic and wind energy projects. 2. Staff will seek opportunities to lead the discussion via a proactive approach. 3. Staff will advocate for a reasonable approach that balances the important priorities of renewable energy and reliable water supply.

LEGISLATIVE PROPOSAL	2017 RECOMMENDATIONS
4. Advance EBMUD's interests in any efforts to impose a water recycling mandate.	<p><u>Proceed</u> – The Legislature will continue to discuss the issue of a statewide mandate requiring wastewater agencies that discharge to the ocean and bays to recycle a specified amount of their wastewater.</p> <ol style="list-style-type: none">1. Staff will represent EBMUD's interests in any effort to impose a statewide mandate to eliminate wastewater discharges to the ocean and bays.2. Staff will advocate for a balanced approach that facilitates increasing the production and use of recycled water while providing a clear path forward to overcome the significant barriers that currently exist.

ARC:MD:JW

Attachment

STATE LEGISLATIVE INITIATIVES – 2017

INITIATIVE #1 – LEGISLATION TO IMPOSE A POINT OF SALE REQUIREMENT FOR THE INSTALLATION OF SMART WATER METERS COMPATABLE WITH ADVANCED METERING INFRASTRUCTURE

BACKGROUND AND LIMITATIONS OF EXISTING LAW

Existing law requires urban water suppliers to install water meters on all municipal and industrial service connections located within their respective service areas by January 1, 2025, and to charge customers based on the actual volume of deliveries as measured by the water meter. Water purveyors are permitted to recover the cost of providing services related to the purchase, installation, and operation of a water meter from rates, fees, or charges. “Water meter” is defined as “any suitable water measuring device or facility which measures or determines the volumetric flow of water.”

Advanced metering infrastructure (AMI) refers to the complex measurement and collection system that includes AMI compatible meters at the customer site, communication networks between the customer and the water utility, and data reception and management systems that make almost real-time information available to the water utility and customer. In accordance with the District’s Strategic Plan goals, the District continues to advance its overall infrastructure to improve reliability, operational efficiencies, reduce water loss, and enhance water use efficiency. AMI meters can reduce costs and provide near real-time data on water consumption (including potential leaks) to the District and its customers.

The District has piloted AMI technology for over a decade and continues to partner with other agencies and conduct research and development to advance AMI standards and District initiatives. Staff has acquired several grants to further these efforts and is in the process of evaluating the feasibility of using AMI throughout its service area to assess the potential for customer and District water and energy savings. These projects are expected to conclude within 24-30 months and will be used to inform the development of a detailed District AMI plan for the service area, which will identify and assess any significant issues relative to the AMI/smart meter industry, the water utility, and property owners.

PROPOSED LEGISLATIVE CHANGE

The proposed legislative change would impose a point of sale requirement on all municipal and industrial properties for the installation of AMI-compatible water meters.

DISCUSSION

The intent of the proposed legislative change is to facilitate the installation of AMI-compatible meters in a manner that complements the District’s implementation of an AMI program. At this time the District has not completed its evaluation of AMI and does not have the necessary infrastructure in place to support AMI-compatible meters on a widespread basis. Accordingly, a legislative proposal to mandate a point of sale requirement for the installation of AMI-compatible water meters is premature.

However, an evaluation of a point of sale requirement for AMI-compatible meters will be included in the detailed District AMI plan that is being developed.

INITIATIVE #2 – ADVANCE EBMUD’S INTERESTS IN ANY EFFORTS TO IMPOSE A STATEWIDE SURCHARGE OR PUBLIC GOODS CHARGE ON WATER

The issue of providing a steady source of funding for water-related projects and programs, such as a statewide low-income rate assistance program, is expected to be discussed in the Legislature in 2017. The State Water Resources Control Board (SWRCB) has been directed to develop a plan for the funding and implementation of a low-income water rate assistance program and has held a series of meetings this fall to solicit public input on what the program should look like. The SWRCB must report to the Legislature by February 1, 2018, on the SWRCB’s findings on the feasibility, financial stability, and desired structure of the program as well as any recommendations for any legislative action that may need to be taken. A statewide water surcharge is expected to be discussed as one avenue that could fund a low-income water rate assistance program.

The concept of a water surcharge is not new. In 2006, following the example of the energy public goods charge, then-Governor Schwarzenegger proposed, and the legislature considered, a statewide surcharge known as the Water Resources Investment Fund (WRIF) which would have created a new state retail water surcharge to generate about \$500 million annually to fund a variety of water resources projects in perpetuity. An annual state water surcharge would have been imposed on each urban retail water supplier in the state based on the number and types of water connections in its service area (agricultural water districts would have contributed a de minimus percentage of total revenues). The legislation also contained a provision for automatic increases in the state retail water surcharge in future years. In 2006, EBMUD staff estimated that the proposed WRIF would have resulted in an across-the-board rate increase for EBMUD’s customers of nearly seven percent. The WRIF concept failed to advance out of the legislature.

On May 26, 2015, EBMUD’s Board adopted a policy position opposing the imposition of state retail water use fees or surcharges on customer water bills on the basis of equity, affordability, and accountability. The entire burden of such a fee would be placed on retail urban water users whereas other users would not contribute. According to the Public Policy Institute, retail urban water use accounts for only about 20 percent of the consumptive water use in the state. In addition, retail water use fees added to customer bills would not be related to the cost of water service but would increase the bill amount, directly affecting the affordability for ratepayers. Imposing a retail water use fee would also effectively redirect ratepayer dollars to the state and displace critical investments in local infrastructure as well as reduce the level of transparency and accountability in how the funds are spent.

The concept of the collection and allocation of funds collected through a statewide water surcharge and providing a steady source of revenue for water-related projects and programs, such as a low-income water rate assistance program, remain topics of intense interest by the Legislature and the Governor’s administration.

1. Staff will represent EBMUD's interests in any effort to impose a statewide surcharge on water in an effort to ensure EBMUD's ratepayers are not unfairly burdened.
2. Staff will advocate for a balanced approach that considers the root causes of water affordability and accessibility issues as well as comprehensive solutions, and takes existing local programs into account.

INITIATIVE #3 – PROTECT EBMUD-SPONSORED WATER SUPPLY ASSESSMENT LAW

The issue of the 2001 EBMUD-sponsored water supply assessment law, within the context of an exemption for certain solar and wind energy projects, will be discussed in the Legislature in 2017. During the final weeks of the legislative session this year, AB 2561 (Irwin) was gutted and amended to remove the sunset for an exemption to the law for solar photovoltaic and wind energy projects that use less than 75 acre-feet/year (AF/Y) of water. Due to opposition from EBMUD and others, the bill was changed to only extend the exemption by one year from January 1, 2017 to January 1, 2018. AB 2561 was signed into law (Chapter 669 of 2016). The proponents of AB 2561 intend to continue efforts to remove the sunset date in the 2017 legislation session.

In 2011, SB 267 (Rubio) exempted solar photovoltaic and wind energy projects that use less than 75 AF/Y of water from the water supply assessment requirement. This means that for any project with a projected water use of less than 75 AF/Y, a determination of the availability of water to supply the project is not required. In 2011, EBMUD opposed this exemption on the basis that it could ultimately weaken the water supply assessment law and the state's ability to protect precious water supplies.

SB 267's sunset of January 1, 2017 was added by the Legislature with the specific intent of providing the Legislature an opportunity to re-evaluate the appropriateness of the exemption. A permanent exemption would mean that all of the specified solar and wind projects projected to use less than 75 AF/Y of water would not have to conduct a water supply assessment. If the exemption is allowed to expire it would mean that a water supply assessment must be conducted for these projects but it would not prevent the development of the projects.

Due to changing circumstances, the exemption is clearly outdated. In 2011, the 75 AF/Y water use threshold was considered by the Legislature to be de minimis and well below the amount of water needed to supply a 500-unit residential development (a residential development of more than 500 units is one of the statutory definitions of a project subject to the water assessment requirements). In 2011, it was estimated that 75 AF/Y would serve 75-150 homes but conditions today are far different. According to conservation reporting data compiled by the State Water Resources Control Board, 75 AF/Y of water could serve as many as 500 homes in some areas of the state. Leaving such an outdated threshold in statute would invite others to seek inclusion in an overly generous exemption from the requirement to demonstrate adequate water is available. This would only serve to weaken the water supply assessment law.

In addition, this exemption will now also exempt the specified renewable energy projects from new requirements in SB 1262 (Pavley), which EBMUD supported and which was signed into law in September, to consider groundwater impacts in critically over-drafted areas.

Significant changes in water policy and water supply conditions have occurred since 2011 including disadvantaged community water needs, groundwater regulation, climate change, and the drought. These issues must be considered when evaluating whether an exemption from the water supply assessment requirement is appropriate.

1. Staff will represent EBMUD's interests in any effort to amend the water supply assessment law, including efforts to extend or make permanent the exemption for solar photovoltaic and wind energy projects.
2. Staff will seek opportunities to lead the discussion via a proactive approach.
3. Staff will advocate for a reasonable approach that balances the important priorities of renewable energy and reliable water supply.

INITIATIVE #4 – ADVANCE EBMUD'S INTERESTS IN ANY EFFORTS TO IMPOSE A WATER RECYCLING MANDATE

The issue of requiring wastewater agencies that discharge to the ocean and bays to recycle a specified amount of their wastewater will be discussed in the Legislature in 2017. Though SB 163 (Hertzberg), which would have imposed a statewide mandate to eliminate wastewater discharges into the ocean and bays, did not advance out of the Legislature this past legislative session, the author intends to pursue the issue in 2017. EBMUD had an "oppose unless amended" position on SB 163 in 2016 and sought to work with the author on a robust task force concept intended to identify real barriers to increased recycled water production and provide recommendations for overcoming those barriers. The author remained committed to imposing a mandate and did not entertain any of the proposed amendment concepts.

Facilitating the production and use of recycled water in California is laudable and consistent with EBMUD's efforts. However, a statewide mandate is premature due to significant hurdles that include the lack of a comprehensive regulatory framework, a clear funding source that acknowledges the need to keep water affordable, and broad public acceptance for all uses.

With regard to EBMUD, EBMUD is a strong proponent of recycled water and has a long track record of recycling its wastewater. EBMUD began using recycled water for various industrial purposes and to irrigate landscaping at its own facilities in the 1970s and has been distributing recycled water to customers since the 1980s. Recycled water is an important part of the water supply portfolio and, in accordance with EBMUD's non-potable water policy (Policy 9.05), customers may be required to use recycled water for non-potable uses, if feasible. In addition, EBMUD has developed several landmark projects where the use of recycled water for landscape irrigation, toilet flushing, and industrial purposes has reduced the demand on high-quality drinking water and can reduce the amount of treated

wastewater that is discharged into the San Francisco Bay. These projects include the Richmond Advanced Recycled Expansion Water Project, the East Bayshore Recycled Water Project, and the San Ramon Valley Recycled Water Program.

EBMUD has built infrastructure with the capability to provide over 9 million gallons per day (mgd) of recycled water, and EBMUD has a goal of increasing recycled water use in its service area to 20 mgd by 2040. Most of EBMUD's recycled water is produced at projects located throughout the EBMUD service area, not at EBMUD's Main Wastewater Treatment Plant, which discharges into the San Francisco Bay.

SB 163's author intends to pursue legislation similar to SB 163 in 2017.

1. Staff will continue to represent EBMUD's interests in any effort to impose a statewide mandate to eliminate wastewater discharges to the ocean and bays.
2. Staff will continue to advocate for a balanced approach that facilitates increasing the production and use of recycled water while providing a clear path forward to overcome the significant barriers that currently exist.

EAST BAY MUNICIPAL UTILITY DISTRICT

DATE: December 8, 2016

MEMO TO: Board of Directors

THROUGH: Alexander R. Coate, General Manager *ANC*

FROM: Sherri A. Hong, Manager of Customer & Community Services *S. Hong*

SUBJECT: Fiscal Year 2016 Contract Equity Program Annual Report

INTRODUCTION

The Fiscal Year 2016 (FY16) Contract Equity (CE) Program Annual Report is attached for Board review. The report provides an overview of the District's CE accomplishments and an update on FY17 program initiatives. A presentation will be provided at the Legislative/Human Resources Committee on December 13, 2016.

SUMMARY

The District's achievements to meet the CE Program objectives for FY16 include:

- Overall contract awards in FY16 increased two percent for white women and three percent for ethnic minorities compared to FY15.
- Ethnic minorities received 29 percent or \$2.5 million in general services contract awards.
- Ninety-one percent (137 firms) of the District's major contracts were awarded to firms with minority workforces that reflect at least 50 percent or more of their applicable Metropolitan Statistical Area (MSA).
- Small business purchases and services contracts totaled \$47 million (27 percent of contracts), including \$23 million (13 percent) to micro-businesses¹.
- Local business awards resulted in \$96 million in contracts and services, increasing by 15 percent to 56 percent.

CE PROGRAM ACTIVITIES AND ENCHANCEMENTS

CE outreach initiatives identify potential firms to bid on District projects, provide education on how to do business with the District, and increase firms' continued interest in doing business with the District. These initiatives include coordinating and conducting business forums, participating in trade fairs, producing *The Equalizer* quarterly newsletter, collaborating with

¹ "Micro-business" is a small business enterprise that, together with affiliates, has average annual gross receipts of \$3,500,000 or less over the previous three years or is a manufacturer with 25 or fewer employees.

membership organizations and other public agencies, and producing registered vendor contact lists for businesses bidding on District contracts. Ongoing efforts to identify qualifying firms for contracting opportunities are based on District contract needs and past utilization of firms for three availability groups: white men, white women, and ethnic minorities (men and women) and their status as a small business.

Other notable accomplishments in FY16 include:

- The CE Administrator received the Women Construction Owners and Executives – California Chapter “Years of Service Award” for 25 years of commitment promoting women in construction.
- Implementation of the new Local Hire and Disabled Veteran program elements for inclusion into the CE Program.
- Participation in over 34 community events, workshops, business forums, and trade fairs to promote the District’s CE Program, contracting and supply opportunities.

In FY17, staff will focus on enhancements to improve participation in the CE Program including:

- Continue to implement pilot local hire component on targeted construction projects with good faith goals of 50 percent for local residents with 30 percent from the county(ies) directly impacted by the project:
 - Award a contract for an electronic certified payroll software system
 - Expand the pilot program to include potential upcoming construction projects
- Continue to engage in proactive outreach and education efforts which include:
 - Forming collaborative partnerships with external organizations for conducting business development forums and business expos, and participating on business advisory committees such as the EBMUD and Alameda County Public Works’ Construction Contractors’ Academy. Series 1 was held on October 8, 12, and 22, 2016 and Series 2 is scheduled for January 21, 28 and February 4, 2016.
 - Managing the FY17 Engineering Consultant Roster which is designed to streamline the procurement of professional services and assist in meeting the District’s contract objectives and small business goals.
- Conduct an assessment of District outreach activities and contracting processes via survey to businesses in the District’s database.

ARC:SAH:bj:dlb

Attachment

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FY16 Annual Report

East Bay Municipal Utility District's

CONTRACT EQUITY PROGRAM

Advocating Contracting Opportunities for over 32 Years

December 2016

• Stewardship • Integrity • Respect • Teamwork

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ATTACHMENTS

Attachment 1 - FY16 Overall and \leq \$70,000 Distribution of Contract Awards

Attachment 2 - Listing Of Top Prime Contract Awards

Attachment 3 - FY16 Key Outreach Activities

OVERVIEW

EBMUD is committed to diversity and inclusion in its' contracting opportunities and it is important that our business opportunities and supply chain reflect the diversity of the communities we serve. For more than 32 years, the District has promoted stewardship in contract equity to invest in and support a Contract Equity (CE) program. Ensuring diversity in our contracting and supply chain supports our mission to deliver safe, reliable and high quality water and wastewater services for 1.4 million customers.

The CE office oversees the District's contracting process to ensure fairness and equity in business opportunities, bidding of potential contracts, and the execution of contracts to the business community, especially those sectors historically underutilized, small and local. Fair, active and open competition works to build relationships with the community in which we live and serve, and drives competition and productivity to provide value to EBMUD and our ratepayers.

Furthermore, the CE Office's mission is to increase contract participation in:

- ◆ cultural and gender diversity
- ◆ small businesses¹ (including disabled veterans)
- ◆ local businesses

For the past three decades, the District has expanded its' CE program commitment and efforts to include various diverse-owned businesses. The latest additions to the program expand the definition of small businesses to include disabled veteran businesses and pilot a local hire component on construction projects. On October 6, 2015, the local hire component launched with the Diablo Pumping Plant Rehabilitation project and disabled veteran businesses were included within the small business definition.

Since inception of the CE program, the District has awarded over \$3.7 billion in contracts with 21 percent (\$777 million) awarded to ethnic minority and white women owned businesses (EM/WWBEs). This represents an average of \$24.3 million in annual awards to EM/WWBE's.

The District also ensures that all firms doing business with us take lawful and adequate steps to assure that their employment practices comply with Equal Employment Opportunity (EEO) Laws. To support these efforts, the District provides brochures and requires that posters –which notify contractors and their employees that discrimination, harassment, and retaliation are not tolerated by the District – be prominently displayed at all contractors' worksites. Since Fiscal Year (FY) 11, at least two-thirds of the firms who were awarded contracts continue to have a minority workforce that reflects 50 percent or more of their applicable Metropolitan Statistical Area (MSA.)

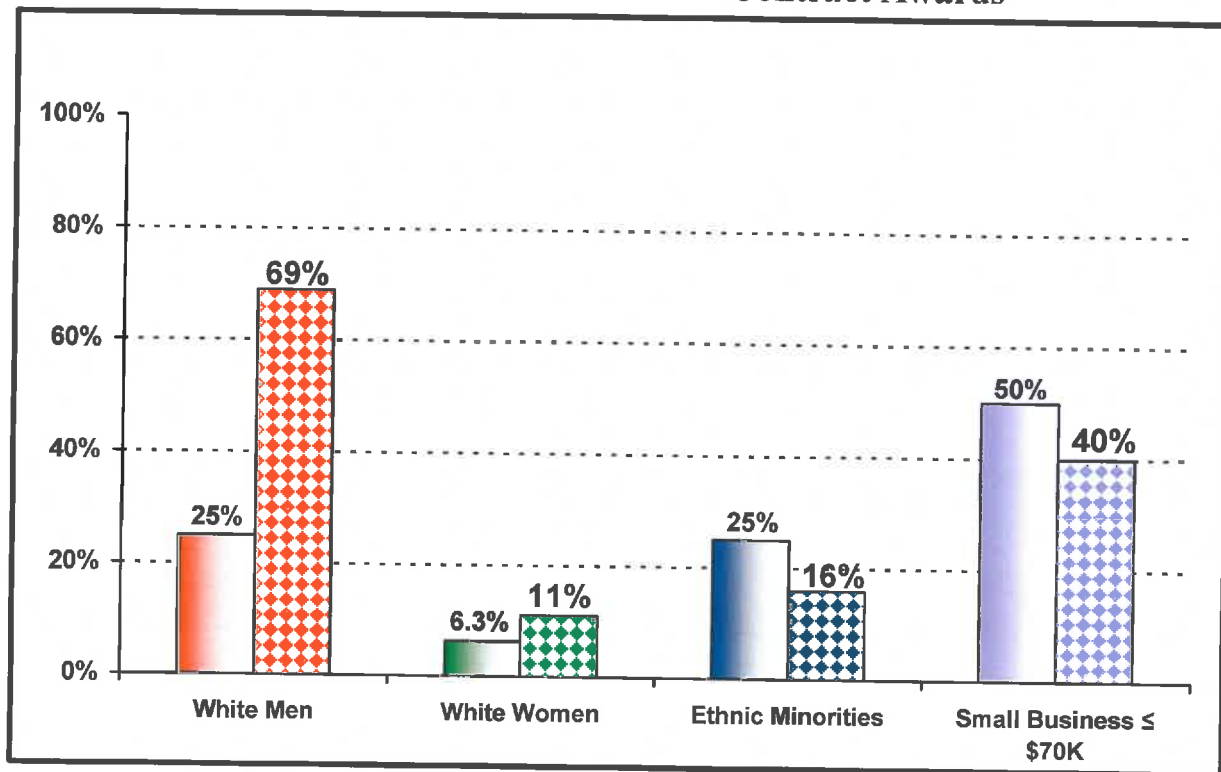
¹ "Small business" is a business enterprise that has average annual gross receipts of \$14,000,000 or less over the previous three years or is a manufacturer with 100 or fewer employees.

SUMMARY

The CE program FY16 Annual Report provides an overview of the District's contracting performance and related staff activities for the fiscal year and an update on FY17 program enhancements and initiatives.

In FY16, the District awarded contracts totaling approximately \$174 million with exclusions of \$27 million². Chart 1 reflects the program results and levels of participation. Contracting objectives for white men (69 percent) and white women (11 percent) were achieved and exceeded program goals. Ethnic minority awards totaled 16 percent and represented award amounts of \$23 million. Awards to local businesses increased 15 percent totaling more than \$96 million. Small business contract awards \leq \$70,000 achieved 40 percent of its 50 percent goal, totaling over \$16 million. See Attachment 1 for the distribution of contract awards – overall and for contract awards \leq \$70,000.

Chart 1. Distribution of FY16 Contract Awards



Gradient Color = Contracting Objective/Goal
Checkerboard Color = Actual Results

² Excluded contracts are awards to government/nonprofit (\$2.8M), publicly held corporations (\$20.5M), foreign owned (\$3.1M) and sole source providers (\$190K).

CONTRACT AWARDS HIGHLIGHTS

Efforts to increase overall contracting opportunities for white women, ethnic minorities, and local and small businesses have improved in all categories. Overall contract awards in FY16 increased by three percent to 11 percent for white women and by three percent to 16 percent for ethnic minorities compared to FY15 results. Local business participation increased 15 percent to 56 percent, with 27 percent awarded to small business as referenced in Table 1 below.

Contract awards \leq \$70,000 for small businesses decreased by one percent and the contracting objectives for white men and white women were achieved. The objective for ethnic minorities was not met, but overall results for ethnic minorities remained the same.

Table 1. FY16 CONTRACT EQUITY PROGRAM PERFORMANCE <i>(excludes awards to government agencies, nonprofit organizations, publicly held corporations, foreign owned, and sole source awards)</i>					
Availability Group/ Misc. Grouping	Contracting Objective %	Overall Results %		\leq \$70,000 Results %	
		FY16	FY15	FY16	FY15
White Men	25	69	75	56	66
White Women	6.3 ³	11	9	10	11
Ethnic Minorities (Men/Women)	25	16	13	12	12
Unclassified	NA	4	3	22	11
Local Business	NA	56	41	47	48
Local/Small Business	NA	18	22	25	21
Small Business	50 ⁴	27	29	40	41
<i>Micro-business</i>	NA	13	4	3	6
All Men	NA	84	88	65	89
All Women	NA	11	12	15	11
Exclusions	NA	15	18	11	17

³ Weighted average based on contract distribution per contract category for FY99-FY02

⁴ The 50% SBE goal is for contract awards of \leq \$70,000

Table 2 shows the overall percentage of contracts awarded to the three availability groups and unclassified firms by contract category. For the highest level of contract participation, white men achieved 76 percent in construction, white women achieved 14 percent in professional services, and ethnic minorities achieved 29 percent in general services. See Attachment 2 for a list of top prime awards by firm for each availability group and contract category.

Table 2. FY16 CONTRACT PARTICIPATION (\$147.8M) <i>(excludes awards to government agencies, nonprofit organizations, publicly held corporations, foreign owned, and sole source awards)</i>						
Availability Group/Misc. Grouping	Contract Categories					Overall
	Professional Services	General Services	Construction	Materials & Supplies	Purchasing Card	
White Men	73%	47%	76%	68%	36%	69%
White Women	14%	6%	8%	9%	4%	11%
Ethnic Minorities (Men & Women)	6%	29%	15%	15%	7%	16%
Unclassified Firms	7%	18%	1%	8%	53%	4%

SMALL BUSINESS ENTERPRISE COMPONENT

Over 2,800 small business enterprises (SBEs) are registered with the District. SBE purchases and services contracts totaled \$47 million. Awards to micro-businesses⁵ increased substantially to \$6 million (13 percent). Our ongoing commitment to SBE's continue to be demonstrated by providing the five percent bid discount incentive on competitively bid contracts and the 25 percent set-aside for contracts \leq \$70,000.

For contract awards \leq \$70,000, small businesses received \$16 million (40 percent, a slight decrease from FY15), including three percent to micro-businesses. The level of participation by availability group was 59 percent for white men, 20 percent for white women and 18 percent for ethnic minorities with 3 percent for unclassified firms. The highest level of SBE participation for contract awards \leq \$70,000 was 53 percent for professional services awards.

The average dollar amount of contracts \leq \$70,000 for FY16 is \$8K, which indicates opportunities in FY17 to increase SBE awards to meet the goal of 50 percent participation. General services and materials and supplies contracts accounts for over 90 percent of awards \leq \$70,000, the CE Office will focus on increasing SBE participation from 40 percent to 50 percent for these contract categories in FY17. (See Table 3).

Table 3. FY16 Average Contract Expenditure by Contract Category			
Contract Category	Total Expenditures	Total Awards	Average Contract Expenditure
AWARDS > \$70,000			
Professional Services	\$14.1M	28	\$504K
General Services	\$7.3M	19	\$384K
Construction	\$78.7M	26	\$3.0M
Materials & Supplies	\$32.8M	102	\$322K
SUBTOTAL	\$132.9M	175	\$759K
AWARDS ≤ \$70,000			
Professional Services	\$1.7M	96	\$17.7K
General Services	\$6.7M	992	\$6.8K
Construction	\$504K	32	\$15.7K
Materials & Supplies	\$23.1M	3,052	\$7.6K
SUBTOTAL	\$32.0M	4,172	\$7.7K
Purchasing Card	\$9.4M	20,819	\$452
SUBTOTAL	\$41.4M	24,991	\$1.6K
GRAND TOTAL	\$174.3M	25,166	\$6.9K

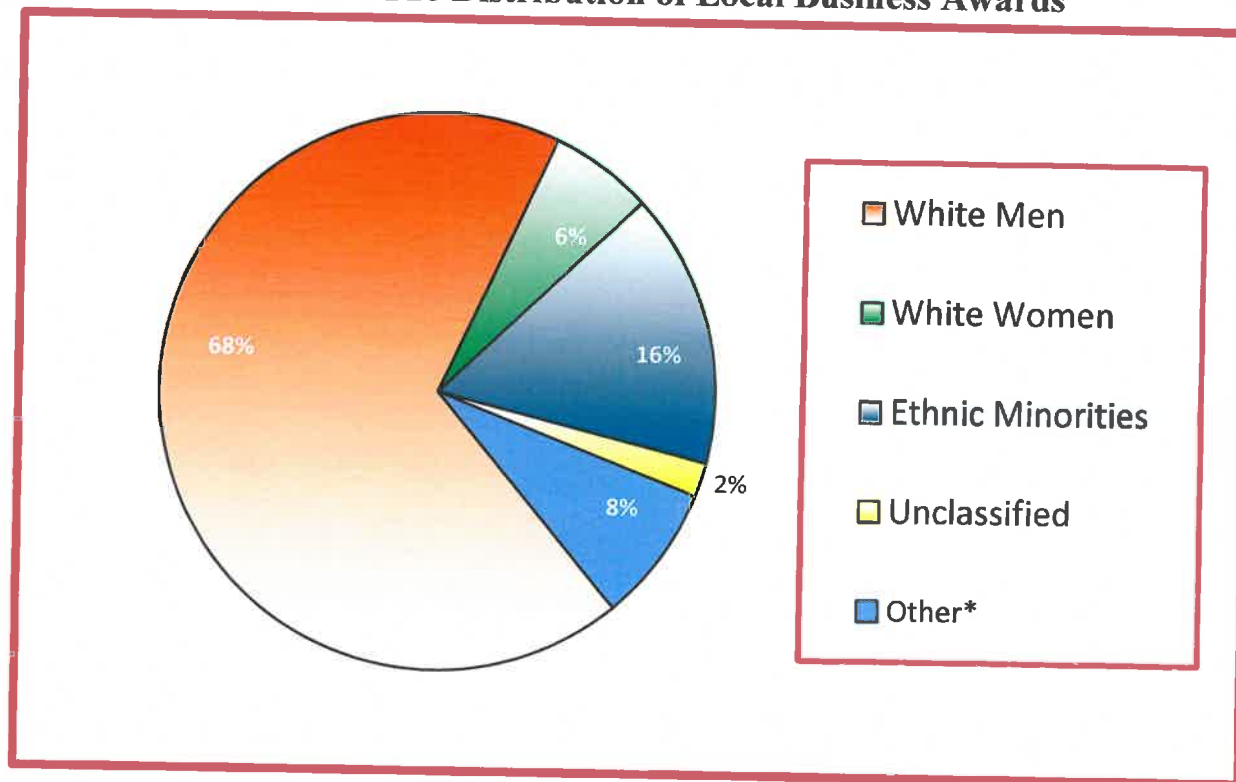
As of October 2015, Disabled Veteran Businesses (DVBs) are included in the District's definition of a small business and receive the same small business incentives. Implementation activities and initiatives during FY16 included:

- Updated District's computer software to track DVBs,
- Established a baseline of 74 DVBs in the District's databased,
- Advertised in The Elite Service Disabled Veterans Owned Business (SDVOB) Network National Conference Program,
- Sponsored Disabled Veteran Business Alliance IT and Professional Services Expo, and
- Co-hosted SBE/DVBE Certification Business Forum with California High Speed Rail Authority and California Department of General Services.

LOCAL BUSINESS ENTERPRISE COMPONENT

The District encourages participation of firms located in the District's service area or in counties directly impacted by District contracts and/or operations. Even though there is no numeric goal established for local businesses, efforts to increase local participation resulted in \$96 million (56 percent) in District contract awards compared to 41 percent in FY15. Chart 2 below provides the distribution of local business awards by availability group.

Chart 2. FY16 Distribution of Local Business Awards



**Other is defined as contracts awarded to government/nonprofit, publicly held corporations, or foreign owned.*

The highest overall level of local business enterprises (LBEs) participation was for construction (73 percent). For contract awards \leq \$70,000, local businesses received \$19 million (47 percent) in District contract awards which was approximately the same as FY15, \$19 million (48 percent).

Local Small Business Enterprises (L/SBEs) received \$32 million (18 percent) in overall contract awards compared to \$33 million (22 percent) in FY15. The highest overall level of L/SBE participation was for construction (25 percent). For contract awards \leq \$70,000, the participation was \$10 million (25 percent) compared to \$9 million (22 percent) in FY15. The highest level of participation was in professional services at 34 percent.

PILOT LOCAL HIRE COMPONENT

Staff manually extracts workforce data from the certified payroll reports using the listed address of each listed worker to determine those within the District's service area. That data is being collected from six projects west of the hills and reflects a total of 321 workers on District jobsites with 28 percent (90 workers) living in the service area.

Since the launch of the local hire component in October 2015, staff has gathered contractors' employment data for targeted construction projects. As of the end of FY16, the local hire component has met its good faith goals of 50 percent for local hires with 30 percent from the county(ies) directly impacted by the project. Table 4 below is a summary of the jobsite workforce for two projects. Projects will be added once actual work begins on the jobsite.

Table 4. Jobsite Workforce Local Hire Status Summary As of June 30, 2016					
Project County(ies) Location	Total Work Hours	Local Work Hours		County Work Hours	
		Number of Hours	Percentage of Total Work Hours	Number of Hours	Percentage of Local Work Hours
Spec. 2089 Orinda Reliability Maintenance (Contra Costa County)	306	180	59%	180	100%
Spec. 2017 Chabot Dam Seismic Upgrade (Alameda County)	370	252	68%	252	100%

Staff continues to manually extract payroll information; however, an electronic certified payroll software system is expected to be in place by February 2017.

CONTRACTORS' COMPLIANCE WITH EQUAL EMPLOYMENT OPPORTUNITY COMPONENT

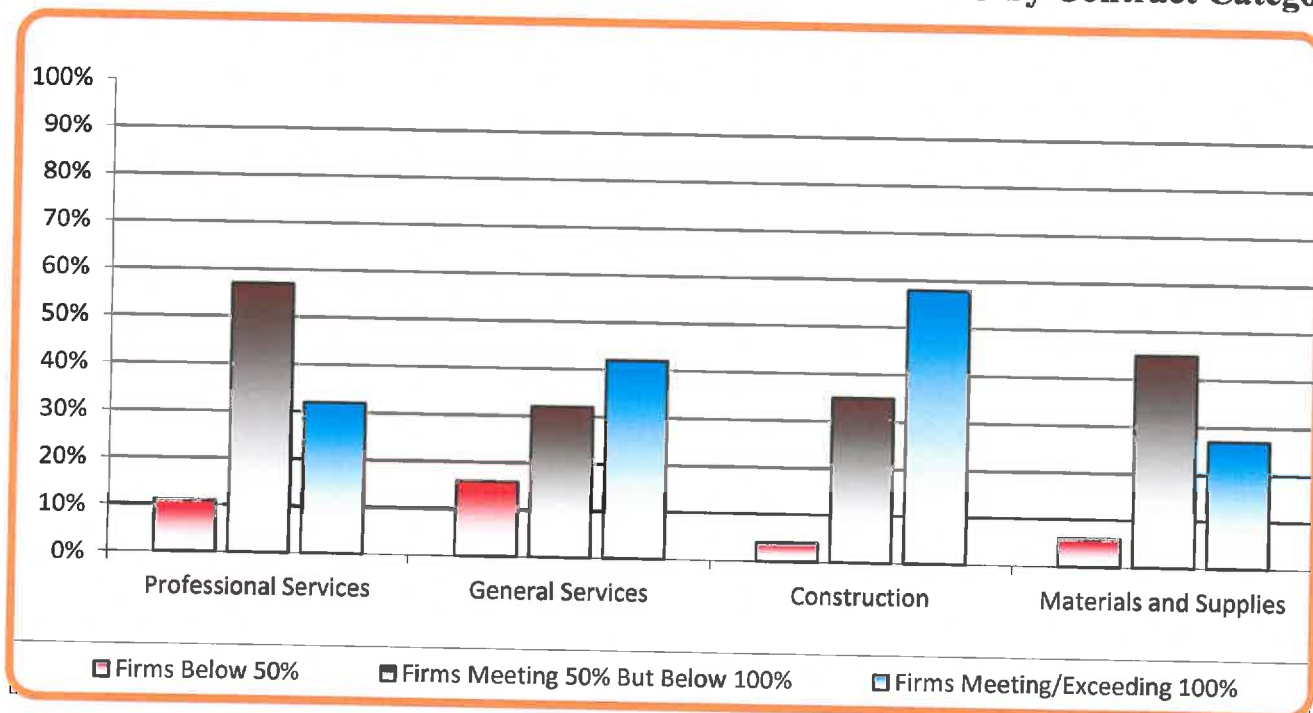
The District values diversity in its workforce, including contractors, and does not tolerate discrimination, harassment, or retaliation by contractors. District contractors must agree not to discriminate against any employee or applicant for employment and provide evidence of compliance to the District upon request. Firms are advised that they may not receive future awards if they do not comply with or if they violate the District's Equal Employment Opportunity Policy.

Of the 175 major contract awards (over \$70K) in FY16, 150 firms submitted employment data. This data reflects that 91 percent (137 firms) awarded contracts to companies with minority workforces that employ at least 50 percent or more of their applicable Metropolitan Statistical Area (MSA).

Of those 137 firms, 40 percent either met or exceeded their MSA for their local communities.

Contractors' compliance results by contract category are shown in Chart 3. Firms providing construction for the District have the most diverse employment record with 93 percent having a minority workforce profile of at least 50 percent of their applicable MSAs. A review of the 19 general services contract awards reflects that approximately 16 percent (three firms) were below 50 percent of parity.

Chart 3. FY16 Contractors' Compliance Results for CCEEO by Contract Category



FY16 OUTREACH AND COMMUNITY PARTICIPATION

The District has long recognized that small, diverse, and local businesses play an important role in our business and as a result, has had an active outreach program in place for more than 32 years. This function is embedded within our organization to promote the District's CEP program and staff engages in race- and gender-neutral internal and external outreach activities designed to:

- identify potential firms to bid on District projects
- spark a firm's interest in doing business with the District
- educate firms on how to do business with the District
- educate District staff on our contracting process, including the CE Program, and
- promote the District's CE Program and mission in the community at large.

A major factor in maintaining a successful CE Program is achieving wide visibility and support for the program. Staff participated in numerous outreach activities in FY16 to aggressively promote diversity and inclusion in the District's contracting processes including:

- Conducting three *Business Forums*:

1. EBMUD and the California High Speed Rail Authority - *Small Business and Disabled Veteran Business Certification Forum* in collaboration with the CA Department of General Services (October 2015, Oakland, CA).

- Staff partnered with California High Speed Rail Authority and California Department of General Services to provide information on small business and disabled veteran business contracting incentives, upcoming contract opportunities, and one-on-one assistance with completing the State of California online certification application. Thirty participants attended.

2. EBMUD – *Fifth Construction Business Roundtable* (January 2016, Oakland, CA).

- EBMUD's Construction Business Roundtables are designed to improve the District's construction contracting processes and foster a mutually beneficial relationship with key construction contractors and resource organizations. This roundtable focused on new enhancements to the Contract Equity Program: 1) pilot local hire component 2) expansion of small business definition to include Disabled Veteran Businesses and 3) proposed pilot Project Labor Agreement. Ten prime contractors and resource organization participated.



3. EBMUD, U. S. Small Business Administration (San Francisco District), City of Oakland, and the Port of Oakland - *Contracts & Procurement Opportunities Workshop & Trade Fair* small business forum (June 2016, Oakland, CA).

- EBMUD co-hosted the forum and trade fair for small businesses. Presentations were made on contracting processes and upcoming contracting opportunities and the trade-fair provided the 75 businesses in attendance direct access to 20 public agencies and resource organizations.





- Additionally, staff participated in 22 community events, 7 business expos, conducted 5 presentations and placed eleven magazine advertisements promoting the District's mission for diversity in contracting. (See Attachment 3 for Listing of Key Outreach Activities.)
- Quarterly production of the *Equalizer* Newsletter to inform prospective businesses of contracting opportunities.
- Participation in the following:
 - American Indian Chamber of Commerce – *Corporate Advisory Committee*
 - San Francisco Bay Area Rapid Transit (BART) – *Business Advisory Council*
 - Bay Area Business Roundtable
 - Astra Women Business Alliance – *Women in Construction Corporate Advisory Group*

MAJOR FOCUS FOR FY17

EBMUD continues to invest resources to promote supplier diversity and local participation for economic health. Looking forward, the emphasis for FY17 is ongoing implementation of the local hire component and the promotion of the inclusion of Disabled Veterans Business Enterprises in the definition of small business. Work is underway to develop an automated process to better track, administer and report on CE Program information acquired from contractors.

Additionally, staff will continue to address enhancements to the CE Program including the following:

Table 4. Contract Equity Program Enhancements	
Enhancements	Next Steps
Continue pilot local hire component on construction projects with good faith goals of 50 percent for local residents with 30% being from the county(ies) directly impacted by the program	<ul style="list-style-type: none"> • Award a contract for electronic certified payroll software and implement the new system to be operational by January 30, 2017 <ul style="list-style-type: none"> ○ January 2017 <ul style="list-style-type: none"> ▪ Update bid documents ▪ Market new software ▪ Conduct onsite training • Evaluate upcoming construction contracts for inclusion in pilot local hire component • Promote local hire employment opportunities
Continue to engage in aggressive outreach and education efforts	<ul style="list-style-type: none"> • Conduct business forums: <ul style="list-style-type: none"> ○ Construction Contractors' Academy in partnership with Alameda County Public Works <ul style="list-style-type: none"> ▪ Series 1 Administration, Estimating and Bidding (October 2016) ▪ Series 2 Project Management (January & February 2017) ○ Small Business and Disabled Veteran Business forum ○ Prime and Subcontractor Matchmaking Session • Conduct assessment of District outreach activities and contracting processes via survey to businesses in the District's database

ATTACHMENTS

FY16 YEAR-END – OVERALL DISTRIBUTION OF CONTRACT AWARDS
East Bay Municipal Utility District
July 1, 2015 – June 30, 2016

Contract Category/Awards (\$)		Availability Group/ Misc. Grouping	Contracting Objective %	FY15 YEAR-END Results %	FY16 YEAR-END Results %
Professional Services	\$14.1M*	White Men	25.0	80.2	73.4
		White Women	6.0	13.7	13.8
		Ethnic Minorities	25.0	5.8	6.1
		Unclassified	NA	0.3	6.7
	\$15.7M	Local Business	NA	32.5	55.0
		Local/Small Business	NA	6.3	6.8
		Small Business	50.0	19.3	21.4
		Microbusiness	NA	4.1	0.4
General Services	\$8.9M*	White Men	25.0	74.6	47.3
		White Women	6.0	8.8	6.0
		Ethnic Minorities	25.0	11.4	28.4
		Unclassified	NA	5.2	18.3
	\$14.0M	Local Business	NA	55.3	36.4
		Local/Small Business	NA	20.6	19.0
		Small Business	50.0	40.4	31.8
		Microbusiness	NA	5.7	3.8
Construction	\$75.7M*	White Men	25.0	73.2	76.3
		White Women	9.0	10.5	8.3
		Ethnic Minorities	25.0	15.9	15.0
		Unclassified	NA	0.4	0.4
	\$79.1M	Local Business	NA	38.6	72.8
		Local/Small Business	NA	26.2	25.1
		Small Business	50.0	36.5	29.1
		Microbusiness	NA	4.8	17.2
Materials & Supplies	\$40.6M*	White Men	25.0	76.5	68.1
		White Women	2.0	6.2	9.4
		Ethnic Minorities	25.0	16.1	14.5
		Unclassified	NA	1.2	8.0
	\$55.9M	Local Business	NA	43.2	37.3
		Local/Small Business	NA	28.0	13.0
		Small Business	50.0	24.7	24.4
		Microbusiness	NA	2.9	19.0
Purchase Cards	\$4.2M*	White Men	25.0	57.5	36.4
		White Women	2.0	5.8	3.5
		Ethnic Minorities	25.0	6.2	6.5
		Unclassified	NA	30.4	53.6
	\$4.7M	Local Business	NA	19.4	16.3
		Local/Small Business	NA	15.7	16.8
		Small Business	50.0	31.7	22.0
		Microbusiness	NA	1.6	1.2
Overall Contracts	\$147.8M*	White Men	25.0	74.6	69.2
		White Women	6.3 ²	9.1	10.6
		Ethnic Minorities	25.0	13.3	15.6
		Unclassified	NA	3.0	4.6
	\$174.3M	Local Business	NA	40.7	55.6
		Local/Small Business	NA	22.4	18.3
		Small Business	50.0	29.1	26.7
		Microbusiness	NA	3.9	12.5

¹ Ethnic Minorities includes Men and Women.

² Weighted average based on contract distribution per contract category for FY99-FY02; for the District overall and departments with construction awards, the contracting objective is 6.3 percent; for departments without construction awards, the objective is 3.5 percent.

FY16 YEAR-END – DISTRIBUTION OF CONTRACT AWARDS OF \$70,000 OR LESS
East Bay Municipal Utility District
July 1, 2015 – June 30, 2016

Contract Category		Availability Group/ Misc. Grouping ¹	Contracting Objective %	FY15 YEAR-END Results %	FY16 YEAR-END Results %
Professional Services	\$1.5M*	White Men	25.0	61.5	51.1
		White Women	6.0	18.5	13.8
		Ethnic Minorities	25.0	15.9	17.5
		Unclassified	NA	4.1	17.6
	\$1.7M	Local Business	NA	52.6	66.9
		Local/Small Business	NA	24.8	33.7
		Small Business	50.0	50.3	52.8
		Microbusiness	NA	13.0	3.7
General Services	\$6.3M*	White Men	25.0	71.8	60.1
		White Women	6.0	7.3	7.1
		Ethnic Minorities	25.0	15.4	15.0
		Unclassified	NA	5.5	17.8
	\$6.7M	Local Business	NA	61.5	53.6
		Local/Small Business	NA	29.4	30.1
		Small Business	50.0	51.4	45.1
		Microbusiness	NA	10.2	8.0
Construction	\$500.0K*	White Men	25.0	44.0	63.1
		White Women	9.0	11.7	1.2
		Ethnic Minorities	25.0	14.7	9.8
		Unclassified	NA	29.6	25.9
	\$503.9K	Local Business	NA	60.8	69.5
		Local/Small Business	NA	40.6	24.4
		Small Business	50.0	41.9	40.7
		Microbusiness	NA	1.7	0.0
Materials & Supplies	\$20.0M*	White Men	25.0	69.0	62.4
		White Women	2.0	14.5	13.6
		Ethnic Minorities	25.0	13.1	13.0
		Unclassified	NA	3.3	11.0
	\$23.1M	Local Business	NA	47.3	48.2
		Local/Small Business	NA	21.3	25.8
		Small Business	50.0	41.1	44.1
		Microbusiness	NA	5.2	2.4
Purchase Cards	\$8.4M*	White Men	25.0	57.5	38.3
		White Women	2.0	5.8	3.9
		Ethnic Minorities	25.0	6.2	6.3
		Unclassified	NA	30.4	51.5
	\$9.4M	Local Business	NA	19.4	33.1
		Local/Small Business	NA	15.7	17.5
		Small Business	50.0	31.7	22.9
		Microbusiness	NA	1.6	1.2
Overall Contracts	\$36.8M*	White Men	25.0	65.8	56.0
		White Women	6.3 ²	11.1	10.1
		Ethnic Minorities	25.0	11.9	12.1
		Unclassified	NA	11.2	21.9
	\$41.4M	Local Business	NA	48.0	46.5
		Local/Small Business	NA	21.7	24.8
		Small Business	50.0	40.9	39.6
		Microbusiness	NA	5.8	3.1

*Total contract awards excluding government, nonprofit, publicly held corporations, foreign-owned and sole source awards.

¹ Ethnic Minorities includes Men and Women.

² Weighted average based on contract distribution per contract category for FY99-FY02; for the District overall and departments with construction awards, the contracting objective is 6.3 percent; for departments without construction awards, the objective is 3.5 percent.

TOP PRIME PROFESSIONAL SERVICES AWARDS

FY16 (July 1, 2015 – June 30, 2016)

Prime Firm	Project Description	Availability Group	Contract Amount
ATHENS INSURANCE SERVICES	Third Party Administrator Services for Workers' Compensation Benefits	White Men	\$2,000,582
AECOM	Phase I Geotechnical Exploration Program	White Men	\$2,257,763
WALLS INSPECTION CO., INC.	Specialty Inspection Services for Specification 2077 Diablo Vista Pumping Plant	White Women	\$400,000
TERRA ENGINEERS, INC.	Design and Design Support During Retrofits to the Briones Reservoir Inlet/Outlet Tower	White Women	\$1,329,651
ENGINEERING/REMEDIATION RESOURCES GROUP	On-Call General Environmental Services	Ethnic Minority Men (Asian/Pacific Islander)	\$400,000
PMA CONSULTANTS LLC	Construction Scheduling Services for the Orinda Water Treatment Plan Reliability and Maintenance	Ethnic Minority Men (Hispanic)	\$192,557

TOP PRIME GENERAL SERVICES AWARDS

FY16 (July 1, 2015 – June 30, 2016)

Prime Firm	Project Description	Availability Group	Contract Amount
SONNIKSON & STORDAHL CONSTRUCTION	Concrete Repair and Other Related Services	White Men	\$100,000
ENVIRONMENTAL SCIENCE	San Leandro Creek Fisheries Study Pan	White Men	\$160,000
TREMAINE & ASSOCIATES	Geophysical Investigation to Detect Air-Filled and Water-Filled Voids and Tunnels at Mokelumne Aqueduct Levee	White Women	\$70,000
PENNSYLVANIA PERLITE CORP	Remove, Store, and Install Insulation Material at Oxygen Production Plant No. 1 at Main Wastewater Treatment Plant	White Women	\$85,637
BESS TESTLAB, INC.	Utility Locating and Potholing Services	Ethnic Male (Hispanic)	\$400,000
EXARO TECHNOLOGIES CORP	Utility Locating and Potholing Services	Ethnic Male (Hispanic)	\$400,000

TOP PRIME CONSTRUCTION AWARDS

FY16 (July 1, 2015 – June 30, 2016)

Prime Firm	Project Description	Availability Group	Contract Amount
DMZ BUILDERS	Specification 2107 – Chabot Dam Seismic Upgrade	White Men	\$12,459,638
C. OVERAA & CO.	Specification 2089 – Orinda WTP, shutdowns, Hypochlorite and Electrical Improvements	White Men	\$12,400,334
MANITO CONSTRUCTION	Specification SD-350 – Construction of Main Wastewater Treatment Plan Hypochlorite Piping Replacement Phase 1	White Women	\$1,780,800
JMB CONSTRUCTION	Specification SD-381 – Alameda Interceptor Rehabilitation Phase 2	White Women	\$3,421,800
GSE CONSTRUCTION CO.	Specification 2077 – Diablo Vista Pumping Plant and Leland Rate Control Station Replacement	Ethnic Men (Hispanic)	\$7,400,500
AZTEC CONSULTANTS	Specification 2084 – Diablo Pumping Plant Rehabilitation Project	Ethnic Men (Hispanic)	\$2,358,5000

TOP PRIME MATERIAL & SUPPLIES AWARDS

FY16 (July 1, 2015 -- June 30, 2016)

Prime Firm	Project Description	Availability Group	Contract Amount
BASF CORPORATION	Provide Polymeric Flocculants	White Men	\$1,051,200
SANEXEN WATER INC	Structural Rehabilitation of AC Water Mains	White Men	\$1,850,000
AIR & TOOL ENGINEERING COMPANY	Provide Wacker Neuson 40" Paving Roller	White Women	\$130,132
INTEGRATED ARCHIVE SYSTEMS	Provide NetApp Hardware, Software and Support	White Women	\$873,194
PACIFIC AQUA TECHNOLOGIES	Provide Ultra-Filter Membrane System Skid	Ethnic Minority Men (Asian/Pacific Islander)	\$310,761
WEST COAST PIPE	Provide Various Pipe and Related Products	Ethnic Minority Men (Asian/Pacific Islander)	\$1,996,128

FY16 KEY OUTREACH ACTIVITIES

(Bold text indicates District partner support)

- **Presentations:** Staff provided information on how to do business with the District and upcoming contract opportunities.
 - **American Indian Chamber of Commerce of California** – *Everyone Wins – Leveraging Supply Chains to Enhance Business Opportunities* (July 2015, Rancho Mirage, CA)
 - **Assembly member Rob Bonta** – *Small Business Contracting and Labor Law Seminar* (July 2015, Oakland, CA)
 - **American Indian Chamber of Commerce of California** – *General Membership Meeting* (January 2016, Oakland, CA)
 - **Alameda County Public Works Agency - Building Opportunity for Business (BOB)** 2016 Upcoming Construction Contract Opportunities Meeting (January 2016, Hayward, CA)
 - **Turner Construction Company** - *Turner School of Construction Management Series' Resources Night* (April 2016, Oakland, CA)
- **Trade Fairs/Conferences:** Staff disseminated information on the CE Program, Small Business incentives and upcoming opportunities.
 - **American Indian Chamber of Commerce of California** – *Everyone Wins – Leveraging Supply Chains to Enhance Business Opportunities* (July 2015, Rancho Mirage, CA)
 - **Western Regional Minority Supplier Development Council** - *37th Annual Minority Business Opportunity Expo* (August 2015, Santa Clara, CA)
 - **California Hispanic Chamber of Commerce** – *Annual Conference Ignite Our Business Community for California's Economic Success* (August 2015, Sacramento, CA)
 - **Women Construction Owners and Executives/California Chapter** - *2015 Mid-Conference "California IS STILL the Golden Gateway for Women Construction Contractors"* (October 2015, San Francisco, CA)
 - **California Public Utilities Commission (CPUC)** - *CPUC/Comcast Bay Area Small Business Expo* in collaboration with the CA Department of General Services and Bay Area Business Roundtable (October 2015, South San Francisco, CA).
 - **National Minority Supplier Development Council** - *2015 Annual Conference and Business Opportunity Exchange "Economic IMPACT Redefining the Business Case"* (October 2015, San Diego, CA)
 - **Greater Stockton Chamber of Commerce** – *June 2016 Business Showcase & Tradeshow* (June 2016, Stockton, CA)
- **Community Events & Public Outreach:** Staff attended over 34 events and networked with small businesses and/or community organizations explaining how to do business with the District and providing information on upcoming contract opportunities.
 - **PG&E's Supplier Development Program Mentor & Mentee** - *Recognition and Graduation* (San Francisco, CA)
 - **Women Construction Owners & Executives, California Chapter** – *Rosie the Riveter Memorial Tour and General Membership Meeting* (Richmond, CA)

- **Associated General Contractors (AGC) of California** – *The Second Annual Title VI and Title VII Economic Empowerment Summit: Bridging the Gap* (Sacramento, CA)
- **Asian, Inc. and the Minority Business Development Center** – Annual Minority Enterprise Development (MED) Week Celebration *A Force for Good* (San Francisco, CA)
- **Mission Hiring Hall** - 45th Anniversary Gala (San Francisco, CA)
- **Asian Business League – SF** - “Boosting Sales for Small Businesses: How to Win Government and Corporate Contracts” workshop (San Francisco, CA)
- **Central San Diego Black Chamber of Commerce** - “Under-Represented Contractors Forum” (San Diego, CA)
- **Rising Sun Energy Center** - *Celebrating Women in Apprenticeship Event* (Berkeley, CA)
- **Asian Business League** - 35th Anniversary and Awards Gala (San Francisco, CA)
- **National Association of Minority Contractors** – Northern California - *Networking and Membership Drive* (San Francisco, CA)
- **National Forum for Black Public Administrators** - 12th Annual Bay Area Achievers Scholarships Awards (Lafayette, CA)
- **Oakland African American Chamber of Commerce** - 12th Anniversary Business & Scholarship Awards Luncheon (Oakland, CA)
- **American Indian Chamber of Commerce of California** – Annual Corporate Advisory Council Retreat (Santa Rosa, CA) and Annual Legislative Day (Sacramento, CA)
- **Astra Women’s Business Alliance** - *Procurement Summit and Awards Banquet* (San Francisco, CA) and Outreach Event (San Leandro, CA)
- **Western Regional Minority Supplier Development Council** - 2015 Annual Meeting and Holiday Luncheon (San Francisco, CA)
- **California Black Chamber of Commerce** – *Capital Policy Luncheon* (Sacramento)
- **City of Oakland and the U.S. Small Business Administration** - *Small Business Week Events* (Oakland, CA)
- **San Francisco Public Utilities Commission (SFPUC)** - 10th Annual Contractors’ Breakfast (San Francisco, CA)
- **The Leadership of the California Legislative** – *California Small Business Day - 2016* (Sacramento, CA).
- **Cypress Mandela Training Center** - *Open House* (Oakland, CA)

ADVERTISEMENTS

- | | |
|---|---|
| ○ Asian Business League | ○ Disabled Veteran Business Alliance |
| ○ Asian Enterprise Magazine | ○ Latino Times |
| ○ Breakfast of Champions | ○ Minority Business Enterprise Magazine |
| ○ Calif. Assoc. of Equal Rights Professionals | ○ National Association of Minority Contractors |
| ○ California Black Chamber of Commerce | ○ San Joaquin County Hispanic Chamber of Commerce |
| ○ Chinese for Affirmative Action | |