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Order Instituting Rulemaking for the Purpose of Reviewing and Potentially Amending General Order 156 and to Consider Other Measures to Promote Economic Efficiencies of an Expanded Supplier Base and to Examine the Composition of the Utilities' Workforce.

R.09-07-027  
(Filed July 30, 2009)

JOINT COMMENTS OF AT&T CALIFORNIA (U 1001 C), ITS REGULATED AFFILIATES, PACIFIC GAS & ELECTRIC COMPANY, SOUTHERN CALIFORNIA EDISON COMPANY, SEMPRRA ENERGY COMPANY, AND VERIZON CALIFORNIA INC.

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Date: October 29, 2010

Pursuant to the Administrative Law Judge’s Ruling issued on August 26, 2010,<sup>1</sup> Pacific Bell Telephone Company (“AT&T California”), certain of its regulated affiliates providing telecommunications services in California<sup>2</sup> (collectively “AT&T”), Pacific Gas & Electric Company (“PG&E”), Southern California Edison Company (“SCE”), Southern California Gas Company, and San Diego Gas & Electric Company, collectively known as the Sempra Energy utilities (“Sempra utilities”), and Verizon California Inc. (“Verizon”) (“Joint Utilities”) respectfully file these comments. The California Water Association, on behalf of its members, also joins in these comments.

## **I. INTRODUCTION**

The Commission’s Eighth Annual Diversity En Banc held on October 12, 2010, concluded with the following statement from former Assemblywomen Gwen Moore, the author of the legislation that enabled the California Public Utilities Commission (“Commission”) to promulgate General Order (“GO”) 156:

[T]hroughout this country, there is not a state that comes anywhere near what California does with its utilities. And we stand heads and shoulders above all other states in our outreach and in our outreach program.<sup>3</sup>

As discussed at the En Banc Hearing, the outreach incorporated in the supplier diversity programs operated by California utilities that have participated in GO 156 for decades is truly world-class, and the results of these efforts are reflected in the GO 156 annual reports. These programs include those started 30 and 40 years ago by AT&T, PG&E, Sempra utilities, SCE, and Verizon -- programs that include extremely well-staffed and experienced supplier diversity initiatives. They also have the benchmark-best diverse supplier results of any corporation, not

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<sup>1</sup> The Ruling grants a request to file these comments to “allow for one, limited additional filing of comments responsive to new or updated information presented at the en banc hearing. . . .” Ruling at 2.

<sup>2</sup> The affiliates participating in these comments are: AT&T Communications of California, Inc. (U 5002 C), AT&T Mobility LLC (New Cingular Wireless PCS, LLC) (U 3060 C), Cagal Cellular Communications Corporation (U 3021 C), Santa Barbara Cellular Systems, Ltd. (U 3015 C), Visalia Cellular Telephone Company (U 3014 C), TCG Los Angeles, Inc. (U 5462 C), TCG San Francisco (U 5454 C), and TCG San Diego (U 5389 C).

<sup>3</sup> En Banc Transcript at 298.

only exceeding the Commission's goal of 21.5% supplier diversity in many instances, but also exceeding national corporate averages by four to six times.

Through the impetus created by GO 156, California utilities have led the nation in developing diverse supplier opportunities, with most of the Joint Utilities achieving or exceeding 20% to 30% of procurement with Diverse Business Enterprises ("DBEs"). This achievement is remarkable considering that the goals contained in GO 156 are voluntary, and many Fortune 500 companies have yet to achieve 6% of procurement spent with DBEs. The Joint Utilities have all received many regional and national prestigious awards for their world class programs over the current and past years in recognition of their exemplary achievements in the inclusion of DBEs in their supply chains. Technical assistance and capacity building have been recognized as key elements that distinguish California utilities' supplier diversity programs from other supplier diversity efforts across the country.

Over the decades, the Joint Utilities here in California have all been able to establish and maintain world-class supplier diversity initiatives and results through a careful multi-layered approach to diverse supplier inclusion and development. Achieving results frequently exceeding 25% DBE participation simply cannot be achieved without robust development programs. Technical assistance and capacity building have been elements of these programs for decades. Indeed, such assistance has long been offered to the general small business community through programs such as AT&T's Micro Technical Assistance Programs ("MTAP") in collaboration with local Community Based Organizations ("CBOs"), PG&E's Diverse Suppliers Go Green Program, also offered in collaboration with CBOs, Sempra utilities' financial training programs offered through California Universities, and SCE's Supplier University, Demonstration Center, and Business Edge Workshops, just to mention a few.

While successful compared to other corporate entities, the Joint Utilities are also distinguished by a culture of continuous improvement and sharing of best practices. In that spirit, the Joint Utilities have documented and catalogued below the **key elements of a successful supplier diversity program** for replication by other companies and for ease of access

by diverse suppliers. The utilities that have only recently joined with the Joint Utilities in participating in GO 156, such as wireless and cable companies, may not yet have fully cultivated all of the elements of success, but are poised to benefit from the model adopted by the most experienced of the Joint Utilities. We strongly encourage the Commission to issue a final decision in this case encouraging the companies to adopt these key elements of a model supplier diversity program.

Although the Joint Utilities have individually implemented programs incorporating all the elements of a supplier diversity program, we have become aware that the Commission and non-utility parties in this proceeding perceive a need for additional technical assistance and capacity building from the utilities. In response to these comments, we collectively offer herein a **multi-tiered program** to provide utilities and DBEs in California with a transparent and uniform education program for technical assistance and capacity building. Each of the Joint Utilities commits to implementing the tiered program within their companies. The water companies represented by the California Water Association are able, at this point and to the extent their financial resources allow, to commit to the Tier 1 program described herein. The Commission can encourage other companies to implement some or all of the tiers recommended below.

The tiered plan consists of three different levels depending on the characteristics of the DBE. For smaller DBEs, the program focuses on education opportunities available through community colleges and the U.S. Small Business Administration (“SBA”) and Minority Business Development Administration (“MBDA”) supplemented by information provided by utility managers during outreach. The second track incorporates an ongoing technical assistance program at the University of California Los Angeles (“UCLA”) that was developed by certain of the Joint Utilities. The third track is entirely innovative; it involves the development of a brand new program led by Dr. Alfred Osborne, Assistant Dean at UCLA’s Andersen School of Business and founder of the Management Development for Entrepreneur (“MDE”) Program. The advanced technical assistance program will operate at UC campuses in both Northern and Southern California with new curriculum to focus on advanced and emerging technologies. Each

utility commits to providing scholarships to one or more of the three tiers for a three-year period. At the conclusion of the three-year period, the Joint Utilities will evaluate key learnings for this program and next steps. We believe this approach will take the supplier diversity development programs to a new level of innovation and should be endorsed by the Commission.

As discussed herein, we believe this proposal is better tailored to the existing supplier diversity programs than the proposal from the California Asian Pacific Chamber of Commerce and the California Hispanic Chambers of Commerce circulated at the En Banc Hearing. That proposed program is not comprehensive enough and suffers from numerous flaws, including its underlying premise that the utilities should start from scratch and create an entirely new approach to technical assistance and capacity building. Such an approach completely ignores the resources and assets that have already been dedicated by the Joint Utilities to technical assistance and capacity building, and essentially tosses aside the infrastructure already in place, resulting in waste and inefficiency that should be rejected.

## **II. MODEL ELEMENTS OF A SUCCESSFUL SUPPLIER DIVERSITY PROGRAM**

Based on the discussions at the En Banc Hearing by leaders of the Joint Utilities, it is evident that each of these companies has been extremely successful in developing supplier diversity programs and that certain practices are shared across these companies. Building on the success of these programs, we propose that the Commission adopt a model for a successful supplier diversity program that can be incorporated by other utilities that have recently commenced such programs as well as prime suppliers who have been asked to establish supplier diversity programs by the Joint Utilities and other utilities. Based on our collective expertise, we have identified five key elements that should be incorporated into a supplier diversity program. By adopting this model, the Commission will demonstrate its leadership in building supplier diversity programs both in California and across the nation.

**First**, at its core, each supplier diversity program must have a **cross-functional team of employees**, including those devoted to supplier diversity, utility sourcing, and line-of-business managers. These teams conduct detailed examination of the end-to-end supply chain for

planning successful supplier diversity inclusion. These teams also give feedback to prospective suppliers, bidders, and incumbents.

**Second**, a successful supplier diversity program must have a **prime supplier subcontracting program**. Companies should establish and maintain regular, scheduled contacts with key prime suppliers and hold meetings to review results so that prime suppliers create and submit their own diversity plan and report on the results of such plan quarterly as well as annually. The measurement of the prime supplier's success based on the quarterly and annual reports is a key metric for the company to understand the commitment of the prime supplier to the supplier diversity goals. The company also must take responsibility for encouraging the prime supplier to work with DBEs by facilitating introductions to vetted DBEs as well as inviting prime suppliers to industry-held forums focused on specified spend categories.

**Third**, the Joint Utilities have learned over time that **matchmaking events** between DBEs, prime suppliers, and utility managers have provided countless opportunities for increasing supplier diversity results. The Commission itself has facilitated matchmaking sessions in the past and continues to do so. These sessions allow utilities to match their internal managers as well as prime suppliers with DBEs that are ready for subcontracting and business solution partner opportunities. At these events, utilities deliver subject-matter-expert presentations aimed at giving the DBE participants valuable tools they can immediately use in their businesses. These events also allow for scheduling of individual sessions by procurement spend area, where several DBEs meet with prime suppliers and/or utility decision-makers to talk about potential business opportunities.

Additionally, the Joint Utilities agree to add links on the Clearinghouse's website to each of their Supplier Diversity websites, which could include calendars reflecting outreach, workshops, match-making events, and other activities. With the Commission's leadership, the Joint Utilities have and continue to devote significant resources to the Clearinghouse through both funding and consulting resources. The Clearinghouse is a practical, efficient model that can be emulated by others.

**Fourth**, a supplier diversity program should constantly evolve and develop innovative approaches to diversity to fit its business needs. In this regard, the Joint Utilities have reaped the benefits of a variety of **strategic initiatives** implemented from year-to-year as needed. For example, AT&T implemented a Women of Color Initiative in 2009 and has launched Operation Hand Salute for Disabled Veteran Business Enterprises (“DVBES”) this year. The Sempra utilities are launching a Minority Women Capacity Building initiative in Low Income Weatherization this year which also includes service disabled veterans. PG&E has introduced their Diverse Suppliers Go Green (“DSGG”) program which is focused on training diverse suppliers to “go green” and embrace sustainability practices. The DSGG program provide technical assistance and training to arm DBEs with the tools and terminology to gain the competitive advantages of embracing “green” business policies and practices.

To decide upon an appropriate strategic initiative, each utility would identify areas where additional focus may be needed to improve certain spend results, based on current business procurement needs. The utility would then develop targeted, strategic initiatives that focus on a specific spend category or component of the supplier diversity program, *e.g.*, greater utilization of DVBES. Next, the utility would select established, successful or promising DBEs and prime suppliers to participate as mentors to the selected DBE mentees. Then, the initiative would be launched either by the company individually or collaboratively with other partners, but with a specific completion timeframe, generally no longer than two years. The company would monitor the progress of the mentees and mentors and evaluate the success of the program not only in terms of completion, but also in terms of resulting opportunities for the mentees.

**Fifth**, a supplier diversity program must encompass **technical assistance and capacity building**, which includes educational opportunities for potential DBE suppliers, as well as outreach to prime suppliers to develop their second-tier subcontracting programs. The Joint Utilities each already have substantial programs supporting capacity building and technical assistance. We support small businesses by collaborating with the US Department of Commerce and the SBA to promote extensive supplier development and incubation programs that are

funded by taxpayers. The MBDA and the SBA have regional centers with online and in-person coursework on business fundamentals and how to start and grow a business. In addition, these entities have extensive models and forms available, such as online templates to assist any business in getting started and running more efficiently. Their dedication to small businesses also includes mentoring programs, such as SCORE,<sup>4</sup> which utilize retired executives from corporate America available to provide business insight to DBEs. Loan underwriting programs are also offered to DBEs. The Joint Utilities sponsor the activities of these organizations and participate in their matchmaking events and workshops.

In addition, community college and regional occupation centers offer a broad business skills curriculum that is widely available to budding entrepreneurs and small businesses that wish to become more competitive. For example, PG&E's PowerPathway(tm) workforce development program is available through community colleges and offers green jobs curriculum, some of which DBEs can use for their employees, or alternatively provides a ready source of trained entry-level employees for DBEs.

Local chambers of commerce and business associations also offer year-round training seminars. The Joint Utilities often provide speakers and workshop leaders for this training as well as funding that support their business training seminars. Each of the Joint Utilities provides trainers and workshop leaders for over 50 CBO workshops or matchmaking events each year. These are in addition to the workshops and matchmaking events sponsored by the Commission and CUDC.

In addition to the vast resources noted above that are available to all diverse suppliers, the utilities each have targeted development initiatives for specific spend opportunities in their supply chains through their second-tier opportunities. These targeted initiatives focus on gaps in diversity participation. The gaps need to be filled by suppliers with an established track record of success that provide clear evidence of solid business operations and infrastructure and that can

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<sup>4</sup> SCORE, Counselors to America's Small Business, may be found at [www.score.org](http://www.score.org).

withstand a growth surge and/or a change in the products and services offered. In this area, fewer general resources are available to DBEs. The Joint Utilities have conducted targeted development over the years to address this challenge by sending selected DBEs to the UCLA MDE program as well as those provided by other universities to work on specific development areas. We have also asked prime suppliers to select diverse suppliers to cultivate in specific supply chains. For example, prime supplier mentoring can involve technical training, knowledge transfer, and infusion of capital.

Over time, this targeted development has led to the unprecedented 20% plus diversity results seen among the Joint Utilities. As a result of these programs, diverse suppliers entered into telecommunications equipment provision and installation, gas and electric transmission and distribution, and the core elements of utility business where no diverse suppliers existed prior to the establishment and implementation of targeted advanced development initiatives. With the surge in emerging technologies and new business models, a renewal and refocus on targeted development and advanced technical assistance is exactly what is needed. As competition has become much more global and more sophisticated, so too must our approach. To address this need, AT&T, Verizon, PG&E, SCE, and the Sempra utilities propose the development of a new advanced technical assistance program, led by UCLA for DBEs prepared to expand into emerging technologies. In the following section, we propose a unified three-tier approach to technical assistance and capacity building in order to accommodate all types of DBEs as well as the business needs of the utilities.

### **III. PROPOSAL BY THE JOINT UTILITIES FOR AN INNOVATIVE APPROACH TO TECHNICAL ASSISTANCE AND CAPACITY BUILDING**

Based on information shared during the course of this proceeding and at the En Banc Hearing, the Joint Utilities have collaborated and come to agreement on a uniform technical assistance program that formalizes our past efforts and incorporates new capacity building opportunities for DBEs. The three-tier platform provides three different tracks depending on the level of the DBE and the business needs of the utility. The first track is for smaller DBEs with

one to three years experience and less than \$1million in revenues. The developmental opportunity for these DBEs is through programs at community colleges and SBA small business development centers supplemented by utility-focused content provided by utility managers through various outreach venues. The second track is for medium-sized, existing DBEs with three or more years experience and more than \$1 million in revenue. To meet this need, the highly successful UCLA MDE Program would continue to successfully develop mid-tier diverse suppliers for the more traditional lines of business. The third track would be an entirely new advanced technical assistance program developed by UCLA for DBEs with five or more years experience with a demonstrated readiness to grow, *e.g.*, one with demonstrated superior management skills. This third track would be focused on emerging technologies, such as green energy, smart grid development, and wireless technology. Built on a proven foundation, this new program would help successful firms catapult into the major leagues of new supply chains.

As in the past, the utilities will continue to collaborate with the Chambers and CBOs to identify DBE candidates for development in all aspects of our challenging supply chain, including DBEs to participate in the three-tier technical assistance program. DBEs eligible for these programs would be from utility related supply business segments. While entrepreneurs would have to invest their time and pay part of class fees, the Joint Utilities would assist in subsidizing costs for DBEs by offering scholarships. This program will require each utility to offer scholarships for DBEs to one or more of the three tiers of the education program for three years. After three years, the utilities will evaluate the effectiveness of the program and whether it should be continued. Attachment 1 sets forth detailed descriptions of each of the three tiers of the education program to promote technical assistance and capacity building for DBEs.

**IV. THE COMMISSION SHOULD NOT ENCOURAGE ADOPTION OF THE CHAMBERS' PROPOSAL FOR TECHNICAL ASSISTANCE ACADEMIES.**

At the En Banc Hearing, the California Asian Pacific Chamber of Commerce and the California Hispanic Chambers of Commerce released a document entitled “Joint Technical Assistance Plan” (the “Plan”). That Plan calls for the creation of four technical assistance

academies at a cost approximating \$1 million and which targets 1,000 unidentified DBEs. The Commission should not encourage adoption of the Plan and instead should support the approach the Joint Utilities advocate, for the following reasons.

First, the Joint Utilities' proposal is based on the utilities' decades of DBE technical assistance and development experience, and represents a more unified approach by the California utilities to provide technical assistance and capacity building programs designed to achieve California's more aggressive DBE goal of 21.5%. Not only has relying on California utilities' diverse methods of technical assistance and capacity building worked well, the top five utilities have outperformed the aggressive DBE goal for many years, many exceeding 30% spend with DBEs. On the other hand, the Plan is not California-specific and does not build upon the utilities' benchmark technical assistance and DBE development initiatives. Instead, it is based on a curriculum focused only on the construction business<sup>5</sup> developed by the Arizona Department of Transportation ("ADOT") in 2010, with the specific intent of providing small, women and minority owned firms an opportunity to compete for federally funded highway projects.<sup>6</sup> The spend goal is based on a court-required availability and disparity study<sup>7</sup> and Arizona's study only allows for 8.0%<sup>8</sup> DBE spend. It is unclear whether the Plan calls for a

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<sup>5</sup> The Arizona Academy for the Development of DBEs is a collaborative effort between the Arizona Department of Transportation and the Alliance for Construction Excellence at the Del E. Webb School of Construction at Arizona State University. As such, the entire focus is on the construction business. See <http://www.adotdbe.com/wp-content/uploads/2010/09/2010-ADOT-Academy-Status-Report.pdf> at 2.

<sup>6</sup> See 2010 ADOT Academy Status Report, available at: <http://www.adotdbe.com/wp-content/uploads/2010/09/2010-ADOT-Academy-Status-Report.pdf>. The ADOT program is part of the Federal "Disadvantaged Business Enterprise" program. After enactment of the Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21) in 1998, the U.S. Department of Transportation (USDOT) established the Federal Disadvantaged Business Enterprise Program. The California Department of Transportation has a similar Disadvantaged Business Enterprise program.

<sup>7</sup> See *Western States Paving Co. v. Washington State*, 407 F.3d 983, 993 (9th Cir. 2005) (citing 49 CFR Section 26.51(a)). Since Arizona's program is bound by the same law as California, for a more thorough understanding of legal issues related to the Arizona program, see "Legal Environment for Caltrans DBE Program, available at <http://www.dot.ca.gov/hq/bep/study/Appendix%20B.pdf>. See also CalTrans' Disparity Report at [http://www.dot.ca.gov/hq/bep/study/disparity\\_study.htm](http://www.dot.ca.gov/hq/bep/study/disparity_study.htm).

<sup>8</sup> See "ADOT Disparity Study and Proposed Overall DBE Goals," at 2, available at: [http://www.azdot.gov/azdbe/AZDBE\\_Common/pdf/041609\\_ADOT\\_Disparity\\_Study\\_FAQ.pdf](http://www.azdot.gov/azdbe/AZDBE_Common/pdf/041609_ADOT_Disparity_Study_FAQ.pdf). (specifying "an overall annual statewide DBE goal of 8.0 percent, with 4.9 percent to be achieved through race-neutral measures and 3.1 percent to be achieved through race-conscious measures.").

similar availability and disparity study. On the other hand, the Joint Utilities' technical assistance programs drove results of 8% in 1989 and have consistently developed DBEs within their supply chains to surpass 8% and achieve anywhere from 23% to 36% in supplier diversity participation.

Second, the Plan limits the technical assistance program participation to 1,000 of the 6,000 Clearinghouse-certified DBEs<sup>9</sup> and focuses on the larger, more established and sophisticated businesses. The Joint Utilities propose to continue to make technical assistance program participation open to all DBEs. As such, the Joint Utilities' proposal is more inclusive, as it does not discriminate against businesses based on their size, tenure or sophistication. Thus, the Joint Utilities' proposal is a more comprehensive approach than the one offered by the Chambers because it targets businesses at every stage of their development.

Third, the Plan is comprised of a two-stage technical assistance program for established or sophisticated DBEs, which also incorporates components of Green Technology and ISO 9000 certification. The Joint Utilities already offer such technical assistance and are best qualified to identify what is needed to be successful in their supply chains. The Joint Utilities' proposal is comprised of a three-tier technical assistance program for all DBEs, which includes components on advanced technology and emerging markets, a Prime Supplier Subcontracting Program and DBE Matchmaking Program. The Plan narrowly focuses on a smaller class of DBEs and their subset of DBE issues, such as technical assistance and some capacity building. By contrast, the Joint Utilities' proposal is more wide-ranging and focuses on all DBEs and addresses every stage in the development of a DBE.

Fourth, the Plan will require at least \$1 million in electric utility ratepayer and telecommunications funds, if not more. The upfront cost to develop new areas of the Joint Utilities' proposal -- that is, the Advanced MDE -- is within the Joint Utilities' budgets. The other tiers of the program are already in place, and there should be little additional cost for

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<sup>9</sup> *Id.* at 2.

developing these programs. The cost of participation will vary depending on DBE interest and Joint Utilities' budgets. The Plan is therefore unnecessary and does not represent the best use of ratepayer and shareholder funds.

**V. CONCLUSION**

Over the last 16 months, this Commission has implemented an aggressive schedule to conduct a thorough review of GO 156, including an initial round of comments answering extensive questions posed by the Commission, workshops, written opening and reply comments on workshop reports, additional written responses to Commission questions, including identification of aspirational goals, an oral argument in June, and these final comments following the En Banc Hearing in October. We encourage the Commission to conclude this proceeding by finding that our identification of the elements of a successful supplier program and a uniform three-tiered education plan should be adopted as a blueprint for leading GO 156 into the next decade.

Dated at San Francisco, California, this 29<sup>th</sup> day of October 2010.

Respectfully submitted,



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# **ATTACHMENT 1**

## ATTACHMENT 1

# **Multi-Tiered Technical Assistance and Capacity Building Program**

### **Tier I Smaller DBEs**

<b>Target Businesses:</b>	<b>Existing DBE Businesses with one to three years experience, less than \$1 million in revenues</b>
<b>Solution:</b>	<b>Community College Program SBA Small Business Development Center Programs</b>

#### **Community College Program**

Utilities can provide scholarships for DBEs at a selection of community colleges within Northern and Southern California that will educate new start-up and or early-stage businesses on basic business operations and fundamentals to enhance their operations.

#### **SBA Small Business Development Centers**

California has 35 SBA centers focused on developing small businesses. These centers provide a wide variety of classes and help thousands of small businesses each year. California utilities would leverage these centers' resources and also expand their current efforts to provide utility-specific, small-business procurement prospective briefings as part of outreach.

#### **Typical SBA Small Business Center Curriculum**

##### **Business Bootcamp for Existing Businesses**

##### **Planning and Research**

- Management and legal structure
- Marketing analysis, strategies, tactics and implementation
- Financial overview, books, records and controls, financial planning, budgets and cash flow analysis, understanding and using financial statements
- Financing your business with alternative sources of money
- The deal making process and negotiating in the sources of money
- Your business future and managing growth
- Business Plan Preparation

##### **Other Seminars at SBA Centers**

- Access to Capital, QuickBooks, Search Engine Marketing, Labor Law Overview, Social Media Marketing/Email Marketing, and Website Development

#### **Tier 1 Utility Procurement Small Business Perspective**

Utilities will supplement small business development offerings by Community Colleges and the SBA Small Business Centers by formalizing and expanding procurement information provided in current outreach efforts. Currently, Utilities participate in more than 50 events, outreach meetings, and seminars each year where Utility managers provide information on how utilities contract, what they buy and supplier requirements. These events include the CPUC Small Business Expos/Conferences throughout California as well as many other DBE Trade Fairs, Seminars with organizations such as the National Minority Supplier Development Council, US

## ATTACHMENT 1

MED Week, Ethnic Business Associations, Ethnic Chambers, etc. Utilities will expand their presentations for these meetings with DBE to include additional information to help DBE become more familiar with utility procurement practices.

### **Potential Elements for Utility Manager Presentations**

#### **Marketing to Utilities**

- Utility Market Research, Supplier Competition and Niche Evaluation
- Supplier Requirements and Characteristics
- Utility Contracting Basics, Developing Relationships/Communicating
- RFP Requirements, Capability Matching, and RFP Question Methodology
- Developing a Winning Proposal
- Contract Language, Implications and Negotiations

#### **Expanding Capabilities & Business Development**

- Recruiting & Retaining Key Staff
- Partner/Teaming Considerations, Finding/Evaluating Partners, Negotiating
- Financing, Payment and Credit Enhancement Issues
- Preparing for Growth

# ATTACHMENT 1

## Tier II Mid-Size DBEs

<b>Target Businesses:</b>	<b>Existing DBE Businesses with 3+ year's experience, Revenue more than \$1 million</b>
<b>Solution:</b>	<b>UCLA Management Development for Entrepreneurs (MDE) Program</b>

The UCLA MDE Program supplements entrepreneurial vision with entrepreneurial competence. The program enables entrepreneurs to further develop essential management skills, strengthen their ability to build and manage effective and profitable organizations, and access the greater UCLA Anderson Alumni Network.

### **MDE Curriculum**

#### **Bank and Credit Analysis**

- The Current Financial Crisis
- Banks as Credit Facilities
- Non-Bank Sources of Credit
- Small Business Administration

#### **Organization and Strategy**

- Technology Strategy
- Developing a Marketing Niche
- Organizational Design and Change
- Competitive Strengths and Weaknesses
- Goal and Objective Settings

#### **Operations**

- Total Quality Management
- Process Analysis
- Supply Chain Management

#### **Management**

- Dealing with Organizational Growing Pains
- Making the Transition to a Managerial Role
- Causes of Managerial Success and Failure

#### **Marketing**

- Developing a Marketing Plan
- Customer and Competitive Analysis
- Market Segmentation

#### **Finance**

- Financial Statement Analysis
- Financial Forecasting
- The Importance of Cash Flow

### **Final Project - Business Improvement Project**

# ATTACHMENT 1

## Tier III Advanced Technology/ Emerging Market DBEs

- Target Business:** 5+ Years; Demonstrated readiness to grow, *i.e.* superior management skills, talented team with complementary skills, and/or history of multiple successful start-ups
- Solution:** UCLA Advanced MDE Program  
The proposed advanced MDE Program will operate at UC campuses in both Northern and Southern California.

### **UCLA Advanced MDE Program**

As utilities expand into emerging technologies and the marketplace continues to become more international, utilities must look to develop DBEs that can compete on a much higher level. The research, development and manufacturing opportunities have been gradually shifting from the US to abroad such as China and India. The next generation of DBEs must be able to compete on a more global playing field against very talented rivals. This calls for a higher level of education and a new level of entrepreneur.

Areas for supplier development at this tier might include Green Energy Development, Consulting, Smart Grid Project Development, and Wireless Technology. Utilities would monitor emerging areas with low utilization while searching for and identifying potential candidates from the Clearinghouse, other Databases, Professional Associations or other sources.

### **Advanced MDE Curriculum (*subject to change by MDE Program Director*)**

#### **Emerging Technologies in Utility and Telecom Industries**

- Renewable energy
- Wireless Technology
- Innovative strategies and entry into industry

#### **Human Resources**

- Finding Complementary Talent
- Retaining Key Employees – Compensation and Incentives

#### **Global Market Research, Niche and Product Development**

- Researching Competitive Products in Development
- Product Ranking, Niches and Costing
- Developing an Edge for your Product/Service
- Testing the Marketplace

#### **Financing Growth**

- Formalizing Policies & Procedures
- IT Infrastructure
- Financial Modeling and Forecasting
- Leveraging & Structuring
- Developing Proper Presentation Materials
- Debt or Equity Financing

## ATTACHMENT 1

- Identifying the Right Lender/Investor (Banks, Venture Capital, Private Equity)

### **Partnering & Finding Mentors**

- Industry Networking
- Incubators & Angels
- Alliance & Joint Venture Challenges
- Structuring and Selling the Deal
- Exit Strategies

**CERTIFICATE OF SERVICE**

I hereby certify that I have this day served a copy of the **JOINT COMMENTS OF AT&T CALIFORNIA (U 1001 C), ITS REGULATED AFFILIATES, PACIFIC GAS & ELECTRIC COMPANY, SOUTHERN CALIFORNIA EDISON COMPANY, SEMPRA ENERGY COMPANY, AND VERIZON CALIFORNIA INC.**, filed today in **R.09-07-027**, by electronic mail and/or by hand-delivery to the persons on the official Service List.

Executed this 29<sup>th</sup> day of October 2010, at San Francisco, California.

AT&T CALIFORNIA  
525 Market Street, 20<sup>th</sup> Floor  
San Francisco, CA 94105



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Michelle K. Choo

# CALIFORNIA PUBLIC UTILITIES COMMISSION

## Service Lists

**Proceeding: R0907027 - CPUC - OIR FOR THE P**

**Filer: CPUC**

**List Name: LIST**

**Last changed: October 28, 2010**

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