

2024 ANNUAL REPORT AND 2025 ANNUAL PLAN

Supplier Diversity Report to the
California Public Utilities Commission

March 1, 2025



SAN DIEGO
**COMMUNITY
POWER**

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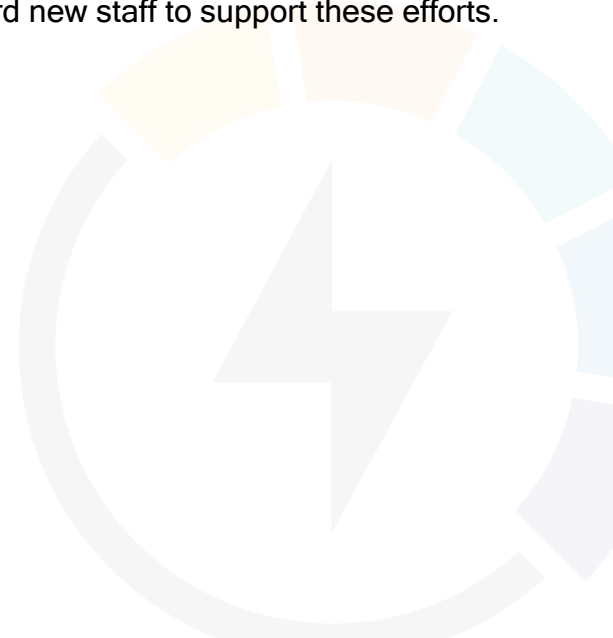
Introduction

Community Power's mission as a community-owned organization is to provide affordable, clean energy and invest in the community to create an equitable and sustainable future for the San Diego region. Our vision is to become a global leader in innovative climate change solutions by powering communities with 100 percent clean, affordable energy while prioritizing equity, sustainability, and high-quality jobs.

Community Power serves as the default electricity provider for the cities of Chula Vista, Encinitas, Imperial Beach, La Mesa, National City, San Diego, and the unincorporated areas of San Diego County. We are the first in California to aim for 100 percent renewable energy availability and usage by 2035, ahead of current state targets. As the state's second-largest CCA, Community Power plays a crucial role in shaping California's energy future and supporting Small, Local, and Diverse Businesses.

Governed by a Board of Directors composed of elected officials from each of the seven member agencies, Community Power also receives input from a Community Advisory Committee (CAC) on matters important to the communities they serve. Community Power remains focused on financial stability, increasing brand recognition, and ensuring long-term success in delivering on its mission, vision, and values. As a public agency, Community Power is committed to improving its supplier diversity program within the constraints of Proposition 209, which prohibits preferential treatment based on race, sex, color, ethnicity, or national origin in hiring or contracting.

As we look ahead to 2025, Community Power will continue to focus on enhancing its Supplier Diversity program by collaborating with local business chambers, increasing visibility through community events, and providing resources for vendor certification. Additionally, Community Power will offer immersive work experiences for underrepresented students and onboard new staff to support these efforts.



Section 9.1.1 Description of Supplier Diversity Program Activities During the Previous Calendar Year

Internal Strategies and Activities

In 2024, Community Power continued to expand its team by recruiting various personnel across various departments within the agency. The Public Affairs department has been actively broadening its strategic outreach, sharing contracting opportunities with a wider range of organizations, fostering more relationships with businesses and non-profits in our community, and enhancing the recognition of the Community Power brand. Community Power staff continues to increase its commitment to Supplier Diversity efforts, including providing technical assistance for small and diverse businesses, internal staff training, Supplier Diversity program development, and data collection for the Annual GO 156 Supplier Diversity Report.

Community Power staff regularly participated in joint CCA Supplier Diversity meetings with CPUC staff. These meetings are a forum for coordinating supplier diversity activities with other CCAs and receiving guidance from CPUC staff on reporting and ways to improve GO156 implementation. Community Power also has a voluntary staff-led group dedicated to identifying, preparing recommendations for, and implementing Justice, Equity, Diversity, and Inclusion (JEDI) initiatives within Community Power. Community Power continues to look for internal opportunities to further refine its Supplier Diversity strategy and activities.

External Strategies and Activities

In 2024, Community Power attended events welcoming many local, small, and diverse businesses, trade organizations, and community members. This included participation in the CPUC-hosted Small Business Expo and the Supplier Diversity En Banc. Community Power continued to build relationships with local, small, and diverse businesses and organizations in communities of concern by providing community grants, sponsorships, volunteering for community events, and tabling at community events. Additionally, Community Power provided prospective suppliers with public-facing materials about its supplier diversity program.

Community Power staff also participated in CalCCA-specific sub-committee meetings, including the Equity Committee. The Equity Committee focuses on promoting equity within the organization and the communities we serve. These meetings are a forum for identifying equity-based initiatives and best practices across the CCAs.

Section 9.1.1 Description of Supplier Diversity Program Activities During the Previous Calendar Year (Continued)

It is the mission and vision of Community Power to provide affordable clean energy and invest in the community for an equitable and sustainable future. As such, Community Power's hiring practices focus on inclusivity, proactive recruitment, and equal employment opportunities, reflecting the diverse communities that our organization serves. Community Power leverages data collected by the San Diego Workforce Partnership (SDWP) for non-confidential workforce data. By analyzing workforce trends, in-demand jobs, career pathways, and high-growth sectors, Community Power maintains a data-driven approach to support the overall economic growth and sustainability of the San Diego region.

San Diego Community Power has a dedicated webpage for its supplier diversity program at <https://sdcommunitypower.org/supplier-diversity/> and any questions can be sent to Christopher Stephens, Procurement Manager, at contracting@sdcommunitypower.org or (888) 382-0169.



Section 9.1.2 Supplier Diversity Results of Goods and Services (non-power purchases) if Procured

		2023							
		Direct Spend ¹ \$	Sub Spend ² \$	Total \$	% ³	Product Spend \$	Service Spend \$	Total \$	%
Minority Male	African American	-	-	-	-	-	-	-	-
	Asian Pacific American	-	-	-	-	-	-	-	-
	Hispanic American	-	-	-	-	-	-	-	-
	Native American	-	-	-	-	-	-	-	-
	Total Minority Male	-	-	-	-	-	-	-	-
Minority Female	African American	-	-	-	-	-	-	-	-
	Asian Pacific American	-	-	-	-	-	-	-	-
	Hispanic American	\$1,738	-	\$1,738	0.02%	\$1,738	-	\$1,738	0.02%
	Native American	-	-	-	-	-	-	-	-
	Total Minority Female	\$1,738	-	\$1,738	0.02%	\$1,738	-	\$1,738	0.02%
Total Minority Business Enterprise (MBE)		\$1,738	-	\$1,738	0.02%	\$1,738	-	\$1,738	0.02%
Women Business Enterprise (WBE)		\$509,899	-	\$509,899	6.12%	-	\$509,899	\$509,899	6.12%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$764	-	\$764	0.01%	-	\$764	\$	0.01%
Disabled Veteran Business Enterprise (DVBE)		-	-	-	-	-	-	-	-
Persons with Disabilities Business Enterprise (DBE)		-	-	-	-	-	-	-	-
8(a) ⁴		-	-	-	-	-	-	-	-
Total Supplier Diversity Spend		\$512,401	-	\$512,401	6.15%	\$1,738	\$510,633	\$512,401	6.15%
Net Procurement**		\$8,332,431							
Net Product Procurement		\$546,198							
Net Service Procurement		\$7,786,233							
Total Number of Diverse Suppliers that Received Direct Spend		7							

¹ Direct Procurement: When Community Power directly procures from a supplier.

² Subcontractor Procurement: When a prime contractor, in contract with Community Power, procures from a subcontractor.

³ Percentage of Net Procurement

⁴ Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C. 637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

Section 9.1.2 Description of Suppliers Workforce

Community Power identified that all seven of its diverse suppliers have a majority of their workforce in California. For the organization's direct suppliers and subcontractors, the average percentage of the workforce that resides in California was not available at the time this report was written. To address this, we will implement a supplier diversity survey next year. This survey will gather data on the geographic distribution of our suppliers' workforce, ensuring we can accurately report this information in future reports. Additionally, the diversity of the total contractor or subcontractor workforce, to the extent that the data is provided voluntarily by the employees of the suppliers, was also not available at the time this report was written.

Section 9.1.3 Supplier Diversity Program Expense

Expense Category	2024
Wages	\$13,000
Other Employee Expenses	-
Program Expenses	-
Reporting Expenses	-
Training Expenses	-
Consultant Expenses	-
Other Expenses	-
Total	\$13,000

Section 9.1.5 Description of Prime Contractors Utilization of Diverse Subcontractors

To encourage prime contractors to increase their utilization of diverse subcontractors, Community Power asks prospective contractors to review its Inclusive and Sustainable Workforce Policy. This policy aligns with Community Power's goals of delivering measurable economic benefits to the region, such as prevailing wage jobs and local workforce development; maintaining a stable, skilled, and trained workforce; and promoting supplier and workforce diversity, including opportunities for returning veterans and individuals from communities of concern. Additionally, Community Power requests that contractors provide information about their subcontractors, where applicable, to deliver services or goods. Community Power's Request for Proposals (RFP) solicitation template includes details about General Order 156 and encourages the use of diverse suppliers within the constraints of Prop 209.

Section 9.1.5 New Diverse Prime and Subcontractor Utilization

Category	New Prime Contractors #	New Subcontractors #
Minority Male Business Enterprise	-	N/A
Minority Female Business Enterprise	1	N/A
Total Minority Business Enterprise (MBE)	1	N/A
Women Business Enterprise (WBE)	1	N/A
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	-	N/A
Disabled Veteran Business Enterprise (DVBE)	-	N/A
Persons with Disabilities Business Enterprise (DBE)	-	N/A
8(a)	-	N/A
Total	2	N/A



Section 9.1.6 List of Supplier Diversity Complaints Received and Current Status

In 2024, Community Power received no supplier diversity complaints.

Section 9.1.9 Description of Supplier Diversity Activities and Progress in Power (Energy) Procurement

Community Power asks prospective contractors to review Community Power's Inclusive and Sustainable Workforce Policy and to be aware of Community Power's intent, within the limits of Prop 209, to increase the diversity of its suppliers. Community Power continues to utilize its Energy Bid Criteria, which invites suppliers to submit voluntary demographic information to support Community Power's long-term financial success while delivering on its renewable energy mandates and goals.



Section 9.1.9 Supplier Diversity Results in Power (Energy) Procurement

		Direct Power Purchases \$ Renewable and Non-Renewable Power Products	Direct Fuels for Generation \$			Totals \$ ⁵			% ⁶
			Diesel	Nuclear	Natural Gas	Direct ⁷	Sub ⁸	Total \$ ⁹	
Minority Male	African American	-	-	-	-	-	-	-	-
	Asian Pacific American	-	-	-	-	-	-	-	-
	Hispanic American	-	-	-	-	-	-	-	-
	Native American	-	-	-	-	-	-	-	-
	Total Minority Male	-	-	-	-	-	-	-	-
Minority Female	African American	-	-	-	-	-	-	-	-
	Asian Pacific American	-	-	-	-	-	-	-	-
	Hispanic American	-	-	-	-	-	-	-	-
	Native American	-	-	-	-	-	-	-	-
	Total Minority Female	-	-	-	-	-	-	-	-
Total Minority Business Enterprise (MBE)		-	-	-	-	-	-	-	-
Women Business Enterprise (WBE)		-	-	-	-	-	-	-	-
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		-	-	-	-	-	-	-	-
Disabled Veteran Business Enterprise (DVBE)		-	-	-	-	-	-	-	-
Persons with Disabilities Business Enterprises (DBE)		-	-	-	-	-	-	-	-
8(a) ¹⁰		-	-	-	-	-	-	-	-
Total Supplier Diversity		-	-	-	-	-	-	-	-
Net Power Procurement			805,253,444						
Net Direct Power Purchases			805,253,444						
Net Direct Fuels for Generation			\$0						
Total Number of Diverse Suppliers			0						

⁵ Excludes purchases from the California Independent System Operator (CAISO), utilities, federal entities, state entities, municipalities and cooperatives.

⁶ % - Percentage of Net Procurement.

⁷ Includes Direct Power Purchases and Direct Fuels for Generation. Direct - Means Direct Procurement: when a CCA directly procures from a supplier.

⁸ Sub - Means Subcontractor Procurement: when a prime contractor, in contract with a CCA, procures from a subcontractor to fulfil its contractual obligations.

⁹ "Total" does not include pre-commercial development (COD) subcontracting values.

¹⁰ Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C. 637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13). 8(a) - Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business

Section 10.2 Description of Supplier Diversity Program Activities Planned for the Next Calendar Year

In 2025, Community Power is committed to advancing the programs, policies, and initiatives detailed in this report. To achieve this, Community Power will focus on addressing four key 2025 activities. Below is a summary of the planned 2025 activities:

1. Collaborate with local business chambers of commerce and look for new opportunities to elevate SDCP's work to small, locally owned diverse businesses who may be interested in working with Community Power.
2. Provide educational presentations on Community Power's supplier diversity efforts to local community stakeholders and build SDCP's visibility by participating in local community events to build visibility among vendors.
3. Continue to provide resources and information to new Community Power vendors regarding the CPUC Supplier Clearinghouse certification process and extend opportunities to Community Power's current vendors to attend CPUC-sponsored events such as the 2024 CPUC Small and Diverse Business Expo.
4. Onboard 1 additional Non-Energy procurement staff to support Community Power's Supplier Diversity program activities.

Section 10.2 Plans to Encourage Prime Contractors to Subcontract Small, Local, and Diverse Businesses

Community Power is committed to supporting small, local, and diverse businesses. Our Inclusive and Sustainable Workforce Policy outlines how we aim to deliver measurable economic benefits to the region, including prevailing wage jobs and local workforce development. While we do not have direct authority over prime contractors' subcontracting activities, we will continue to create opportunities that support a stable, skilled, and trained workforce. Additionally, we will promote local supplier and workforce diversity, including initiatives for returning veterans and individuals from communities of concern, in alignment with California's General Order 156 efforts.

Appendix: Supplier Diversity Annual Report and Annual Plan Tables

Please refer to the attached appendix for San Diego Community Power's Supplier Diversity annual report and annual plan data tables.

San Diego Community Power	2024 Reporting Year	General Order (GO) 156
Supplier Diversity Annual Report and Annual Plan Table of Contents		

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San Diego Community Power	2024 Reporting Year	GO 156 Section 9.1.1
Description of Supplier Diversity Program Activities During the Previous Calendar Year		

Narrative describing Community Power's supplier diversity program external strategies and activities including, the approximate amount of funding, to the extent available, directly expended on development and distribution of technical assistance to small and diverse businesses. In 2024, Community Power continued to expand its team by recruiting for various personnel within the agency. The Public Affairs department has been actively broadening its strategic outreach, sharing contracting opportunities with a wider range of organizations, fostering more relationships with businesses and non-profits in our community, and enhancing the recognition of the Community Power brand. In 2024, Community Power spent approximately 4 hours of staff time per month on external technical assistance to small and diverse businesses and another 4 hours per month on internal Staff Training, Supplier Diversity program development, & data collection in advance of the Annual GO 156 Supplier Diversity Report.

Community Power staff regularly participated in joint CCA Supplier Diversity meetings with CPUC staff, as well as additional CalCCA-specific Supplier Diversity meetings. These gatherings serve as a platform for coordinating supplier diversity activities with other CCAs and receiving guidance from CPUC staff on reporting and improving GO156 implementation.

Narrative describing Community Power's diversity, equity, and inclusion policies or activities to promote equitable hiring and recruiting. Community Power prioritizes Justice, Equity, Diversity, and Inclusion (JEDI) in all aspects of our operations. It is the mission and vision of Community Power to provide affordable clean energy and invest in the community for an equitable and sustainable future. As such, Community Power's hiring practices focus on inclusivity, proactive recruitment, and equal employment opportunities, reflecting the diverse communities that our organization serves.

***Narrative or data describing non-confidential workforce data that is already reported to other state and federal agencies such as the Equal Employment Opportunities Commission on the EEO-1.** Community Power leverages data collected by the San Diego Workforce Partnership (SDWP) for non-confidential workforce data. By analyzing workforce trends, in-demand jobs, career pathways, and high-growth sectors, Community Power maintains a data-driven approach to understand and support the overall economic growth and sustainability of the San Diego region.

Narrative which briefly describes Community Power's board diversity data and any publicly available board data. Community Power does not collect or publicly report board diversity data. However, the Board of Directors is composed of elected representatives from the cities of Chula Vista, Encinitas, Imperial Beach, La Mesa, National City, San Diego, and the unincorporated areas of San Diego County. Community Power is confident that the board reflects the diverse interests and needs of its member agency communities. For more information about Community Power's board members and their roles, you can visit the Community Power Board of Directors page here: <https://sdcommunitypower.org/about/your-sdcp-team/>.

Provide Community Power's supplier diversity program website address and contact information. You can find information about Community Power's Supplier Diversity Program at: <https://sdcommunitypower.org/supplier-diversity/>.

For questions about Community Power's Supplier Diversity program:

Name: Christopher Stephens

Telephone Number: 1-888-382-0169

Email: contracting@sdcommunitypower.org

San Diego Community Power	2024 Reporting Year	GO 156 Section 9.1.2
Description of Supplier Workforce		

Each utility shall provide, to the extent the information is readily accessible, a narrative and/or data describing the following:

- 1. The number of diverse suppliers who have the majority of their workforce in California.** Out of the 7 diverse suppliers, Community Power identified that all 7 have a majority of their workforce in California.

- 2. For your organization's direct suppliers and subcontractors, provide the average percentage of the workforce that resides in California.** This information was not available at the time this report was written. To address this, we will implement a supplier diversity survey next year. This survey will gather data on the geographic distribution of our suppliers' workforce, ensuring we can accurately report this information in future reports.

- 3. Provide the diversity of the TOTAL contractor or subcontractor workforce. To the extent that the data is provided voluntarily by the employees of the suppliers.** This information was not available at the time this report was written. To address this, in next year's report, Community Power will implement a Supplier Diversity survey next year. This survey will gather, among other things, voluntary data on the geographic distribution of current suppliers, including diverse suppliers.

Supplier Diversity Annual Report and Annual Plan

San Diego Community Power	2024 Reporting Year	GO 156 Section 9.1.3
Supplier Diversity Program Expense		

Expense Category	Year (Actual)
Wages	\$ 13,000.00
Other Employee Expenses	0
Program Expenses	0
Reporting Expenses	0
Training Expenses	0
Consultant Expenses	0
Other Expenses	0
Total	\$ 13,000.00

San Diego Community Power	2024 Reporting Year	GO 156 Section 9.1.5
Description of Prime Contractors Utilization of Diverse Subcontractors		

Narrative describing prime contractors utilization of diverse subcontractors. To encourage prime contractors to increase their utilization of diverse subcontractors, Community Power asks prospective contractors to review its Inclusive and Sustainable Workforce Policy. This policy supports Community Power’s priorities of demonstrating quantifiable economic benefits to the region, including prevailing wage jobs and local workforce development; supporting a stable, skilled, and trained workforce; and promoting supplier and workforce diversity, including returning veterans and those from communities of concern. Additionally, Community Power requests that contractors provide subcontractor information, where applicable, to deliver services or goods. Community Power’s Request for Proposals solicitation template includes information about General Order 156 and encourages the use of diverse suppliers within the limits of Prop 209.

San Diego Community Power	2024 Reporting Year	GO 156 Section 9.1.5
New Diverse Prime and Subcontractor Utilization		

Category	New Prime Contractors #	New Subcontractors #
Minority Male Business Enterprise	-	N/A
Minority Female Business Enterprise	1	N/A
Total Minority Business Enterprise (MBE)	1	N/A
Women Business Enterprise (WBE)	1	N/A
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	-	N/A
Disabled Veteran Business Enterprise (DVBE)	-	N/A
Persons with Disabilities Business Enterprise (DBE)	-	N/A
8(a)	-	N/A
Total	2	N/A

San Diego Community Power	2024 Reporting Year	GO 156 Section 9.1.6
List of Supplier Diversity Complaints Received and Current Status		

A list of complaints received from diverse suppliers during the past year, accompanied by a brief narrative describing the nature of each complaint and its resolution or current status. In 2024, Community Power received no complaints.

San Diego Community Power	2024 Reporting Year	GO 156 Section 9.1.9
Description of Supplier Diversity Activities and Progress in Power (Energy) Procurement		

Narrative describing the Community Power's efforts to recruit diverse suppliers in power procurement and progress achieved during the previous calendar year. Community Power asks prospective contractors to review Community Power's Inclusive and Sustainable Workforce Policy and to be aware of Community Power's intent, within the limits of Prop 209, to increase the diversity of its suppliers. Community Power continues to utilize its Energy Bid Criteria, which invites suppliers to submit voluntary demographic information to support Community Power's long-term financial success while delivering on its renewable energy mandates and goals.

Supplier Diversity Annual Report and Annual Plan

San Diego Community Power	2024 Reporting Year	GO 156 Section 9.1.9
Supplier Diversity Results in Power (Energy) Procurement		

			Direct Power Purchases \$	Direct Fuels for Generation \$			Totals \$ ¹			% ²
			Renewable and Non-Renewable Power Products	Diesel	Nuclear	Natural Gas	Direct ³	Sub ⁴	Total \$ ⁵	
1	Minority Male	African American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
2		Asian Pacific American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
3		Hispanic American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
4		Native American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
5		Total Minority Male	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
6	Minority Female	African American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
7		Asian Pacific American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
8		Hispanic American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
9		Native American	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
10		Total Minority Female	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
11	Total Minority Business Enterprise (MBE)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
12	Women Business Enterprise (WBE)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
15	Persons with Disabilities Business Enterprises (DBE)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
16	8(a) ⁶		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
17	Total Supplier Diversity		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
18	Net Power Procurement		\$ 805,253,444							
19	Net Direct Power Purchases		\$ 805,253,444							
20	Net Direct Fuels for Generation		\$ -							
21	Total Number of Diverse Suppliers		0							

San Diego Community Power	2024 Reporting Year	GO 156 Section 10.2
Description of Supplier Diversity Program Activities Planned for the Next Calendar Year		

Narrative describing internal supplier diversity program activities planned for the next calendar year.

- 1. Collaborate with local business chambers of commerce and look for new opportunities to elevate SDCP’s work to small, locally owned diverse businesses who may be interested in working with SDCP.
- 2. Provide educational presentations on SDCP’s supplier diversity efforts to local community stakeholders and build SDCP’s visibility by participating in local community events to build visibility among vendors.
- 3. Continue to provide resources and information to new SDCP vendors regarding the CPUC Supplier Clearinghouse certification process and extend opportunities to SDCP’s current vendors to attend CPUC-sponsored events such as the 2024 CPUC Small and Diverse Business Expo.
- 4. Onboard 1 additional Non-Energy procurement staff to support Community Power's Supplier Diversity program activities.

San Diego Community Power	2024 Reporting Year	GO 156 Section 10.2
Plans to Encourage Prime Contractors to Subcontract Small, Local, and Diverse Businesses		

Narrative describing plans for encouraging prime contractors to engage small, local, and diverse businesses in subcontracts in all categories which provide subcontracting opportunities. Community Power is committed to supporting small, local, and diverse businesses. Our Inclusive and Sustainable Workforce Policy outlines how we aim to deliver measurable economic benefits to the region, including prevailing wage jobs and local workforce development. While we do not have direct authority over prime contractors' subcontracting activities, we will continue to create opportunities that support a stable, skilled, and trained workforce. Additionally, we will promote local supplier and workforce diversity, including initiatives for returning veterans and individuals from communities of concern, in alignment with California’s General Order 156 efforts.