



2016 Diversity Procurement Report and 2017 Plan of
Cox Communications California, LLC and
Cox California Telcom, LLC



Connecting
to the power of
Diversity

*Submitted to
the California Public Utilities Commission,
Members of the California
Assembly Communications & Conveyance Committee and
the Utilities & Energy Committee, and
the California Senate Energy, Utilities & Communications Committee*

March 1, 2017



Cox Communications, Inc. ("Cox") provides cable, high-speed Internet, wireline telecommunications and home security & automation services in California and 18 other states.

In California, services are provided by its subsidiaries:

- **Cox Communications California, LLC**, a cable corporation that provides video and high-speed Internet services,
- **Cox California Telcom, LLC**¹, a California Public Utilities Commission-regulated telephone corporation providing voice and transport services,
- **Cox Communications NFS, LLC**, an interconnected VoIP provider offering limited business services, and
- **Cox Advanced Services California, LLC**, a home security and automation provider.

The Cox companies primarily provide service to residential and business customers located in Santa Barbara, Los Angeles, Orange, San Diego and Ventura counties.

In 2011, Governor Brown signed into law **Assembly Bill 1386**, amending California Public Utilities Code section 8283, which addresses women, minority and disabled veteran owned business enterprise procurement. Section 8283(f)(2) encourages video providers, including cable corporations, to adopt procurement practices aimed at increasing women, minority, disabled veteran and LGBT business enterprise procurement, and to voluntarily file reports of such activity with the Legislature on an annual basis.

This report provides information about Cox's national and California procurement activities. Reported procurement represents Cox's spend nationwide.

¹ Cox California Telcom, LLC is a public utility and subject to CPUC General Order 156, *Rules Governing the Development of Programs to Increase Participation of Women, Minority, and Disabled Veteran Business Enterprises in Procurement of Contracts from Utilities as Required by Public Utilities Code Sections 8281-8286* ("GO 156"). Cox California Telcom, LLC does not have any GO 156 reportable procurement activities.

Cox Communication's Supplier Diversity Program



Cox's Supplier Diversity program is a sustainable, national program that helps ensure certified minority, women, veteran, service-disabled veteran, LGBT and disabled-owned businesses are afforded opportunities to provide goods and services to Cox and our affiliates.

Program performance is reported to Cox President and senior leadership on a monthly basis. This visibility enables the integration of various supplier diversity initiatives into our corporate business goals. Cox establishes annual financial and programmatic goals, and leaders of Cox's Supply Chain team, including myself, are held accountable to these goals through our compensation.

We take steps to ensure that vendors are informed of our program by including in our Requests for Proposal and other sourcing events information about Cox's policy of using diverse suppliers. And we create additional opportunities for diverse suppliers by awarding extra points to vendors who are certified diverse or who submit a supplier diversity procurement plan as part of their bid. We also require Tier II commitments from many of our prime contractors, and we have processes in place for them to report their results and to be held accountable to their Tier II contractual commitments.

We audit our program to ensure its accuracy and that it is operating efficiently and effectively. In particular, we try to identify issues that may have the unintended effect of creating barriers for diverse vendors to do business with Cox. Results of these audits have led to offering special payment terms for eligible diverse vendors, financing options for diverse vendors growing capacity, and a several hundred thousand dollar investment in procurement management software and systems that help ensure the veracity of our program results, while improving overall program performance (i.e. greater spend with, and opportunities for, diverse suppliers).

Cox remains committed to supporting, improving and growing its supplier diversity program. We will continue to provide the required focus and resources needed for a successful program.

Thank you,

George Richter

Sr. VP, Supply Chain Management

2016 Highlights:

- ❖ National diverse spend exceeded **\$552M**, up **\$73M**
- ❖ Total spend with diverse suppliers increased to **18%**
- ❖ LGBT business entities spend was **\$4.5M**, a **99%** increase

Table of Contents

Supplier Diversity Activities for 2016

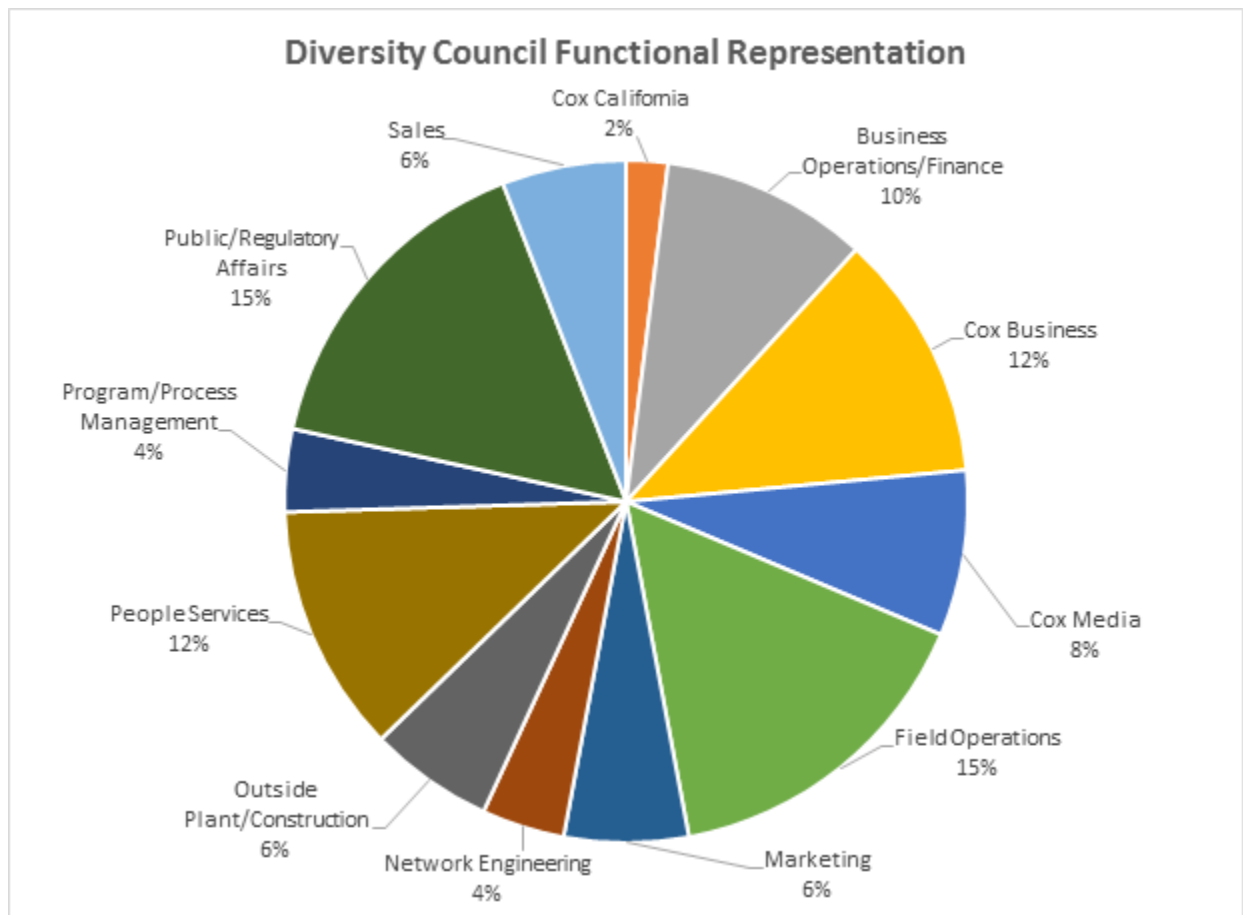
<i>Internal Program Activities</i>	4
Diversity & Inclusion Councils.....	4
Supply Chain Management	6
Supplier Diversity Goals and Objectives	6
Best Practices for Vendor Development.....	8
Tier II Program	9
Cox’s Tier II Commitment	10
<i>External Program Activities</i>	11
California Cable Supplier Diversity Matchmaking Fair.....	11
Pitch Competition	12
Community Project	12
Building Our Vendor Pipeline.....	13
Diversity Organizations, Chambers and Business Councils.....	13
<i>Low Utilization Categories</i>	14
Transportation and Logistics	14
Telecommunications Equipment.....	14
Legal Services.....	15
Conservation – Energy Procurement, Recycling.....	15
<i>Supplier Diversity Program Progress</i>	16
Total Spend by Ethnicity	16
Direct Spend by Ethnicity - Products & Services.....	17
Prime Contractor Utilization of Diverse Subcontractors	18
<i>2017 Supplier Diversity Program Goal</i>	19
Supplier Diversity Activities for 2017	
Recruiting & Outreach	19

Supplier Diversity Activities for 2017	20
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Diversity & Inclusion Councils

Cox's Diversity & Inclusion Councils are actively engaged in Cox's local and national diversity efforts. Cox's Diversity & Inclusion Council members throughout the nation are charged with expanding Cox's diversity efforts in terms of employment, products and services, community and procurement. While Cox's Supply Chain is located in our Atlanta headquarters, Cox's Supplier Diversity program is closely tied to our national and field Diversity & Inclusion Councils, which help support all of Cox's diversity goals nationwide, including supplier diversity.

Taking a top-down approach, Cox's National Diversity & Inclusion Council is chaired by our President Pat Esser and includes several top leaders, including George Richter, our Senior VP of Supply Chain. As top leaders are part of our national Diversity & Inclusion Council, similarly Cox's California Diversity & Inclusion Council has representation from California-based leadership and employees from cross-functional disciplines within California. Out of the 51 members of our California Council, 10 are California-based Directors and Vice Presidents.



The California Diversity & Inclusion Council has a Supplier Diversity subcommittee under the joint guidance of our Vice President of Cox Business and Executive Director of Revenue Assurance. Our California Senior Director of State Regulatory Affairs also provides support to the group as its Resource Leader.

Cox's local Supplier Diversity subcommittee works with Cox's corporate Supply Chain Management department to help increase Cox's use of diverse suppliers by:

- ❖ Identifying diverse supplier resources;
- ❖ Helping match local needs with available diverse suppliers;
- ❖ Participating in internal and external outreach activities;
- ❖ Creating employee awareness of the benefits of using diverse suppliers, thereby helping to maintain Cox's diversity-supportive culture.



Supply Chain Management

Cox centrally manages most of its goods and services nationwide through its Atlanta-based Supply Chain Management team. All members of Supply Chain go through supplier diversity training and have some form of accountability toward Cox's supplier diversity goals. Four Supply Chain employees are responsible for overseeing Cox's Supplier Diversity initiatives, and supporting Cox Sourcing Managers in identifying diverse vendors and resources. These Supplier Diversity Champions also maintain relationships with supplier diversity certifying organizations, and provide assistance to members of Cox's local Diversity Councils performing similar diverse supplier recruiting in Cox's field locations, such as California.



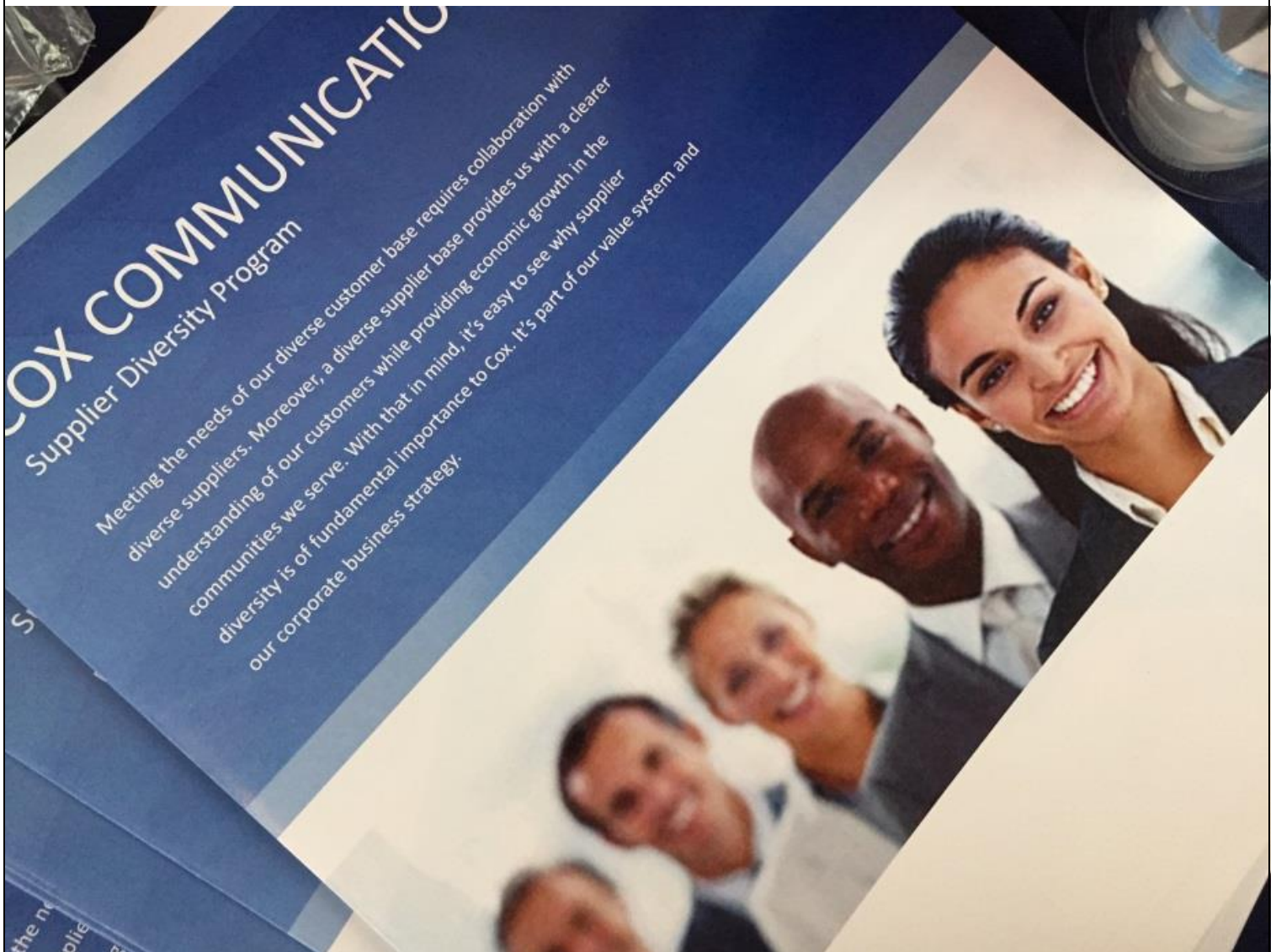
Supplier Diversity Goals and Objectives

Cox's Supply Chain team develops annual procurement plans, which include Supplier Diversity goals and objectives approved by the national Diversity and Inclusion Council. While Cox establishes an annual spend goal, it also develops objectives around improving its Supplier Diversity program and expanding internal communications and support.

For instance, in the end of 2015 Cox Supply Chain launched the Smart System by GEP, which has significantly improved management of procurement and supplier diversity initiatives. Cox began to see benefits of GEP in 2016. GEP is a cloud-based, unified sourcing platform, that does a variety of things, including providing Cox's Supply Chain Supplier Diversity Champions visibility to all Supply Chain sourcing events, enabling them to ensure diverse suppliers are included in such opportunities. By the end of 2016, through use of GEP, Cox was in the position to begin tracking the amount and percentage of sourcing events that included diverse suppliers, the percentage of sourcing events that executed a diverse supplier strategy, and the percentage of sourcing events that were awarded to diverse suppliers.

Additionally in 2016, Cox's Supply Chain improved internal and external communications about our Supplier Diversity program, including expanded internal metrics and reporting that are shared with Cox Executives and on quarterly employee webinars. Additionally, Cox's Supply Chain managed a centrally located calendar of events, so Supplier Diversity Champions companywide could identify matchmaking and networking events throughout the country. This led to a five-fold increase in Cox employee participation in supplier diversity events.

Our Supply Chain continued to work with diverse vendors to remove any unintended barriers to doing business with Cox by offering reduced payment terms and contractual rebate relief to eligible vendors, as well as assisting vendors in obtaining relevant certifications.



Best Practices for Vendor Development

In an effort to further develop our Supplier Diversity program into a “world-class” program, Cox Supply Chain Supplier Diversity Champions spent time in 2016 interviewing 7 of Diversity Inc.’s *Top Companies for Supplier Diversity*. Although many topics were discussed, one of the most beneficial items to come from these sessions was the need for Cox to expand its existing supplier diversity mentorship and scholarship programs. In late 2016, Cox’s President, and our National Diversity and Inclusion Council, approved expansion of these programs. In addition to establishing additional mentoring opportunities, Cox will be offering a \$10,000.00 scholarship to a diverse vendor to attend an Executive/MBA-type business development program, in California and in one other state. Cox expects to finalize the criteria and program syllabus over the next several months, and to award the scholarships by the end of 2017.



2016 – Best Practices Exchange
With Diversity Inc. *Top Companies for Supplier Diversity*

Tier II Program

Recognizing that a robust Tier II program is one of the best ways of ensuring that as many companies as possible provide diverse suppliers with scalable business opportunities, Cox has been expanding its Tier II program over the past few years in both the number of vendors that have Tier II commitments and the manner by which Cox manages its Tier II program.

Cox's Tier II strategy is multi-faceted. It is reflected in our vendor agreements of at least \$500K, which explicitly endorse our policy of the vendor using economically disadvantaged and diverse suppliers for work related to the products or services under contract. Based on a threshold amount of spend and the type of service provided, vendors contractually commit to meet a specific percentage of Tier II spend. Under Cox's Tier II policy, a vendor may be required to use reasonable efforts to direct as much as 20% of its total spend related to its agreement with us to economically disadvantaged and diverse suppliers. Cox also works with some vendors to develop specific plans that detail how the vendors will meet or exceed Tier II commitments. Vendors also are required to report their progress to Cox on a quarterly basis using an online tool, which Cox improved and recently re-launched to vendors.

In 2016 Cox conducted an audit of its Tier II vendor agreements, to ensure all commitments were identified. We then analyzed each contract to determine which newly-identified vendors are (and are not) meeting their reporting requirements. We now are in the process of contacting any vendor not meeting current commitments to discuss compliance. These efforts were made easier by an internally developed Tier II Dashboard that Cox put in place in 2015.

Cox Supply Chain continues to conduct quarterly vendor business meetings, which includes review of progress toward meeting Tier II commitments. For vendors not meeting such commitments, Cox provides coaching and assistance for improvement.



Cox's Tier II Commitment

Cox for the first time became subject to a wholesale customer's Tier II program. The customer, a large, national, telecommunications provider, is expanding the services it purchases from Cox to include our recently launched Small Cell service. As part of the expanded suite of services, Cox has made Tier II commitments to this customer, ranging from 15-18% over a three year period. Cox was excited for the opportunity to engage with one of our customers in meeting our supplier diversity goals. While we are actively deploying this rapidly growing service in other parts of the country, to date Cox has been unsuccessful in California in obtaining necessary utility pole attachment rights for Small Cell equipment. We remain hopeful, however, that we soon can launch this service in California so that California diverse suppliers also may benefit from this new Tier II Commitment.



California Cable Supplier Diversity Matchmaking Fair

Cast from a need to identify diverse vendors that could provide goods and services unique to the cable telecommunications industry, Cox co-hosted the 6th annual California Cable Supplier Diversity Matchmaking Fair –*Connecting Communities We Serve with Business Opportunities*. Held jointly with Comcast and Charter, the event provides certified diverse suppliers an opportunity to meet with members of the cable industry's procurement staff. It also includes speakers that give diverse suppliers unique insight into our industry and other issues relevant to diverse suppliers.

During the 2016 event, over 70 matchmaking sessions were scheduled for the more than 90 registrants. We were fortunate to have on hand to answer questions and provide vendor support, representatives from:

- WBEC West
- American Indian Chamber of Commerce
- Disabled Veteran Business Alliance - Orange County Chapter
- Council for Supplier Diversity
- Southern California Minority Supplier Development Council
- Long Beach Gay & Lesbian Chamber
- Walter Kaitz Foundation and
- Supplier Clearinghouse

SAVE-THE-DATE

6TH ANNUAL

CALIFORNIA CABLE

SUPPLIER DIVERSITY FAIR

This one-on-one matchmaking event connects Minority, Women, LGBT, Service Disabled Veteran and Disabled-Owned businesses with potential procurement opportunities with Charter Communications, Inc., Comcast, and Cox Communications.

California Cable is a forum of diverse suppliers and the host companies to better understand the needs of the other, creating a valuable opportunity to foster business relationships.

Pitch Competition

Looking for a fun way to identify qualified diverse vendors at a “How to Do Business with Cox” event, Cox hosted a *Shark Tank*-like contest at its Atlanta headquarters. Contestants gave creative business pitches to Cox’s Sr. VP of Supply Chain and Chief Marketing Officer for a chance to win a mentorship opportunity. Although many pitches were compelling, the ultimate winner, a LGBTBE video production company, provided a stunning articulation of their services. The production company now is in the process of producing 8 internal videos for Cox, including a short on the benefits of a Supplier Diversity program, and just executed a \$250,000 statement of work with Cox’s Talent Management department.



Community Project

Working with members of Cox’s National Diversity Council’s Community Pillar, Cox’s Supply Chain Supplier Diversity Champions led a program in 2016 to increase opportunities for individuals with disabilities in multiple Cox markets. By partnering with non-profit labor agencies, the Supply Chain and Community Pillar members were able to increase wages and enhance the work environments for individuals with disabilities working on a contract-basis for Cox. Although not a direct supplier diversity vendor relationship, this effort had the effect of creating opportunities, with improved wages, for disabled workers.

Building Our Vendor Pipeline

In addition to the various matchmaking and networking events that Cox personnel attend, Cox Supply Chain Supplier Diversity Champions meet regularly with supplier diversity organizations to help identify vendors for upcoming sourcing needs. The GEP system discussed above has helped in this process but providing direct visibility in a single database to the various sourcing events.

Diversity Organizations, Chambers and Business Councils

Cox actively participates and holds leadership positions in various diversity organizations to help support, develop and promote diversity and diverse suppliers. Through our memberships and participation, we have numerous opportunities to meet potential diverse suppliers and provide advice on conducting business with Cox.

The following list of diversity organizations is representative of Cox's membership in national and California organizations. We hold similar memberships in other states in which Cox operates.

- National Minority Supplier Development Council
- National Gay & Lesbian Chamber of Commerce, Procurement Committee
- National Hispanic Chamber of Commerce
- Women's Business Enterprise Council
- US Business Leadership Network, Procurement and Certification Committees
- Greater Women's Business Council
- Women's Business Enterprise Council - West
- Pacific Southwest Minority Supplier Development Council
- Council for Supplier Diversity
- Chicano Federal of San Diego
- MANA de San Diego
- Empowered Girl Alliance/Women Worldwide West Coast
- Women's Resource Center
- San Diego Asian Chamber
- Santa Barbara Hispanic Chamber of Commerce
- Filipino American Chamber of Commerce of Orange County
- Orange County Hispanic Chamber of Commerce

Cox recognizes that certain fields have been harder for women, minorities, veterans, disabled and LGBT people to break into and has tried to develop initiatives to create opportunities in areas where Cox and other companies have low spend with diverse suppliers.

Transportation and Logistics Rises to the Challenge...and Crush it!

Recognizing a lack of diverse spend and few vendors within their division, a Cox business unit providing transportation and logistics services within the company challenged itself to meet a \$200K diverse supplier spend target for 2016. With the support of the Supply Chain Supplier Diversity Champions, along with Champions from California identifying potential diverse vendors, the Transportation and Logistics team greatly surpassed their goal by contributing more than **\$6M** in spend with diverse suppliers, while adding new vendors to Cox's program.

Telecommunications Equipment

Cox's telecommunications and network equipment represent some of our largest expenditures. Although this has been an area where we historically have focused on Tier II efforts, Cox has been using the services of two minority-owned logistics company from which we could make direct equipment purchases. These arrangements greatly benefit Cox by creating a consistent experience for ordering, packaging and delivery of equipment to Cox operations and customers nationwide; while providing new and, importantly, direct opportunities to diverse vendors.

Although a major project that these companies were supporting came to a close in 2016, Cox anticipates continuing and expanding its purchase with these vendors. Cox recently negotiated with manufacturers the ability for these two diverse vendors to provide Cox with equipment from additional manufacturers. Cox also will be launching initiatives in the coming year that will require additional types of customer premise equipment to support our services.



Legal Services

Since 2005, Cox has used the legal services of a California-based, certified, WBE law firm almost exclusively for representation before the CPUC and advice on California regulatory matters. In 2012, Cox's Nevada affiliate began using this same firm for its regulatory needs.

Cox supports the National Association of Women and Minority Owned Law Firms' commitment to spend at least 5% of all legal fees with minority and women-owned law firms and legal services. Additionally, Cox has a policy of working with law firms that employ diverse lawyers and paralegals.

Conservation

Two important aspects of our Cox Conserves environmental conservation program are using alternative fuels for our energy consumption and recycling. Similar to our business needs, Cox utilizes diverse vendors to support our environmental efforts.

--Energy Procurement

Cox purchases natural gas directly from a WBE for many of its operations nationwide. Cox utilizes the services of a VBE for the provision of fuel at several locations nationwide, including in California.

Cox purchases electric energy supply from a MBE for several of its affiliate locations. This unfortunately is not an option for our California operations due to current California-imposed limits on the amount of energy that can be procured from retail providers.

--Recycling

Cox utilizes the services of a MBE for recycling some of the equipment that supports our voice, video and internet services. Additionally, some of our affiliates, within and outside of California, are partner with a WBE metals recycling company.



Total Spend By Ethnicity

		2016					
		Direct	Sub	Total \$	%		
Minority Male	Asian Pacific American	\$29,128,826	na	\$29,128,826	0.95%		
	African American	\$251,593,126	na	\$251,593,126	8.22%		
	Hispanic American	\$28,585,708	na	\$28,585,708	0.93%		
	Native American	\$13,060,405	na	\$13,060,405	0.43%		
	Total Minority Male	\$322,368,066	na	\$322,368,066	10.54%		
Minority Female	Asian Pacific American	\$4,972,692	na	\$4,972,692	0.16%		
	African American	\$490,696	na	\$490,696	0.02%		
	Hispanic American	\$901,104	na	\$901,104	0.03%		
	Native American	\$1,256,717	na	\$1,256,717	0.04%		
	Total Minority Female	\$7,621,208	na	\$7,621,208	0.25%		
Total Minority Business Enterprise (MBE)				\$350,012,717	\$25,324,659	\$375,337,377	12.27%
Women Business Enterprise (WBE)				\$120,146,669	\$10,230,718	\$130,377,387	4.26%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)				\$4,545,626	\$31,540	\$4,577,166	0.15%
Disabled Veteran Business Enterprise (DVBE)				\$512,310	\$654,202	\$1,166,512	0.04%
Veteran Business Enterprise (VBE)				\$21,475,598	\$360,852	\$21,836,450	0.71%
Disabled Owned Business Enterprise (DOBE)				\$160,000	\$628,510	\$788,510	0.03%
Other				\$0	\$17,155,459	\$17,155,459	0.56%
TOTAL NATIONAL DIVERSE SPEND				\$496,852,919	\$54,385,940	\$551,238,859	18.02%
Net Procurement				\$3,059,068,224			

Direct Spend By Ethnicity – Products & Services

		Products		Services		Total Direct	
		\$	%	\$	%	\$	%
Minority Male	Asian Pacific American	\$15,722,062	0.65%	\$13,406,764	2.08%	\$29,128,826	0.95%
	African American	\$241,260,478	9.99%	\$10,332,648	1.60%	\$251,593,126	8.22%
	Hispanic American	\$19,165,567	0.79%	\$9,420,141	1.46%	\$28,585,708	0.93%
	Native American	\$3,319,717	0.14%	\$9,740,689	1.51%	\$13,060,405	0.43%
	Total Minority Male	\$279,467,824	11.58%	\$42,900,242	6.65%	\$322,368,066	10.54%
Minority Female	Asian Pacific American	\$2,290,832	0.09%	\$2,681,860	0.42%	\$4,972,692	0.16%
	African American	\$402,976	0.02%	\$87,720	0.01%	\$490,696	0.02%
	Hispanic American	\$901,104	0.04%	\$0	0.00%	\$901,104	0.03%
	Native American	\$1,256,717	0.05%	\$0	0.00%	\$1,256,717	0.04%
	Total Minority Female	\$4,851,628	0.20%	\$2,769,580	0.43%	\$7,621,208	0.25%
Total Minority Business Enterprise (MBE)		\$295,105,583	12.22%	\$54,907,134	8.52%	\$350,012,717	11.44%
Women Business Enterprise (WBE)		\$85,492,799	3.54%	\$34,653,870	5.37%	\$120,146,669	3.93%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$4,002,560	0.17%	\$543,066	0.08%	\$4,545,626	0.15%
Disabled Veteran Business Enterprise (DVBE)		\$349,410	0.01%	\$162,900	0.03%	\$512,310	0.02%
Veteran Business Enterprise (VBE)		\$10,006,494	0.41%	\$11,469,104	1.78%	\$21,475,598	0.70%
Disabled Owned Business Enterprise (DOBE)		\$160,000	0.01%	\$0	0.00%	\$160,000	0.01%
Other		\$0	0.00%	\$0	0.00%	\$0	0.00%
TOTAL NATIONAL DIRECT DIVERSE SPEND		\$395,116,846	16.37%	\$101,736,074	15.78%	\$496,852,919	16.24%
Total Product Procurement	\$2,414,243,265						
Total Service Procurement	\$644,824,959						
Net Procurement	\$3,059,068,224						
Total Number of Diverse Suppliers Received							
Direct Spend	187						

Summary of Prime Contractor Utilization of Diverse Subcontractors

Business Enterprise	Direct \$	Sub \$	TOTAL \$	Direct %	Sub %	TOTAL %
Minority Male	\$322,368,066	na	\$322,368,066	10.54%	-	10.54%
Minority Female	\$7,621,208	na	\$7,621,208	0.25%	-	0.25%
Minority (MBE)	\$350,012,717	\$25,324,659	\$375,337,377	11.44%	0.83%	12.27%
Women (WBE)	\$120,146,669	\$10,230,718	\$130,377,387	3.93%	0.33%	4.26%
Lesbian, Gay, Bisexual, Transgender (LGBTBE)	\$4,545,626	\$31,540	\$4,577,166	0.15%	0.00%	0.15%
Disabled Veterans (DVBE)	\$512,310	\$654,202	\$1,166,512	0.02%	0.02%	0.04%
Veteran (VBE)	\$21,475,598	\$360,852	\$21,836,450	0.70%	0.01%	0.71%
Disabled Owned (DOBE)	\$160,000	\$628,510	\$788,510	0.01%	0.02%	0.03%
Other	\$0	\$17,155,459	\$17,155,459	0.00%	0.56%	0.56%
TOTAL DIVERSE SPEND	\$496,852,919	\$54,385,940	\$551,238,859	16.24%	1.78%	18.02%

Net Procurement	\$3,059,068,224
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2017 Supplier Diversity Program Goal

In 2017, we will continue to challenge ourselves to increase our use of diverse suppliers. We have established a target of making at least 20% of our discretionary purchases with diverse suppliers.



Recruiting & Outreach

Cox will continue to meet with and participate in programs hosted by national and California-based supplier diversity organizations to help identify diverse supplies that can meet Cox's procurement needs. Some of the activities Cox plans for 2017 include:

- 7th Annual California Cable Supplier Diversity Matchmaking Fair
- Matchmaking and networking events sponsored by organizations such as
 - NMSDC
 - WBENC
 - NGLCC
 - USBLN
 - the Walter Kaitz Foundation
 - WBEC West
 - Council for Supplier Diversity
 - Pacific Southwest MSDC
- Host at least four "Doing Business with Cox" events, with at least two available to California-based diverse suppliers and two focusing on SDVOBs and DOBEs;
- Sponsor/host educational "Lunch and Learn" seminars, offered by supplier diversity organizations in California
- Business chamber and minority business association-sponsored diversity events
- Board and committee membership positions in organizations that promote diversity and diverse businesses, including NGLCC and USBLN

Program Improvements

- Incorporate new/additional prime contractors into Cox Tier II accountability program
- Share best practices with other companies with recognized Supplier Diversity programs
- Share best practices through participation in the annual CPUC *Supplier Diversity En Banc*
- Participation in Joint Utilities Committee managing Supplier Clearinghouse

Vendor Development

- Develop scholarship program for eligible diverse vendor to attend business development program (one in California and one in another Cox location)
- Formalize a post-mentorship program



