



March 1, 2018

VIA EMAIL

(Alice.Stebbins@cpuc.ca.gov)

Ms. Alice Stebbins
Executive Director
California Public Utilities Commission
505 Van Ness Avenue
San Francisco, CA 94102-3214

Dear Executive Director Stebbins,

Charter Fiberlink CA-CCO, LLC, Time Warner Cable Information Services (California) LLC and Bright House Networks Information Services (California), LLC (collectively referred to as "Charter") hereby submit the Women, Minority, Disabled Veteran and Lesbian, Gay, Bisexual and Transgender (LGBT) Business Enterprises in Procurement 2017 Report and 2018 Plan in accordance with General Order 156.

Charter's commitment to the fundamental values of diversity and inclusion extends to all aspects of the organization and Charter is committed to fully pursue the goals of General Order 156 (GO 156). As part of this commitment, Charter is working to enhance its supplier diversity program nationally and, in California, submit appropriate GO 156 filings, attend biannual CPUC Expos in 2018, participate at multiple levels in the Commission's En Banc hearing on October 4th, as well as support additional activities sponsored by the CPUC or supplier diversity organizations in California to establish relationships with women-owned, minority-owned, disabled veteran-owned and/or LGBT-owned business enterprises (WMDVLGBTBEs).

Please call me at 202-621-1908 if you have any questions.

Best Regards,

A handwritten signature in black ink that reads "Mark E. Brown".

Mark Brown
Vice President, State Regulatory Affairs
Charter Communications
1099 New York Ave., NW, Suite 650
Washington, D.C. 20001

Attachment

cc: Stephanie Green - via email (Stephanie.Green@cpuc.ca.gov)

Annual Report

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Charter Communications	2017 Report	G.O. #156 Sec. 9.1.1
Description of WMDVLGBTBE Program Activities During the Previous Calendar Year		

Charter launched its supplier diversity initiative in 2017 and focused on building internal capabilities to identify, engage and track spend with women-owned, minority-owned, disabled veteran-owned, and/or LGBT-owned business enterprises (WMDVLGBTBEs), as well as increased engagement with external organizations to develop the program nationally and in California.

Internal Activities

- Completed a robust evaluation of methodologies to identify Net Procurement spend in support of California operations as an integrated company following the accounting system conversion of legacy Time Warner Cable and legacy Bright House Networks.
- Established 2017 as a baseline for WMDVLGBTBE spend and count. Provided baseline WMDVLGBTBE spend by business unit and engaged leaders of relevant business units on establishing rigorous goal-setting for WMDVLGBTBE spend over a five year time horizon.
- Evaluated existing procurement system that manages supplier information, contracts and payment transactions (Ariba) for ability to track diversity information on existing and potential WMDVLGBTBEs. Updated Charter-specific “questionnaire” in Ariba to harmonize supplier information management and tracking of diversity status for spend reporting. Added fields to the Charter-specific questionnaire to capture necessary details on WMDVLGBTBEs certified by The Supplier Clearinghouse. Created quick reference guidance for potential WMDVLGBTBEs on how to register with the supplier diversity program in the Charter Ariba network. Charter developed a workaround to track LGBTBEs given the Ariba system limitations for that diversity classification, and has continued advocacy started in 2016 for inclusion of LGBTBE as a tracked diverse certification the same as all other WMDVBES in the Ariba general network. In 2017, Charter partnered with the National LGBT Chamber of Commerce (NGLCC) on this advocacy for LGBTBE inclusion in the Ariba general network.
- Established the External Diversity and Inclusion Council which met in March and December 2017 to assist and advise Charter in the development, monitoring and evaluation of all diversity efforts including supplier diversity.
- Established the Executive Steering Committee for Diversity and Inclusion which reviewed strategy for all diversity efforts including supplier diversity. The Executive Steering Committee for Diversity and Inclusion met on a quarterly basis in 2017 and is comprised of the Chief Executive Officer of Charter and leaders from all business units.
- Benchmarked the supplier diversity program against peer organizations and industry best practices.
- Identified existing suppliers that are eligible as WMDVLGBTBEs and advocated for certification by The Supplier Clearinghouse. Supported eight successful certifications by The Supplier Clearinghouse for WMDVLGBTBEs who are current suppliers to Charter in the areas of Legal, Field Operations and Professional Services.
- Established a quarterly cadence for reporting WMDVLGBTBE spend internally to the lead for each business unit.

- Developed and provided supplier diversity training to all sourcing managers within the Strategic Procurement team.
- Evaluated tools for reporting Tier 2 diverse spend from large, majority-owned prime suppliers. Selected a Tier 2 diverse spend reporting tool and launched data collection for 2017 Tier 2 diverse spend. Developed online, self-service training for primes to learn how to report in Charter's Tier 2 diverse spend reporting portal. Registered prime suppliers for reporting and followed up to ensure quarterly data was input into Charter's Tier 2 diverse spend reporting portal. Added legal language to the standard master agreement template for reporting Tier 2 diverse spend.

External Activities

- Partnered with the following supplier diversity organizations to advance program development:
 - Mountain Plains Minority Supplier Development Council (MPMSDC)
 - National Asian American Coalition (NAAC)
 - National Association of Minority & Women Owned Law Firms (NAMWOLF)
 - National LGBT Chamber of Commerce (NGLCC)
 - National Minority Supplier Development Council (NMSDC)
 - Southern California Minority Supplier Development Council (SCMSDC)
 - Technology Industry Group (TIG)
 - United States Hispanic Chamber of Commerce (USHCC)
 - United States Pan Asian American Chamber of Commerce (USPAACC)
 - Women's Business Enterprise National Council (WBENC)
 - Women's Business Enterprise Council – West (WBEC-West)
- Attended the following national and California-specific supplier diversity events in 2017 to meet diverse suppliers in matchmaking appointments and expos, learn best practices for program development, and network with supplier diversity professionals from peer companies:
 - SCMSDC Gateway Conference (March 14-15 in City of Industry, CA)
 - WBENC Summit & Salute (March 21-23 in New Orleans, LA)
 - National Business Inclusion Consortium Best of the Best (April 26 in Washington, DC)
 - CPUC/Joint Utilities Expo (May 3 in Los Angeles, CA)
 - USPAACC CelebrAsian Procurement Conference (May 30-June 1 in San Diego, CA)
 - WBENC National Conference (June 20-22 in Las Vegas, NV)
 - NMSDC Program Manager's Seminar (July 10-12 in Chicago, IL)
 - NGLCC International Business & Leadership Conference (August 1-4 in Las Vegas, NV)
 - WBEC West Procurement Opportunity Conference (September 12-14 in San Diego, CA)
 - NAMWOLF Annual Meeting (September 19 in New York, NY)
 - USHCC National Convention (October 1-3 in Dallas, TX)
 - CPUC General Order 156 Supplier Diversity En Banc (October 5 in Pomona, CA)
 - SCMSDC Leadership Excellence Awards (October 11 in Los Angeles, CA)
 - CPUC/Joint Utilities Expo (October 19 in Redding, CA)
 - NAAC Economic Development Conference (October 20 in Los Angeles, CA)
 - NMSDC National Conference & Business Fair (October 22-25 in Detroit, MI)
 - California Cable Supplier Diversity Fair (November 9 in San Jose, CA)
 - NGLCC National Dinner & Awards Gala (November 17 in Washington, DC)

- Spoke on panels to educate WMDVLGBTBEs on the process for engaging with Charter:
 - USPAACC CelebrAsian Procurement Conference – Group Vice President, Strategic Procurement
 - NGLCC International Business & Leadership Conference – Group Vice President, Strategic Procurement
 - MPMSDC Business Alliance Forum – Senior Manager, Supplier Diversity
 - USHCC National Convention – Director, Strategic Procurement
 - CPUC En Banc – Chief Diversity Officer & Senior Vice President
 - CPUC Diverse/Small Business Expo – Vice President, Strategic Procurement
 - NAAC Economic Development Conference – Vice President, Strategic Procurement
 - NMSDC National Conference Expo, TIG Tech Hub Judge for “Diverse Supplier Quick Pitch” – Group Vice President, Strategic Procurement
 - NMSDC National Conference Expo, TIG Tech Hub Panel – Director, Analytics & Supplier Diversity
 - California Cable Supplier Diversity Fair – Senior Manager, Supplier Diversity
- Accepted leadership roles and awards from supplier diversity partner organizations:
 - Northwest Mountain Minority Supplier Development Council (NWMtnMSDC) – Senior Manager, Supplier Diversity, received Robert L. Ryan Advocacy Award (March 2017)
 - MPMSDC – Senior Manager, Strategic Procurement, joined Board of Directors (September 2017)
 - TIG – Senior Manager, Supplier Diversity, received Extended Leadership Team Member of the Year Award (October 2017)
- Actively participated in the CPUC Joint Utilities and attended the quarterly meetings in-person to receive the latest guidance from CPUC staff, learn best practices and network with peer General Order 156 reporting companies.
- In accordance with commitments made as part the merger with Time Warner Cable and acquisition of Bright House Networks, in August 2017 Charter’s Chief Executive Officer and Senior Executive Vice President hosted a meeting in Los Angeles with the National Diversity Coalition leadership to provide an overview of Charter’s Diversity and Inclusion efforts and plans in key areas, including procurement. Charter national functional leads for Procurement, Diversity and Inclusion, and State Government Affairs also participated.
- Funded four scholarships for current WMDVLGBTBE suppliers to the technical assistance and supplier development program for diverse business owners at Tuck Executive Education at Dartmouth. Three WMDVLGBTBEs attended the “Building a High-Performing Minority Business” session held during November 2017 on the Dartmouth campus, two of which are California-based WMDVLGBTBEs nominated by Charter’s Regional Field Operations business unit operating in Southern California. These two WMDVLGBTBEs were also certified by The Supplier Clearinghouse in 2017 because of their partnership and at the request of Charter.

Charter Communications	2017 Report	G.O. #156 Sec. 9.1.2
WMDVLGBTBE Annual Results by Ethnicity		

			2017 Report			
			Direct	Sub	Total \$	%
1	Minority Male	Asian Pacific American	\$32,282,154	\$18,816	\$32,300,970	3.96%
2		African American	\$19,277,688	\$0	\$19,277,688	2.36%
3		Hispanic American	\$13,952,084	\$0	\$13,952,084	1.71%
4		Native American	\$0	\$0	\$0	0.00%
5		Total Minority Male	\$65,511,926	\$18,816	\$65,530,742	8.03%
6	Minority Female	Asian Pacific American	\$1,784,779	\$0	\$1,784,779	0.22%
7		African American	\$0	\$0	\$0	0.00%
8		Hispanic American	\$0	\$6,249	\$6,249	0.001%
9		Native American	\$914,012	\$0	\$914,012	0.11%
10		Total Minority Female	\$2,698,791	\$6,249	\$2,705,040	0.33%
11	Total Minority Business Enterprise (MBE)		\$68,210,717	\$25,065	\$68,235,782	8.36%
12	Women Business Enterprise (WBE)		\$10,161,254	\$7,617	\$10,168,871	1.24%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$0	\$0	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		\$0	\$0	\$0	0.00%
15	Other 8(a)*		\$0	\$0	\$0	0.00%
16	TOTAL WMDVLGBTBE		\$78,371,971	\$32,682	\$78,404,653	9.60%
17	Net Procurement**		\$816,400,106			

NOTE: * FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE
**** NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS. EXPECTED TO DECREASE IN 2018 DUE TO ONGOING BUSINESS PROCESS CHANGE AFTER INTEGRATION.**
Direct - DIRECT PROCUREMENT
Sub - SUBCONTRACTOR PROCUREMENT
% - PERCENTAGE OF NET PROCUREMENT

Charter Communications	2017 Report	G.O. #156 Sec. 9.1.2
WMDVLGBTBE Direct Procurement by Product and Service Categories		

				Products		Services		Total	
				\$	%	\$	%	\$	%
1	Minority Male	Asian Pacific American	Direct	\$240,191	0.03%	\$32,041,963	3.92%	\$32,282,154	3.95%
2		African American	Direct	\$0	0.00%	\$19,277,688	2.36%	\$19,277,688	2.36%
3		Hispanic American	Direct	\$519,674	0.06%	\$13,432,410	1.65%	\$13,952,084	1.71%
4		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
5		Total Minority Male	Direct	\$759,865	0.09%	\$64,752,061	7.93%	\$65,511,926	8.02%
6	Minority Female	Asian Pacific American	Direct	\$0	0.00%	\$1,784,779	0.22%	\$1,784,779	0.22%
7		African American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
8		Hispanic American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
9		Native American	Direct	\$0	0.00%	\$914,012	0.11%	\$914,012	0.11%
10		Total Minority Female	Direct	\$0	0.00%	\$2,698,791	0.33%	\$2,698,791	0.33%
11	Total Minority Business Enterprise (MBE)		Direct	\$759,865	0.09%	\$67,450,852	8.26%	\$68,210,717	8.36%
12	Women Business Enterprise (WBE)		Direct	\$8,306,557	1.02%	\$1,854,697	0.23%	\$10,161,254	1.24%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
15	Other 8(a)*		Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
16	TOTAL WMDVLGBTBE		Direct	\$9,066,422	1.11%	\$69,305,549	8.49%	\$78,371,971	9.60%
17	Total Product Procurement			\$9,066,422					
18	Total Service Procurement			\$69,305,549					
19	Net Procurement**			\$816,400,106					
20	Total Number of WMDVLGBTBEs that Received Direct Spend		33						

NOTE: * FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE
**** NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS. EXPECTED TO DECREASE IN 2018 DUE TO ONGOING BUSINESS PROCESS CHANGE AFTER INTEGRATION.**
Direct - DIRECT PROCUREMENT
Sub - SUBCONTRACTOR PROCUREMENT
% - PERCENTAGE OF NET PROCUREMENT

Charter Communications	2017 Report	G.O. #156 Sec. 9.1.2
WMDVLGBTBE Subcontractor Procurement by Product and Service Categories		

				Products		Services		Total	
				\$	%	\$	%	\$	%
1	Minority Male	Asian Pacific American	Sub	\$18,816	0.002%	\$0	0.00%	\$18,816	0.002%
2		African American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
3		Hispanic American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
4		Native American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
5		Total Minority Male	Sub	\$18,816	0.002%	\$0	0.00%	\$18,816	0.002%
6	Minority Female	Asian Pacific American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
7		African American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
8		Hispanic American	Sub	\$6,249	0.001%	\$0	0.00%	\$6,249	0.001%
9		Native American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
10		Total Minority Female	Sub	\$6,249	0.001%	\$0	0.00%	\$6,249	0.001%
11	Total Minority Business Enterprise (MBE)		Sub	\$25,065	0.003%	\$0	0.00%	\$25,065	0.003%
12	Women Business Enterprise (WBE)		Sub	\$6,555	0.001%	\$1,062	0.0001%	\$7,617	0.001%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
15	Other 8(a)*		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
16	TOTAL WMDVLGBTBE		Sub	\$31,620	0.004%	\$1,062	0.0001%	\$32,682	0.004%
17	Total Product Procurement			\$31,620					
18	Total Service Procurement			\$1,062					
19	Net Procurement**			\$816,400,106					

NOTE: * FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE
**** NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS. EXPECTED TO DECREASE IN 2018 DUE TO ONGOING BUSINESS PROCESS CHANGE AFTER INTEGRATION.**
Direct - DIRECT PROCUREMENT
Sub - SUBCONTRACTOR PROCUREMENT
% - PERCENTAGE OF NET PROCUREMENT

WMDVLGBTBE Procurement by Standard Industrial Categories

SIC Category	Asian Pacific American		African American		Hispanic American		Native American		Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	Other 8(a)**	Total WMDVLGBTBE	Total Dollars
	Male	Female	Male	Female	Male	Female	Male	Female							
16 - Heavy Cnstrctn, Except Building Construction - Contractors	\$ 0	\$ 0	\$ 0	\$ 0	\$896,686	\$ 0	\$ 0	\$ 0	\$896,686	\$ 0	\$ 0	\$ 0	\$ 0	\$896,686	\$163,577,663
%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.1%	
17 - Construction - Special Trade Contractors	\$32,041,963	\$ 0	\$ 0	\$ 0	\$1,842,476	\$ 0	\$ 0	\$ 0	\$33,884,439	\$281,236	\$ 0	\$ 0	\$ 0	\$34,165,675	\$84,259,539
%	3.9%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%	4.2%	
32 - Stone, Clay, Glass, and Concrete Products	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$35	\$ 0	\$ 0	\$ 0	\$35	\$35
%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.000004%	0.0%	0.0%	0.0%	0.000004%	
33 - Primary Metal Industries	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$239,140	\$ 0	\$ 0	\$ 0	\$239,140	\$5,516,212
%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.03%	0.0%	0.0%	0.0%	0.03%	
36 - Electronic, Elctrcl Eqpmnt & Cmpnts, Excpt Computer Eqpmnt	\$14,594	\$ 0	\$ 0	\$ 0	\$12,935	\$ 0	\$ 0	\$ 0	\$27,529	\$4,263,097	\$ 0	\$ 0	\$ 0	\$4,290,627	\$46,516,104
%	0.002%	0.0%	0.0%	0.0%	0.002%	0.0%	0.0%	0.0%	0.003%	0.5%	0.0%	0.0%	0.0%	0.5%	
38 - Mesr/Anlyz/Cntrl Instrmnts; Photo/Med/Opt Gds; Watches/Clocks	\$240,191	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$240,191	\$ 0	\$ 0	\$ 0	\$ 0	\$240,191	\$6,229,669
%	0.03%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.03%	0.0%	0.0%	0.0%	0.0%	0.03%	
42 - Motor Freight Transportation	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$17,010	\$ 0	\$ 0	\$ 0	\$17,010	\$17,987
%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.002%	0.0%	0.0%	0.0%	0.002%	
50 - Wholesale Trade - Durable Goods	\$4,222	\$ 0	\$ 0	\$ 0	\$506,739	\$ 0	\$ 0	\$ 0	\$510,961	\$4,049,980	\$ 0	\$ 0	\$ 0	\$4,560,940	\$21,387,636
%	0.001%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.1%	0.5%	0.0%	0.0%	0.0%	0.6%	
51 - Wholesale Trade - Nondurable Goods	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$6,249	\$ 0	\$ 0	\$6,249	\$ 0	\$ 0	\$ 0	\$ 0	\$6,249	\$6,249
%	0.0%	0.0%	0.0%	0.0%	0.0%	0.001%	0.0%	0.0%	0.001%	0.0%	0.0%	0.0%	0.0%	0.001%	
65 - Real Estate	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$30,060	\$ 0	\$ 0	\$ 0	\$30,060	\$2,012,334
%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.004%	0.0%	0.0%	0.0%	0.004%	
73 - Business Services	\$ 0	\$ 0	\$19,277,688	\$ 0	\$918,730	\$ 0	\$ 0	\$914,012	\$21,110,429	\$129,141	\$ 0	\$ 0	\$ 0	\$21,239,570	\$53,834,342
%	0.0%	0.0%	2.4%	0.0%	0.1%	0.0%	0.1%	0.1%	2.6%	0.02%	0.0%	0.0%	0.0%	2.6%	
76 - Miscellaneous Repair Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$1,430	\$ 0	\$ 0	\$ 0	\$1,430	\$23,758,506
%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0002%	0.0%	0.0%	0.0%	0.0002%	
87 - Engineering, Accounting, Research, Management & Related Svcs	\$ 0	\$1,784,779	\$ 0	\$ 0	\$9,774,518	\$ 0	\$ 0	\$ 0	\$11,559,297	\$1,157,742	\$ 0	\$ 0	\$ 0	\$12,717,039	\$29,114,750
%	0.0%	0.2%	0.0%	0.0%	1.2%	0.0%	0.0%	0.0%	1.4%	0.1%	0.0%	0.0%	0.0%	1.6%	
All Other SIC Codes	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$380,169,081
%															
TOTAL	\$32,300,970	\$1,784,779	\$19,277,688	\$0	\$13,952,084	\$6,249	\$0	\$914,012	\$68,235,782	\$10,168,871	\$0	\$0	\$0	\$78,404,653	\$816,400,106
%	3.96%	0.22%	2.36%	0.00%	1.71%	0.001%	0.00%	0.11%	8.36%	1.24%	0.00%	0.00%	0.00%	9.60%	

Total Product Procurement	\$9,098,042
Total Service Procurement	\$69,306,611

Net Procurement***	\$816,400,106
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NOTE: * FIRMS WITH MULT MINORITY OWNERSHIP STATUS

** FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE

*** NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS. EXPECTED TO DECREASE IN 2018 DUE TO ONGOING BUSINESS PROCESS CHANGE AFTER INTEGRATION.

TOTAL DOLLARS - TOTAL PROCUREMENT DOLLAR AMOUNT IN THE SPECIFIC SIC CATEGORY

% - PERCENTAGE OF TOTAL DOLLARS

PRODUCT CODES: 32, 36, 38, 50, 51

SERVICE CODES: 16, 17, 33, 42, 65, 73, 76, 87

Charter Communications	2017 Report	G.O. #156 Sec. 9.1.2
Number of WMDVLGBTBE Suppliers and Revenue Reported to the Clearinghouse		

Data on Number of Suppliers						
Revenue Reported to CHS						
# WMDVLGBTBEs	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	1	1	0	0	0	2
Under \$5 million	2	0	0	0	0	2
Under \$10 million	2	5	0	0	0	7
Above \$10 million	9	13	0	0	0	22
TOTAL	14	19	0	0	0	33

Revenue and Payment Data						
Revenue Reported to CHS						
WMDVLGBTBE \$M	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	\$150,000	\$44	\$0	\$0	\$0	\$150,044
Under \$5 million	\$7,664,949	\$0	\$0	\$0	\$0	\$7,664,949
Under \$10 million	\$12,287,847	\$42,701,832	\$0	\$0	\$0	\$54,989,679
Above \$10 million	\$3,226,226,503	\$3,078,784,671	\$0	\$0	\$0	\$6,305,011,174
TOTAL	\$3,246,329,299	\$3,121,486,547	\$0	\$0	\$0	\$6,367,815,846

NOTE: * FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE
CHS: SUPPLIER CLEARINGHOUSE

This does not include 5 WMDVLGBTBE suppliers at the Sub (Tier 2) level

Charter Communications	2017 Report	G.O. #156 Sec. 9.1.2
Description of Number of WMDVLGBTBE Suppliers with California Majority Workforce		

Charter reports out of 33 of WMDVLGBTBEs with spend in 2017, 14 have a workforce headquartered in California, 19 have a workforce not headquartered in California.

Charter Communications	2017 Report	G.O. #156 Sec. 9.1.3
WMDVLGBTBE Program Expenses		

The Charter Supplier Diversity program is implemented by all sourcing team members within Strategic Procurement. The full-time headcount dedicated to Supplier Diversity (Senior Manager level) supports the entire sourcing team on program implementation nationally and in California. The wages below account for the proportion of time spent by team members in Strategic Procurement on the Supplier Diversity program. Similarly, travel expenses reflect travel conducted by all members of Strategic Procurement to Supplier Diversity events in 2017. Program expenses include dues, subscriptions and sponsorships to the organizations listed in Section 9.1.1 earlier in this report. Reporting expenses include the cost of technology solution for Charter’s Tier 2 diverse spend reporting portal.

Expense Category	Year (Actual)
Wages	\$414,403
Travel Expenses	\$41,925
Program Expenses	\$172,145
Reporting Expenses	\$20,000
Other	\$0
TOTAL	\$648,473

Charter Communications	2017 Report	G.O. #156 Sec. 9.1.4
Description of Progress in Meeting or Exceeding Set Goals		

In D.16-05-007, Charter obtained approval of the merger with Time Warner Cable and acquisition of Bright House Networks in California. During the second quarter of 2016, Charter completed the transactions with Time Warner Cable and Bright House Networks, which the CPUC approved in May 2016. Recognizing these unique circumstances, Charter was granted: (a) an extension for the submission of its 2017 Plan to September 1, 2017; and (b) an extension to March 1, 2018 for the submission of its 2017 Report. With regard to the Report, this submission sets its baseline participation in GO 156 with 2017 as its first full year of operations as an integrated company.

Per the schedule above, in its 2017 Plan Charter provided the short-term goal of 3.4% WMDVLGBTBE spend which reflected an in-year estimate for calendar year 2017. Actual WMDVLGBTBE spend in 2017 was 9.6% as reported in Section 9.1.2 of this Report. This 6.2% increase is due to in-year efforts made by business units to both certify eligible WMDVLGBTBE suppliers as well as to move non-diverse spend to WMDVLGBTBEs.

Category	2017 Results	2017 Goals
Minority Business Enterprise (MBE)	8.36%	1.0%
Women Business Enterprise (WBE)	1.24%	2.4%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0%	0.0%
Disabled Veteran Business (DVBE)	0%	0.0%
TOTAL	9.60%	3.4%

Charter Communications	2017 Report	G.O. #156 Sec. 9.1.5
Description of Prime Contractor Utilization of WMDVLGBTBE Subcontractors		

Given that Charter’s Supplier Diversity program is in its early stages of development, the focus for 2017 was to successfully implement a technology solution to capture Tier 2 diverse spend from prime suppliers as well as establish 2017 as a baseline for Tier 2 WMDVLGBTBE spend. Charter evaluated tools for reporting Tier 2 diverse spend from large, majority-owned prime suppliers. Charter selected a Tier 2 diverse spend reporting tool and launched data collection for 2017 Tier 2 diverse spend. To ease and ensure implementation at scale, Charter developed online, self-service training for primes to learn how to report in Charter’s Tier 2 diverse spend reporting portal and registered prime suppliers for reporting. Charter followed up with prime suppliers to ensure quarterly data was input into its Tier 2 diverse spend reporting portal. Charter also added legal language to the standard master agreement template for reporting Tier 2 diverse spend to update future contracts and to incorporate as contracts come up for renewal. Prime suppliers submitted the reportable Tier 2 WMDVLGBTBE spend shown in 9.1.2 of this 2017 Report in Charter’s Tier 2 diverse spend reporting portal.

Charter Communications	2017 Report	G.O. #156 Sec. 9.1.5
Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors		

	Minority Male	Minority Female	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	Other 8(a)*	TOTAL WMDVLGBTBE
Direct \$	\$65,511,926	\$2,698,791	\$68,210,717	\$10,161,254	\$0	\$0	\$0	\$78,371,971
Subcontracting \$	\$18,816	\$6,249	\$25,065	\$7,617	\$0	\$0	\$0	\$32,682
Total \$	\$65,530,742	\$2,705,040	\$68,235,782	\$10,168,871	\$0	\$0	\$0	\$78,404,653

Direct %	8.02%	0.33%	8.36%	1.24%	0.00%	0.00%	0.00%	9.60%
Subcontracting %	0.002%	0.001%	0.003%	0.001%	0.00%	0.00%	0.00%	0.00%
Total %	8.03%	0.331%	8.36%	1.24%	0.00%	0.00%	0.00%	9.60%

Net Procurement**	\$816,400,106
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NOTE: *FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE

** NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS. EXPECTED TO DECREASE IN 2018 DUE TO ONGOING BUSINESS PROCESS CHANGE AFTER INTEGRATION.

% - PERCENTAGE OF NET PROCUREMENT

Direct - DIRECT PROCUREMENT

Sub - SUBCONTRACTOR PROCUREMENT

Charter Communications	2017 Report	G.O. #156 Sec. 9.1.6
A list of WMDVLGBTBE Complaints Received and Current Status		

Charter Communications did not receive any formal complaints in 2017.

Charter Communications	2017 Report	G.O. #156 Sec. 9.1.7
Description of Efforts to Recruit WMDVLGBTBE Supplier in Low Utilization Categories		

Charter commits to expand its utilization of WMDVLGBTBE law firms, advertising agencies, and grow the diversity of its banking and other financial services partners by expanding relationships with WMDVLGBTBE investment firms, investment banks, and asset managers.

Within the Legal and Sales & Marketing teams, in 2017, Charter:

- Identified 18 existing law firms supporting Charter with diverse ownership, of which 4 were already certified WMDVLGBTBEs. Charter worked with all eligible, diverse-owned law firms on becoming certified, and supported 5 applications to The Supplier Clearinghouse during 2017. Of the 5 applications for certification submitted to The Supplier Clearinghouse, 4 were certified in 2017 and the remaining law firm submitted the application too late in the year for certification to be completed in year.
- Attended the NAMWOLF annual meeting in New York with representatives from the Charter Legal team including the Group Vice President, Law – Regulatory, Video & Broadband, as well as the Senior Director, Finance & Administration – Legal. At the NAMWOLF Annual Meeting, Charter participants learned best practices, met with General Counsel from programs at other corporations, and networked with diverse legal firms that currently and potentially could work with Charter.
- Participated in an October 2017 internal training ran by the CEO of NAMWOLF, which included Charter Legal counsel, professionals, and support team members. Attending Charter team members could receive Continuing Legal Education (CLE) credit for the training.
- Attended and participated in matchmakers at NGLCC and NMSDC conferences with WMDVLGBTBEs that provide marketing products and services. At those conferences, the WMDVLGBTBEs met with the Executive Director, Strategic Procurement, and Director, Strategic Procurement (respectively), who support the Sales & Marketing business unit.
- Developed a “Diverse Supplier Directory” for the Sales & Marketing business unit to better enable WMDVLGBTBE visibility and selection by decision-makers in the areas of: Agency Creative Services; Database Marketing and Analytics; Digital and Engagement Marketing; Direct Marketing; Event Marketing; Market Research; Media Agency; Production; Promotional Marketing; and Telemarketing. Following on the Marketing “Diverse Supplier Directory”, the Sales & Marketing business unit scheduled meetings with 9 WMDVLGBTBEs in November and December 2017 who provide services in the areas of Digital Marketing, Direct Mail/Print and Market Research.

The Charter Corporate Finance & Financial Services teams are committed to working and maintaining relationships with Women, Minority, and Disabled Veteran Business Enterprise (WMDVBE) investment banking firms and asset managers. Charter regularly meets with WMDVBE firms to ensure we remain current on their capabilities as we explore opportunities to work together.

- In 2017, Charter partnered with 6 different WMDVBE investment banking firms for the execution of our High Yield and Investment Grade bond financing activity: Academy Securities

(service disabled veteran owned), C.L. King & Associates, Inc. (women owned), Lebenthal & Co. Inc. (women owned), Mischler Financial Group, Inc. (service disabled veteran owned), Samuel A. Ramirez & Co. (minority owned), and Williams Capital Group LP (minority owned)

- For each of the 7 bond financings executed in 2017, Charter selected 4 WMDVBE banks to participate; one from each diversity classification:
 - Samuel A. Ramirez & Co. and Williams Capital Group LP participated in all 7 transactions;
 - Mischler Financial Group and Lebenthal & Co. in 4 transactions each; and
 - Academy Securities and C.L. King & Associates in 3 transactions each.
- Charter intends to continue to have at least 4 WMDVBE banks participate in each of its bond financings going forward, and will maintain an active dialogue as we continue to build a productive working relationship with all firms in the WMDVBE category.
- Additionally, Charter has worked in the past with minority-owned investment managers and will continue to evaluate opportunities to do so in the future.

Charter Communications	2018 Plan	G.O. #156 Sec. 10.1.1
WMDVLGBTBE Annual Short-, Mid-, and Long-Term Goals by Product and Service Category		

	Short-Term					Mid-Term					Long-Term				
	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	WMDVLGBTBE	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	WMDVLGBTBE	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	WMDVLGBTBE
Products															
Finished Products/Misc. Goods (50)	0.09%	0.66%	0.00%	0.00%	0.75%	0.13%	0.88%	0.00%	0.00%	1.01%	0.20%	1.30%	0.00%	0.00%	1.50%
Technical Equipment/ Analysis Instruments (36, 38)	0.20%	0.94%	0.00%	0.00%	1.14%	0.50%	1.59%	0.00%	0.00%	2.09%	0.90%	2.60%	0.00%	0.00%	3.50%
Subtotal	0.29%	1.59%	0.00%	0.00%	1.89%	0.63%	2.47%	0.00%	0.00%	3.10%	1.10%	3.90%	0.00%	0.00%	5.00%
Services															
Professional Services (65, 73, 76, 87)	3.36%	0.17%	0.00%	0.00%	3.53%	1.87%	0.17%	0.00%	0.00%	2.04%	0.80%	0.20%	0.00%	0.00%	1.00%
Raw Materials/Construction/Industrial Services (16, 17, 33, 42)	3.79%	2.53%	0.00%	0.00%	6.32%	2.56%	6.72%	0.00%	0.00%	9.28%	1.90%	12.40%	0.00%	0.00%	14.30%
Subtotal	7.15%	2.70%	0.00%	0.00%	9.85%	4.43%	6.89%	0.00%	0.00%	11.32%	2.70%	12.60%	0.00%	0.00%	15.30%
TOTAL	9.23%	4.30%	0.00%	0.00%	11.74%	5.06%	9.36%	0.00%	0.00%	14.42%	3.80%	16.50%	0.00%	0.00%	20.30%

Charter Communications	2018 Plan	G.O. #156 Sec. 10.1.2
Description of WMDVLGBTBE Planned Program Activities for the Next Calendar Year		

Charter will build upon the internal capabilities developed in its baseline year of 2017 and focus on efficiently and effectively identifying, engaging and tracking spend with women-owned, minority-owned, disabled veteran-owned, and/or LGBT-owned business enterprises (WMDVLGBTBEs). Charter will deepen and increase engagement with external organizations to develop the program nationally and in California.

Internal Activities

- Ensure supplier information management system (Ariba) is up-to-date with diversity information for all existing and potential WMDVLGBTBEs. Conduct annual check of WMDVLGBTBEs by a third party data enrichment service. Continue advocacy for inclusion of LGBTBE as a tracked diverse certification in the Ariba general network.
- Continue biannual meetings of the External Diversity and Inclusion Council to assist and advise Charter in the development, monitoring and evaluation of all diversity efforts including supplier diversity.
- Continue quarterly meetings of the Executive Steering Committee for Diversity and Inclusion to review strategy, goal-setting and implementation of all diversity efforts including supplier diversity. The Executive Steering Committee for Diversity and Inclusion is comprised of the Chief Executive Officer of Charter and leaders from all business units.
- Annually benchmark the supplier diversity program against peer organizations and industry standards to ensure prioritization of activities and best practices in program development.
- Identify existing suppliers that are eligible as WMDVLGBTBEs and advocate for certification by The Supplier Clearinghouse.
- Report WMDVLGBTBE spend internally to the lead for each business unit on a quarterly basis.
- Partner with relevant business units to review their baseline WMDVLGBTBE spend and reset short-, mid-, and long-term WMDVLGBTBE spend goals in support of California operations.
- Provide supplier diversity training to new sourcing managers within the Strategic Procurement team and supplemental training to all Strategic Procurement team members is provided when processes update. Ensure all diverse suppliers that engage with the supplier diversity program are vetted by the relevant category manager in Strategic Procurement.
- Register and receive reported spend from additional prime suppliers in the Tier 2 diverse spend reporting program. Conduct analysis on reported Tier 2 diverse spend to find opportunities for increasing WMDVLGBTBE spend with subcontractors.

External Activities

- Partner with the following supplier diversity organizations to advance program development:
 - Colorado LGBTQ Chamber of Commerce (COLGBTQCC)
 - Mountain Plains Minority Supplier Development Council (MPMSDC)
 - National Asian American Coalition (NAAC)

- National Association of Minority & Women Owned Law Firms (NAMWOLF)
- National Business Inclusion Consortium (NBIC)
- National LGBT Chamber of Commerce (NGLCC)
- National Minority Supplier Development Council (NMSDC)
- Southern California Minority Supplier Development Council (SCMSDC)
- Technology Industry Group (TIG)
- United States Black Chambers (USBC)
- United States Business Leadership Network (USBLN)
- United States Hispanic Chamber of Commerce (USHCC)
- United States Pan Asian American Chamber of Commerce (USPAACC)
- Women’s Business Enterprise National Council (WBENC)
- Women’s Business Enterprise Council – West (WBEC-West)
- Attend the following national and California-specific supplier diversity events in 2017 to meet diverse suppliers in matchmaking appointments and expos, learn best practices for program development, and network with supplier diversity professionals from peer companies:
 - WBENC Summit & Salute (March 20-22 in Dallas, TX)
 - NBIC Best of the Best (April 18 in Washington, DC)
 - SCMSDC Gateway Conference (April 23-24 in Pasadena, CA)
 - CPUC/Joint Utilities Expo (April 25 in Long Beach, CA)
 - USPAACC CelebrAsian Procurement Conference (May 29-June 1 in Bethesda, MD)
 - WBENC National Conference (June 19-21 in Detroit, MI)
 - NMSDC Program Manager’s Seminar (July 9-11 in TBD)
 - USBLN Annual Conference & Expo (July 9-12 in Las Vegas, NV)
 - NGLCC International Business Conference (August 14-17 in Philadelphia, PA)
 - WBEC West Procurement Opportunity Conference (September TBD)
 - USHCC National Convention (September 16-18 in Philadelphia, PA)
 - NAMWOLF Annual Meeting (September 26 in Chicago, IL)
 - CPUC General Order 156 Supplier Diversity En Banc (October 4 in Richmond, CA)
 - CPUC/Joint Utilities Expo (October TBD)
 - NMSDC National Conference & Business Fair (October 14-17 in Austin, TX)
 - California Cable Supplier Diversity Fair (November TBD in San Diego, CA)
 - NGLCC National Dinner & Awards Gala (November 16 in Washington, DC)
- Actively participate in the CPUC Joint Utilities and attend the quarterly meetings in-person to receive the latest guidance from CPUC staff, learn best practices and network with peer GO 156 reporting companies.
- Develop external communications including website content for diverse suppliers on the process for registering, as well as plan for internal articles and social media content for key supplier diversity conferences.
- Fund an additional four scholarships for current WMDVLGBTBE suppliers to the technical assistance and supplier development program for diverse business owners at Tuck Executive Education at Dartmouth.

Charter Communications	2018 Plan	G.O. #156 Sec. 10.1.3
Plans for Recruiting WMDVLGBTBE Suppliers in Low Utilization Areas		

Charter commits to expand its utilization of WMDVLGBTBE law firms, advertising agencies, and grow the diversity of its banking and other financial services partners by expanding relationships with WMDVLGBTBE investment firms, investment banks, and asset managers. Charter will:

- Identify any existing firms or suppliers that are eligible as a WMDVLGBTBE and help them become certified by The Supplier Clearinghouse.
- Continue development of an action plan by the relevant business units in Legal, Finance, and Sales & Marketing to expand opportunity for existing WMDVLGBTBEs as well as recruit qualified and capable WMDVLGBTBEs.
- Continue attending NAMWOLF Annual Meeting, partner with this organization to develop internal capabilities, and network with qualified WMDVLGBTBE law firms that are members of NAMWOLF.
- Benchmark with peer companies to identify WMDVLGBTBEs in low utilization areas.
- Identify industry-specific partner organizations and/or events for WMDVLGBTBEs in low utilization areas.

Charter	2018 Plan	G.O. #156 Sec. 10.1.4
Plans for Recruiting WMDVLGBTBE Suppliers Where Unavailable		

Charter recognizes that the supplier diversity program is in its early stages of development as a more recently integrated company. Therefore, Charter will focus efforts in the near term on products and services with availability of WMDVLGBTBEs as the most efficient and effective steps towards increasing opportunity for and spend with WMDVLGBTBEs. Charter will leverage the existing database of The Supplier Clearinghouse as well as benchmarking with peer companies to identify product and service categories with the greatest availability of WMDVLGBTBEs and opportunities for WMDVLGBTBE procurement. Charter is an active participant in both the CPUC Joint Utilities and the Technology Industry Group, and will participate in the regular meetings as well as attend the NMSDC Program Managers Seminar to specifically learn best practices and recommendations on diverse supplier and program development from peer companies with more mature supplier diversity programs. Charter will continue to partner with our industry peers Comcast and Cox to organize and sponsor the annual California Cable Supplier Diversity Fair. Additionally, where an existing or potential supplier is identified as a qualifying WMDVLGBTBE, Charter will recruit them to be certified by The Supplier Clearinghouse to increase the availability of qualified and capable WMDVLGBTBEs.

Charter	2018 Plan	G.O. #156 Sec. 10.1.5
Plans for Encouraging Prime Contractors to Subcontract WMDVLGBTBE Suppliers		

Given that Charter’s Supplier Diversity program started its Tier 2 diverse spend program in 2017, the coming year will focus on analyzing and interpreting the results of the baseline year of reported Tier 2 WMDVLGBTBE spend data. Activities resulting from that analysis will include targeted engagement with primes to find opportunities for increasing WMDVLGBTBE spend with subcontractors. Furthermore, Charter will add reporting prime suppliers to its Tier 2 diverse spend program following Q1 2018. Given that 2017 is the baseline year as an integrated company, these additional reporting primes will be identified based upon total “Tier 1” spend in 2017.

Charter	2018 Plan	G.O. #156 Sec. 10.1.6
Plans for Complying with WMDVLGBTBE Program Guidelines		

Charter will continue submitting an annual General Order 156 Report and Plan as committed to in its Memorandum of Understanding (MOU) which took effect upon the closing of the merger with Time Warner Cable and acquisition of Bright House Networks. Charter is committed to fully pursue the goals of General Order 156 and will continue to use the formatted templates established by the CPUC Joint Utilities for the submissions.