

U.S. FEDERAL COMMUNICATIONS COMMISSION

+ + + + +

ADVISORY COMMITTEE ON

DIVERSITY FOR COMMUNICATIONS  
IN THE DIGITAL AGE

+ + + + +

Tuesday  
December 3, 2009

+ + + + +

The Meeting convened in the Commission Meeting Room, at the Federal Communications Commission, 445 12th Street, SW, Washington, D.C., at 2:00 p.m., Henry Rivera, Chairman, presiding.

FCC STAFF PRESENT:

MICHAEL COPPS, COMMISSIONER  
THOMAS REED, OCBO SENIOR DEPUTY DIRECTOR  
JOSHUA CINELLI, MEDIA ADVISOR  
BRUCE GOTTLIEB, CHIEF COUNSEL

BARBARA KREISMAN, DESIGNATED FEDERAL OFFICIAL

SHERRESE SMITH, LEGAL ADVISOR

JAMILA BESS-JOHNSON, DEPUTY FEDERAL OFFICER

CAROLYN FLEMING-WILLIAMS, DEPUTY FEDERAL

OFFICER

JULIE SALOVAARA, MEDIA BUREAU

COMMITTEE MEMBERS PRESENT:

HENRY RIVERA, CHAIRMAN

ALONZO BARBER

TONI BUSH

ALAN B. DAVIDSON

SUSAN FOX

ANITA GRAHAM

DAVID HONIG

ANNE LUCEY

JANE MAGO

JOAN MARSH

ROBERT MENDEZ

MELISSA NEWMAN

KAREN K. NARASAKI

LORETTA POLK

ANDREW SCHWARTZMAN

SYLVIA STROBEL

DIANE SUTTER

YING LI

TABLE OF CONTENTS

Opening . . . . . 4

Introduction and agenda review. . . . . 5

Remarks by Commissioner Copps . . . . . 6

Chairman's office, Sherrese Smith . . . . . 13

Constitutional Issues . . . . . 22

Media Issues. . . . . 27

Telecom and Broadband Issues. . . . . 64

OCBO, Thomas Reed . . . . . 74

Adjourn

1 P-R-O-C-E-E-D-I-N-G-S

2 (2:01 p.m.)

3 MS. KREISMAN: Good morning

4 everyone, Commissioner Copps, Chairman Rivera,  
5 members, FCC officials, chairman's office,  
6 Commissioner Copps' office. Welcome to our  
7 pre-holiday meeting of the Advisory Committee  
8 for Diversity in the Digital Age. Thank you  
9 for coming today. I know you all are very  
10 busy, and I'm hopeful that this time period  
11 works better for everybody than the morning  
12 time period. If it doesn't, let me know, and  
13 we'll go back to 10 o'clock.

14 You have a packet of information  
15 before you that has all of the resolutions  
16 that are going to be considered today.  
17 Everything has been previously emailed to you.  
18 The committees have been very, very hard at  
19 work. My hat's off, especially this time  
20 around, to Diane, who -- I got my last email  
21 from her last night at like 9:30, and she  
22 called me from the airport this morning. And

1 also all of the task forces that are working  
2 under Diane.

3           You all have all done a great job,  
4 and the work product reflects that today. We  
5 have five very substantive and thoughtful  
6 proposals from funding to broadband deployment  
7 for your consideration. With that, I turn the  
8 proceedings over to Chairman River.

9           CHAIRMAN RIVERA: Thank you,  
10 Barbara. And let me add my welcome in case  
11 you all split before I get an opportunity at  
12 the end of the meeting to wish you all a very  
13 happy holiday, and a very prosperous and happy  
14 2010. I want to echo what Barbara said about  
15 the work that's been put in. This time it's  
16 been -- well, last time too. You guys are  
17 working very hard, and I certainly appreciate  
18 it.

19           I know you all have day jobs. And  
20 this has been a pretty challenging quarter for  
21 us. As you can see, Commissioner Capps is  
22 with us, and we also have representatives from

1 the chairman's office who would like to  
2 address the group, and so without further ado,  
3 I'm going to turn the mic over to Commissioner  
4 Copps.

5 COMMISSIONER COPPS: Well, thank  
6 you, and good afternoon, all. I'm delighted  
7 to see you here. And welcome, all of you, to  
8 the FCC. I think you know most of the FCC  
9 folks around here. There's one person I want  
10 to introduce, Joshua Cinelli, who's joined my  
11 office. And I hope you will to get know him  
12 and he gets to know you.

13 First of all, let me thank Henry  
14 and all the members of the committee, and  
15 Barbara and the staff who support it. This is  
16 a great committee, and you are doing work  
17 probably more important than just about any  
18 other committee that I can think of. And I  
19 know it's time-consuming and that you do have  
20 day jobs, but it's just kind of inspiring to  
21 see folks sit around the table and do  
22 something to serve the public interest and

1 advance the causes that so many of you have  
2 been working on for so many years.

3           And that we now have, really, an  
4 opportunity to do something about, if we're  
5 smart enough to take advantage of the moment  
6 that we have before us, and expeditious enough  
7 to do it. If we're not expeditious enough, it  
8 won't be your fault. You folks responded  
9 really quickly to the charge when I was acting  
10 chairman, to convene and give us some  
11 recommendations, and we particularly talked  
12 about the need to get some further input on  
13 the full-file review and on doing the Adarand  
14 Studies.

15           And I am so pleased that those  
16 recommendations came forward so promptly and  
17 went out to the offices. And unlike some  
18 previous iterations, they're not gathering  
19 dust in anybody's desk. I think the  
20 chairman's office has taken them very  
21 seriously. He and I talked about them just  
22 yesterday, and he of course would have been

1 here today, but he got summoned at the last  
2 moment to the job summit over at the White  
3 House. So I don't think that was invitation  
4 he probably was not at liberty to say no to.

5           So that's where he is. But he is  
6 pleased and I am pleased, and I think all my  
7 colleagues are, at the attention you gave to  
8 getting those recommendations in. And I think  
9 we're already seeing some of those  
10 recommendations being acted on. Whether it's  
11 broadband, where I think you can see we're  
12 following your recommendations that we focus  
13 on adoption and adoption in minority  
14 communities, and looking at the barriers to  
15 adoption in multi-lingual and rural and low-  
16 income communities.

17           So that's up and running. I think  
18 we'll hear some talk about maybe another  
19 initiative or two today. I think these  
20 recommendations will be taken very seriously,  
21 and I can assure you that they are being  
22 looked at and actively considered. I, as you



1 know, am always possessed of the urgency of  
2 the moment and the need to do something now  
3 while we have a window of opportunity to us.  
4 I would hate to be gathered around this table  
5 a year from now and we kind of sit here and  
6 say, "Golly, why didn't we get that done a  
7 year ago when we had the chance?"

8           So that's what I continue to push  
9 for on action here. We need to follow up on  
10 the full-file review. It is a complicated  
11 subject. It's not just something we can wave  
12 a wand at. But let's remember, this is an  
13 interim kind of solution. We're not talking  
14 about the permanent policy to redress the  
15 wrongs that have been visited upon minority  
16 ownership for generation on generation. This  
17 is an interim measure, so we ought to get a  
18 rule-making going to tee that interim measure  
19 up and figure out how quickly we can deploy it  
20 and put it to work.

21           The same goes, I think, for the  
22 Adarand Studies. I think Tom Reed will talk

1 to you, or maybe Sherrese will talk to you  
2 about that today. I'm glad that the chairman  
3 has got folks working so actively on figuring  
4 out what the parameters need to be for the  
5 Adarand Studies. But again, you know, this  
6 isn't the long term solution. This is just  
7 laying a foundation and providing the pillars  
8 for really taking substantive action somewhere  
9 down the line.

10                   So that's what I'm urging, and I  
11 think we'll be able to move these things along  
12 fairly expeditiously. I note with interest  
13 today that some of the issues of broadcast  
14 financing made the newspapers. And some  
15 people may not particularly like the exact  
16 venue in which that appeared, but  
17 nevertheless, it's visibility for the issue of  
18 financing and getting people to understand  
19 that a lot of companies are being pushed and  
20 pushed very hard by not just generations  
21 lacking incentives for minorities to own these  
22 stations, but also by the malaise that's

1 currently impacting our economy and  
2 emphasizing the need to get a lifeline out  
3 before we have further -- more companies going  
4 out of business.

5           Lastly, just a quick second on the  
6 quadrennial review. This is going to be a  
7 highly important proceeding here at the  
8 Commission. I encourage your helping us right  
9 now to frame the parameters of that review.  
10 What are the questions, not only the enduring  
11 questions that we need to ask, but what are  
12 the new questions, the new media questions,  
13 the new economy questions. Anything we need  
14 to be asking that haven't asked for before,  
15 this is the time, as the Commission frames  
16 what that quadrennial review is going to look  
17 like, to get all of that settled.

18           But let's remember the quadrennial  
19 review is a quadrennial review. It's a  
20 process that takes some time. It will not be  
21 done until sometime in 2010. These other  
22 things that we've talked about are independent

1 of the quadrennial review. The actions that  
2 this committee can take, has already  
3 recommended, and other actions it will be  
4 recommending are, by and large, I think,  
5 independent of the quadrennial review.

6           We don't need to have a new record  
7 for many of these things. So I want us always  
8 to keep in mind that yes, the quadrennial  
9 review is important. It's going to help us  
10 define how we go ahead long term on structural  
11 rules -- that's vitally important. But also  
12 we have these other things where we can take  
13 action now and maybe achieve some progress  
14 while we still have the opportunity to do it.  
15 So again, I thank you all for your service,  
16 and I wish you a happy holiday, too. But I  
17 hope you'll devote some attention to this even  
18 over the holidays as we move ahead. Thank  
19 you.

20           CHAIRMAN RIVERA: Thank you, Mr.  
21 Commissioner. We certainly know that we have  
22 a friend in your office, and we're very

1 grateful for your interest in our work. And  
2 we certainly have seized the -- taken your  
3 message to heart to seize the day. We're  
4 working very hard, and we certainly believe in  
5 the things that you say about that particular  
6 subject. Moving on, we have two  
7 representatives of the chairman's office,  
8 Bruce Gottlieb and Sherrese Smith, with us  
9 today.

10                   And we're very happy that you  
11 could make it. And you have the floor.

12                   MS. SMITH: Good afternoon, Mr.  
13 Chairman, Commissioner Copps, and members of  
14 the Diversity Committee. Commissioner Copps  
15 is correct. You have us working. And that's  
16 a good thing. We are extremely excited to be  
17 here. You have been very invigorating, and  
18 the ideas have been extremely valuable, and we  
19 are definitely taking a look at this. And  
20 like I said, we are pleased to be here today.  
21 I'd like to first take an opportunity to just  
22 say thank you from the chairman.

1           As Commissioner Copps said, he  
2 really wanted to be here today. But you're  
3 correct, the White House invitation is one  
4 that you really can't decline. And he's doing  
5 extremely important work over at the jobs  
6 summit today. But he also wanted to make sure  
7 that you all understood how important this  
8 work was as well.

9           Which is why you do have two  
10 members of the chairman's office here to  
11 listen both to your prior recommendations as  
12 well as the recommendations today. And he  
13 wanted us also to pass along his sincere  
14 thanks for all of the hard work you're doing.  
15 This is extra, this is above everything that  
16 you're doing in your regular jobs. But it is  
17 important to us, and again, he wanted to say  
18 thank you.

19           So we know in the letter that  
20 Chairman River sent to Chairman Genachowski,  
21 there were a lot of recommendations. And so  
22 we wanted to at least highlight a couple of

1 things that we've done in the short term,  
2 recognizing that this is just the first step,  
3 and that there are lots of things to do.

4           This committee has given us a  
5 number of recommendations regarding broadband  
6 adoption and deployment. And what we wanted  
7 to do initially was to kind of start off with  
8 workshops to get more ideas about what we need  
9 to do, how we need to handle that. And on  
10 August 18th of 2009, Tom Reed's group, OCBO,  
11 hosted a workshop on broadband opportunities  
12 for small and disadvantaged businesses. The  
13 workshop explored how broadband access and  
14 availability impact small and disadvantaged  
15 businesses.

16           And I think Tom's going to talk  
17 about some of these more in-depth later on.  
18 On October 2nd, we had the chief diversity  
19 officer, Mark Lloyd, present a workshop on  
20 diversity and civil rights issues and  
21 broadband deployment and adoption. And here  
22 the Commission invited a panel of experts to

1 really begin the process of identifying the  
2 best strategies for resolving civil rights and  
3 diversity issues that may accompany the  
4 implementation of the national broadband plan.

5           And I can tell you that a lot of  
6 those recommendations are being strongly  
7 considered and will ultimately be implemented  
8 in the national broadband plan. So we're very  
9 excited about that. We also would like to  
10 note that NCTA has been a very strong partner  
11 and has recently announced their Adoptions  
12 Plus program. And the proposal, basically,  
13 offered to the FCC and NTIA, asked for a  
14 hundred million dollars in federal government  
15 funding to support digital media literacy  
16 training programs offered by local schools.

17           Again, we are really considering  
18 some of this stuff, because we understand how  
19 important it is to the national broadband plan  
20 and broadband adoption as a whole. So again,  
21 we're starting work on some of those  
22 recommendations. This committee has also



1 recommended that we do more for tribal  
2 entities. And we have been working on ways to  
3 provide incentives for those parties who want  
4 to participate and do more in connection with  
5 tribal lands.

6           And in the rural radio context --  
7 and I know that most of you know that that's  
8 been pending for awhile -- we are currently  
9 working on an order that will grant a  
10 preference to applicants who will serve tribal  
11 communities, and we expect to issue that very,  
12 very shortly. And we're very excited about  
13 that, because we know that that's been an  
14 important issue for this committee for a long  
15 time. And the commissioners have been very  
16 supportive of that, and this committee has  
17 been very supportive of that.

18           Finally, we know that funding is  
19 an issue. You're going to address it today,  
20 and it has been coming up in a lot of the  
21 workshops and in prior committee  
22 recommendations. And on November 12th, OCBO

1 had hosted a capitalization strategies  
2 workshop, and I know that Janelle Trigg was  
3 involved in that, and thank you very much.

4           And the panelists consisted of  
5 experts in private and public funding options.

6 And the workshop basically provided  
7 entrepreneurs with a nuts and bolts  
8 understanding of the steps necessary to obtain  
9 public or private sector financing. And it  
10 also focused on ways that these businesses  
11 could better design their marketing efforts  
12 for perspective lenders. Again, we know  
13 without the money, it's hard to accomplish a  
14 lot of these things.

15           So those are just a couple of  
16 things that we wanted to highlight. And we  
17 recognize that this is just a start. There  
18 are a lot of recommendations, including the  
19 Adarand Studies, and some of the full-file  
20 review issues that are complex and are  
21 complicated. But I can assure you that we are  
22 in the process of reviewing those carefully so

1 that we can have a very thoughtful process in  
2 evaluating how we can make those things best  
3 work for the committees and the ultimate  
4 communities that we serve.

5           And to that end, I would like to  
6 take an opportunity to thank Tom Reed.  
7 Because he has agreed to take on a lot of the  
8 labor on the evaluations of the various  
9 recommendations that this committee is coming  
10 up with. As you know, Tom is chief of the  
11 office of communications business  
12 opportunities, and he has a full time job.  
13 But he is taking on another full time job, and  
14 he's been doing it with such grace and has  
15 really just kind of dug in and started looking  
16 at these issues.

17           And we can't thank him enough.  
18 He's also going to talk about OCBO's kind of  
19 revitalized role with this committee. And he  
20 has some recommendations for making sure that  
21 we have a better sense of what you need and  
22 how we can do it in an efficient and fast

1 basis. So I'm going to turn it over to Tom so  
2 that he can address a few of those things.  
3 But again, thank you for having us here today.  
4 We're excited, we're willing to help you, and  
5 we're looking forward to the next few great  
6 years.

7 CHAIRMAN RIVERA: Well Sherrese, we  
8 really appreciate your and Bruce being here,  
9 and we very much appreciate the feedback,  
10 particularly in terms of what you all are  
11 doing in terms of moving our recommendations  
12 forward. That's music to our ears. We really  
13 appreciate it. Thomas, I'm wondering if I  
14 could ask you to hold off on your remarks  
15 until we consider our recommendations. Is  
16 that okay with you?

17 MR. REED: Yes.

18 CHAIRMAN RIVERA: All right. But  
19 we're very pleased that you're stepping up.  
20 That too is music to our ears. That's really  
21 great. And we look forward to hearing from  
22 you. Do we need to take a roll?

1 MS. KREISMAN: We need to find out  
2 who's on the phone so we can make sure we have  
3 a quorum. So could you start identifying  
4 yourself?

5 MS. GRAHAM: Anita Graham.

6 MS. KREISMAN: Thank you, Anita.

7 MR. FLORES: Frank Flores, SBS.

8 MS. KREISMAN: Thank you, Frank.

9 MR. FLORES: You're welcome.

10 MS. BROWN: Kathy Brown, Verizon.

11 MS. KREISMAN: Thanks Kathy.

12 MR. BLACKWELL: Geoffrey  
13 Blackwell, Chickasaw Nation Industries.

14 MS. KREISMAN: Thanks Geoff.

15 MR. HOOD: Rodney Hood, NCUA.

16 MS. KREISMAN: Thanks Rodney.

17 Anyone else?

18 MS. SALOVAARA: Julie Salovaara  
19 from the media bureau.

20 MS. KREISMAN: Thanks Julie.

21 MR. HILLARD: Steve Hillard with  
22 Council Tree.

1 MS. KREISMAN: Okay, anyone else?

2 That's it. Thank you very much.

3 CHAIRMAN RIVERA: Thank you.

4 Welcome to all of you on the phone. I'm going  
5 to change the agenda slightly, because David  
6 has got to go and catch an airplane. So  
7 we're going to put him and his recommendations  
8 up first. So David, the floor is yours.

9 MR. HONIG: Thank you, Mr.

10 Chairman. We have one recommendation that the  
11 constitutional issues subcommittee developed  
12 for consideration today. And I want to  
13 especially acknowledge Joycelyn James, who is  
14 in the audience -- please wave your hand --  
15 who took the laboring oar on this and put it  
16 through many drafts.

17 The charge that we had was to  
18 consider the persistence of the digital divide  
19 with which we're all familiar. And to think  
20 about what basis there might be for the  
21 Commission to regard itself institutionally,  
22 regardless of which Commission it is --

1 Commissions change membership often, of course  
2 -- to regard itself institutionally as not  
3 only having the voluntary obligation to look  
4 at this, the discretionary obligation to do  
5 so, but whether it is essentially compelled  
6 because of the nature of what the digital  
7 divide is and what it stands for in a society  
8 which has become an information society.

9           We looked at whether such a  
10 conclusion could be drawn based on the notion  
11 that closing the digital divide or providing  
12 ubiquitous access to broadband, two phrases  
13 that we use somewhat interchangeably in this  
14 recommendation, is a compelling government  
15 interest. And we concluded that it may or may  
16 not be, but an interest by being regarded as  
17 compelling does not necessarily work as a  
18 sword. It is a defense to other allegations  
19 regarding race consciousness. It does not  
20 have special obligatory quality on an agency.

21           We also looked at the question of  
22 whether, as some have suggested in the

1 academic space, access to broadband in this  
2 day and age is a fundamental right or has  
3 become a fundamental right or might. And we  
4 concluded that we're not quite prepared, at  
5 this point, based on the record that we  
6 reviewed, to say that it is, although it  
7 certainly could become one in much the same  
8 way as other rights, such as the right to  
9 procreate or the right to marry have, over  
10 time, evolved to become regarded by the courts  
11 as fundamental.

12           That could happen in maybe ten  
13 years, for example, when it becomes virtually  
14 impossible to secure employment or to vote  
15 other than by having broadband. But we're not  
16 there yet, so we've tabled that theory. What  
17 we present instead is a recommendation reading  
18 section 706 of the Communications Act and  
19 section seven of the Act as well. The  
20 language of which is set out on pages two and  
21 three of the narrative preceding the  
22 recommendation as obligating the Commission to



1 undertake to close the digital divide, to  
2 monitor the deployment of broadband, and take  
3 steps to promote it if it's not being deployed  
4 at all on a timely basis.

5           In fact, section 706 says that if  
6 that determination is made, the Commission  
7 "shall take immediate action to accelerate  
8 deployment of such capability by removing  
9 barriers to infrastructure investment and by  
10 promoting competition in the  
11 telecommunications market." So the  
12 recommendation before us today, which is found  
13 on pages six and seven of the narrative that  
14 you have, is essentially this.

15           That the advisory committee would  
16 recommend that the agency closely analyze how  
17 its broadband policy or rule-making proposals  
18 will impact the digital divide. That it do so  
19 before it acts in major proceedings, unlike,  
20 as Commissioner Copps has analogized, another  
21 proceedings, taking a ready, fire, aim  
22 approach. And specifically, concluding, that

1 in the major proceedings before the Commission  
2 now, the major rule-making proceedings, the  
3 Commission should analyze in detail the  
4 anticipated effects of rule or policy changes  
5 in the digital divide, and craft any new rules  
6 or policies in a manner that ensures, to the  
7 extent possible, that these rules and policies  
8 will be instrumental in closing the digital  
9 divide.

10 With that, I move the  
11 recommendation for approval.

12 CHAIRMAN RIVERA: Is there a  
13 second?

14 MS. KREISMAN: Second.

15 CHAIRMAN RIVERA: Is there any  
16 discussion? So basically this is a  
17 recommendation to the Commission to analyze  
18 the impact of its actions on closing the  
19 digital divide, as well as to please close --  
20 a request to close the digital divide. Any  
21 questions or comments? Are you ready to vote?  
22 All in favor of the recommendations, please

1 say "aye."

2 (Chorus of ayes)

3 CHAIRMAN RIVERA: Any opposed? The  
4 motion carries. Thank you, David. All right,  
5 Diane. You're up.

6 MS. SUTTER: Thank you, Mr.  
7 Chairman. As we reported at the last full  
8 committee meeting, the media issues  
9 subcommittee has divided into three task  
10 forces to work on issues related to three  
11 separate areas. The first being the EEO task  
12 force. The second being the funding for  
13 acquisitions. And the third being the PPM.  
14 And I would like to acknowledge and thank the  
15 work of the chairs of these task forces, as  
16 that's where the real work has been done in  
17 the subcommittee itself.

18 And the equal employment  
19 opportunity task force has been headed by Jane  
20 Mago, and we thank and appreciate all the work  
21 that that group has been doing and continues  
22 to do. The funding for acquisitions task

1 force is being headed by Susan Patrick, who  
2 was not able to be with us today. She's in a  
3 deposition. And the PPM task force, Jenny  
4 Alonzo, who has worked very hard with her  
5 committee to deal with the issues and to come  
6 up with ideas and recommendations to present  
7 to this full committee.

8 My thanks also to Jocelyn Cleary,  
9 who serves to keep all of our minutes  
10 accurate, and we appreciate that very much.  
11 So thank you. I'd like to begin with the EEO  
12 task force. And you have in front of you the  
13 recommendation that we're going to make, but  
14 I think it's important to recognize that this  
15 body, in 2004, had a pretty significant piece  
16 of work that came from the career advancement  
17 subcommittee, which made a number of  
18 recommendations and talked about best  
19 practices and how to determine that.

20 And also made some references to  
21 something that we sought to discuss and bring  
22 before this group today, and that has to do

1 with the promotion and retention of women and  
2 minorities inside the existing broadcast  
3 entities that are out there. And we felt that  
4 this was something we wanted to identify.  
5 Again, what has changed in those intervening  
6 years between 2004 and now 2009, almost 2010?  
7 And what has changed from what the  
8 recommendations before -- what are the best  
9 practices out there now, and how might we do  
10 a better job, perhaps, of identifying them and  
11 using them as the standard by which others can  
12 learn and have resources that they may not  
13 have thought of before.

14           And have some of our success  
15 stories be ways to guide this -- not only this  
16 group, but the broadcasters themselves as they  
17 move forward in trying to achieve this inside  
18 their own organizations. The data that was  
19 compiled in this body of work, which was  
20 pretty significant, we would fear could still  
21 be accurate today, which is a worry issue I  
22 think for all of us in this room. If

1 anything, I'm not sure that things have  
2 improved, but given the economic standing that  
3 we face in the media today, may not have  
4 improved. It may have gotten worse.

5           So we feel it's important to be  
6 able to go back and put back on the docket, if  
7 you will, and for consideration, the  
8 resolution that you have in front of you. And  
9 I will read it so that you have the background  
10 that comes with this.

11           "Whereas, the Commission's equal  
12 employment opportunity compliance requirements  
13 are focused primarily on hiring and  
14 recruitment practices, not retention and  
15 promotion practices within the broadcasting  
16 and multichannel video programming  
17 distribution industries, whereas retention and  
18 promotion of diverse candidates to positions  
19 of authority within media organizations is  
20 equally important for achieving greater  
21 diversity and broadcasting and the MVPD  
22 industries, whereas several media companies

1 and non-profit organizations engage in  
2 practices and offer programs designed to  
3 promote retention and promotion of diverse  
4 candidates to senior level positions within  
5 the media industry, and whereas there is no  
6 central clearinghouse for sharing of  
7 information on such practices and programs and  
8 no central vehicle to facilitate the  
9 replication or adaption of successful  
10 practices and programs by other broadcasters  
11 and MVPDS.

12           Therefore, be it resolved that the  
13 media issues subcommittee of the FCC Advisory  
14 Committee on Diversity for Communications in  
15 the Digital Age strongly urges the Commission  
16 1), convene a forum where communications  
17 companies and non-profit organizations can  
18 share information about successful practices  
19 and programs for the retention and promotion  
20 of diverse candidates, and 2), to consider  
21 whether additional compliance options should  
22 be added to the Commission's EEO rules, so

1 that more activities focused on retention and  
2 promotion of diverse candidates would count  
3 toward the EEO compliance.

4 We submit this for the full  
5 Commission's consideration.

6 CHAIRMAN RIVERA: The Chair will  
7 take that as a motion. Is there a second?

8 PARTICIPANT: Second.

9 CHAIRMAN RIVERA: Is there any  
10 discussion? David?

11 MR. HONIG: Two things, Mr.  
12 Chairman. First, I wonder if I could offer a  
13 minor, friendly amendment. Which is -- and  
14 the chairman would be given editorial  
15 privileges to do this, so we don't have to do  
16 it right now -- which is just to make  
17 reference here to the best practices report in  
18 the 2004 recommendation to much the same  
19 effect as is reflected here with regard to  
20 retention and mentoring.

21 To specifically cite it so those  
22 not familiar with it will see that in fact --



1 MS. MAGO: We can certainly add  
2 that, yes.

3 CHAIRMAN RIVERA: So you'll take  
4 that as a friendly amendment?

5 MS. SUTTER: Yes. The chairman of  
6 the task force agrees, and I would be woefully  
7 mistaken to go against that.

8 MR. HONIG: The other thing, there  
9 is some context here -- there really are two  
10 big problems with EEO enforcement at the  
11 Commission. And a lesser but important one --  
12 the lesser but important one is in fact  
13 addressed by this recommendation -- that is  
14 that the industries are in some cases  
15 shrinking. And consequently, it's important  
16 to focus on retention and mentoring, not just  
17 recruitment, as the benchmark for compliance.  
18 But the bigger problems are really two.

19 First is that we haven't had any  
20 meaningful EEO enforcement in eight years.  
21 None. If you look at the statistics on the  
22 cases brought and the decisions reached, and

1 most important, the forfeitures issues,  
2 they're at about four or five percent of  
3 comparable levels ten years before. And it's  
4 not because suddenly over night discrimination  
5 stopped taking place.

6           If you look at the audits that  
7 have occurred, there haven't been, I think,  
8 more than two or three instances in eight  
9 years when anyone flunked an audit. That  
10 means the audit hasn't been calibrated in a  
11 meaningful level. Especially when other  
12 independent studies show that as many as a  
13 third of broadcasters were failing what should  
14 have been the rules as they facially state.

15           We've seen radio journalism  
16 minority employment drop to levels of about  
17 where they were in the 1950s. It's actually  
18 been that bad. There's just been a purge.  
19 RTNDA's statistics had to demonstrate that.  
20 Why, because the Commission doesn't keep track  
21 anymore, because of this contentious issue of  
22 whether to even record how many minorities and

1 women are employed at a given time and let the  
2 public know and trust the public not to misuse  
3 that information.

4                   That question is critical. The  
5 reason it's critical is that the Commission  
6 has found time and again that the most  
7 significant and important way that especially  
8 in broadcasting, a relatively small industry,  
9 that discrimination occurs, is by word of  
10 mouth recruitment being done almost  
11 exclusively, and when it is done by a  
12 homogeneous workplace. That can only be  
13 discerned by looking at this form 395 data.

14                   So I want to recommend, if I  
15 could, that the subcommittee in its next  
16 couple months, take on really two critical  
17 questions. What should be the type of  
18 enforcement that's done, including the type of  
19 data reporting that ought to be done. And  
20 second, once we make recommendations on that  
21 subject, should we have platform neutrality?  
22 Should rules that apply to one industry also

1 apply to others? Just as there's virtually no  
2 enforcement for broadcasting in cable, there's  
3 none at all for wireless, wireline, and other  
4 new technologies.

5 CHAIRMAN RIVERA: So that's simply  
6 a request to the subcommittee chair to take on  
7 those additional tasks. So Diane, do you take  
8 that under advisement?

9 MS. SUTTER: Duly noted.

10 CHAIRMAN RIVERA: Thank you.  
11 Karen?

12 MS. NARASAKI: Yes, Mr. Chair. I  
13 just have a more technical question on the  
14 resolution. I'm wondering whether it should  
15 now be resolved not just -- not focused on the  
16 media issues subcommittee but the whole  
17 advisory committee -- is that really the  
18 resolution that we're sending to the  
19 Commission?

20 CHAIRMAN RIVERA: Okay, I'm not  
21 following you. I'm sorry.

22 MS. NARASAKI: It says resolve that

1 the media issues subcommittee of the FCC, as  
2 opposed to the FCC advisory committee.

3 CHAIRMAN RIVERA: Oh yes. We'll  
4 take care of that in the editorials. That's  
5 a very good catch. Thanks very much, Karen.  
6 Any other comments or questions? Yes?

7 COMMISSIONER COPPS: Can I ask a  
8 quick question here on number two, where we  
9 consider whether additional appliance options  
10 should be added? Is that in there because  
11 there are compliance options out there now  
12 that are being used and should be recognized?  
13 Or is this a request for companies to develop  
14 new compliance options?

15 MS. SUTTER: It's actually a  
16 request for the Commission to look at adding  
17 to those things, those sixteen various  
18 categories that exist now. Which all deal  
19 with actual recruitment, that they would  
20 consider an add criteria that would resolve  
21 the issues of retention and promotion within  
22 the broadcasting industry and other

1 communications media.

2 COMMISSIONER COPPS: So you're not  
3 saying there are things that are being done  
4 out there that the Commission does not  
5 recognize but should recognize? It's not  
6 going there?

7 MS. SUTTER: What we are saying is  
8 that the criteria now, that the standards the  
9 broadcasters are being held to and other media  
10 that are under this regulation do not provide  
11 any consideration or any credit, if you will,  
12 under the system that exists for retention,  
13 mentoring, within an industry, organization,  
14 or stations.

15 COMMISSIONER COPPS: Right.

16 MS. MAGO: If I may add to that, I  
17 think that the other concept here is having it  
18 be something that's on the checklist that the  
19 Commission has in terms of the options would  
20 give additional incentives for focus by the  
21 companies on that. And that was the purpose  
22 of what we were trying to get to here.

1                   COMMISSIONER COPPS: And then I  
2 would applaud the spirit of David's remarks  
3 for us to think expansively about this,  
4 because we have lived through eight years of  
5 little or no enforcement activities here, and  
6 kind of a timidity in going anywhere near what  
7 the courts might look at suspiciously. So I  
8 hope we will really get that record and get it  
9 before the other commissioners. I know we  
10 used to spend -- I don't know how many  
11 staffers we had at one time -- it was like  
12 nine staffers around here who were focused on  
13 doing EEO reviews.

14                   And I think every station probably  
15 got every three years or something like -- was  
16 audited. And now it's maybe, what, a couple  
17 or three or four percent that maybe get -- so  
18 that's not in line with the spirit of equal  
19 opportunity. So I think this is an  
20 opportunity to educate everybody at the  
21 Commission about this, familiarize them with  
22 the history of the timidity that has reigned

1 around here and come up with some positive  
2 suggestions to really put some teeth into what  
3 we're doing.

4 CHAIRMAN RIVERA: All right, thank  
5 you, commissioner.

6 MS. MAGO: May I?

7 CHAIRMAN RIVERA: Yes indeed.

8 MS. MAGO: The one other thing that  
9 I do want to say that I think is very  
10 important, when we focus on the enforcement,  
11 in no way do we denigrate the actions of the  
12 folks that are trying to do the EEO  
13 enforcement within the Commission. They have  
14 been working very hard. They've been trying,  
15 under all of the circumstances that are  
16 presented to them, and I wouldn't want in any  
17 way to have the commentary here be something  
18 that would be a negative against them.

19 COMMISSIONER COPPS: No, I agree  
20 with that. This is a leadership function.  
21 That's what I'm talking about here. And the  
22 charges that come from the Commission itself



1 to the staff, and I understand the effort and  
2 commitment that goes in that. And like you,  
3 I salute that too.

4 CHAIRMAN RIVERA: That's a great  
5 point, Jane. Thanks for mentioning that. I  
6 would also note that in the 2004  
7 recommendation with regard to the EEO  
8 language, there is some language in there  
9 about retention. In case anyone wants to look  
10 at that.

11 MS. MAGO: Yes, they do address  
12 retention, mentoring, all of those things were  
13 addressed in the 2004 document.

14 CHAIRMAN RIVERA: Any other  
15 comments or questions? Are you ready to vote?  
16 All in favor, say "aye."

17 (Chorus of ayes)

18 CHAIRMAN RIVERA: Opposed? The  
19 ayes have it. Thank you very much, Diane.  
20 Your next recommendation?

21 MS. SUTTER: Thank you. The next  
22 recommendation comes from the funding

1 acquisitions task force. This has been a  
2 major issue that we've been hearing about both  
3 in the trade press, and we all know from the  
4 economic challenges that the entire country is  
5 facing that the world of banking, the world of  
6 investment, has changed dramatically. And the  
7 impact that that has had when it relates to  
8 the acquisition opportunities for women and  
9 minorities to acquire and operate broadcast  
10 properties has been affected perhaps  
11 disproportionately, because of the nature of  
12 what's gone on.

13           This is not new. The economic  
14 downturn has simply become dire. But the  
15 challenge for acquisition -- funding for  
16 acquisitions -- has existed for quite a long  
17 time. And over the course of time, the  
18 uniqueness of our industry, the uniqueness of  
19 broadcast lending and investment means that it  
20 is something that takes experience to  
21 understand. The inability to secure an  
22 interest in an FCC license, how do you deal

1 with a heavily regulated industry in terms of  
2 what does that mean for equity participation  
3 and ownership.

4 All of those questions have made  
5 it a unique lending situation, and many banks  
6 and lending institutions have not entered into  
7 this, especially smaller ones, because of the  
8 unique things that affect our industry. But  
9 this has generally happened, that the lending  
10 has come and has been done for larger lending  
11 and for larger deals. And that has virtually  
12 disappeared at this point. The stations in  
13 some of the smaller markets have opportunities  
14 because they are much more local, if you will,  
15 and that their lending institutions, the  
16 smaller regional banks have a high interest in  
17 lending to community-related businesses.

18 And yet they're the least familiar  
19 with the challenges of broadcast lending.  
20 They're the least experienced in understanding  
21 what are the particulars and what are the  
22 unique things that have to do in this

1 business. And so the smaller outlets are the  
2 ones that we believe have opportunity. If  
3 they could understand the business better, if  
4 they knew how it functioned and how are those  
5 banks and institutions that have leant, how  
6 did they do that? How is it structured, and  
7 what does it look like?

8           Most local and regional banks are  
9 asset-lenders. Meaning that they like to have  
10 things they can repossess. So if it's an  
11 industry and they can go in and take your  
12 equipment, or if you have -- you're housed in  
13 a building -- well, as we all know, in lending  
14 to media, the equipment and the building is  
15 probably the smallest portion of the value of  
16 the station.

17           And in fact, the value of the  
18 station is largely in its license, for which  
19 they cannot take a secured interest. However,  
20 there are many ways to be able to work within  
21 the requirements of the Commission to be able  
22 to have a successful relationship with banks,

1 and that has been done. But the smaller  
2 banks, the regional banks, have shied away  
3 from it, because it's just a little too scary  
4 for them.

5 Well, we believe that there are  
6 ways that we can address that. And in fact,  
7 this very body has acknowledged that and has  
8 talked about that in the past. In 2002, the  
9 Small Business Financing Seminar was held at  
10 the FCC, which had presentations from numerous  
11 private sector investment professionals and  
12 government representatives. A senior lending  
13 panel meeting was held at the FCC in January  
14 of 2004 that addressed many of these  
15 challenges that minorities and women face  
16 today.

17 And a previous committee on  
18 diversity had a number of resolutions that  
19 urged the FCC to lift or relax the ban on the  
20 security interest on the FCC license. The FCC  
21 also held an en banc hearing for access to  
22 capital in July of 2008 in New York City. So

1 clearly this has been a recurring issue. It  
2 has been one that this body has faced in the  
3 past. And now we hope to provide perhaps some  
4 specifics on how we might be able to address  
5 it today to provide opportunities for women  
6 and minorities to be able to work with smaller  
7 and regional banks.

8           And just so that you know that in  
9 the creation of these recommendations, the  
10 task force has held numerous meetings and  
11 convened a meeting of subject matter experts.  
12 Many of whom have written articles or have  
13 created papers which address all of these  
14 issues. And we have begun as a committee to  
15 get all of those put together. We are  
16 addressing by getting those issues together,  
17 those papers, and we have a number of members  
18 of the legal community from the FCC bar who  
19 are working with us.

20           Others in the banking industry who  
21 have offered to work with us to be able to  
22 create a data bank of information that can

1 provide the kind of information that would  
2 allow an understanding of how to lend, what it  
3 looks like, and how to get a successful  
4 broadcast deal done. And so the first  
5 recommendation that the media issues  
6 subcommittee would like to propose is an  
7 expansion of the FCC's Website to include a  
8 dedicated section of the site for educational  
9 materials for regional and local lenders,  
10 investors, and minority and women seeking  
11 funding for broadcast acquisitions.

12           In addition, the subcommittee  
13 recommends that the Office of Communications  
14 Business Opportunities -- Tom, I knew you'd be  
15 pleased to hear that -- be tasked with  
16 implementing this recommendation on a day-to-  
17 day basis. And we would hope that they would  
18 be provided the budget to carry forward this  
19 recommendation to take oversight  
20 responsibility for making this happen.

21           The materials themselves will be  
22 provided by knowledgeable third parties on

1 those topics. And we have actually provided  
2 an outline which you will see that addresses  
3 the specific areas that we believe are a  
4 beginning, not the end, of what they would  
5 look like. As you can see, it talks about the  
6 industry, the broadcasting industry overall,  
7 and goes to how to evaluate broadcast  
8 properties themselves. Issues and nuances of  
9 broadcasting that lenders face, investors, the  
10 things that are particular to investing in  
11 this industry.

12           Continues on for educational  
13 materials for women and minorities that are  
14 seeking the funds themselves. And  
15 miscellaneous educational materials. The  
16 subcommittee would continue to work with the  
17 Commission to identify those, to identify the  
18 people that would indeed be required to do  
19 that, and would serve as a resource to  
20 providing that.

21           And as I've said, we have already  
22 begun to do that and have a number of articles



1 and information put together.

2 CHAIRMAN RIVERA: So let's vote on  
3 that recommendation. Chair will take that as  
4 a motion. Is there a second?

5 MS. BUSH: Second.

6 CHAIRMAN RIVERA: Is there any  
7 comment or question on this recommendation?  
8 Yes, Jenny?

9 MS. ALONZO: This is just for  
10 broadcast, so what about if somebody wanted to  
11 buy a small cable network, or start like an  
12 online broadband channel?

13 CHAIRMAN RIVERA: Good question.

14 MS. SUTTER: Many of the things  
15 that are in here are specific to the nuances  
16 of broadcast lending. However, there are  
17 other things that are in here, as you can see  
18 from the outline, that would apply across the  
19 board. So I think it would be some of each.

20 CHAIRMAN RIVERA: Any other  
21 questions? All those in favor, say "aye."

22 (Chorus of ayes)

1                   CHAIRMAN RIVERA: Opposed? Motion  
2 carries. Thank you.

3                   MS. SUTTER: Thank you.

4                   CHAIRMAN RIVERA: Recommendation  
5 two?

6                   MS. SUTTER: Yes. The second  
7 recommendation has to do with implementing an  
8 outreach program that proactively seeks to  
9 increase awareness of the benefits of lending  
10 to and investing in minorities and women in  
11 the broadcasting industry. The outreach that  
12 the committee envisioned would be two-fold.  
13 It would include other government agencies, as  
14 well as the private sector, in order to  
15 facilitate lending to minorities and women.

16                   Many of us have been reading over  
17 the past several months that there are a  
18 number of government agencies which are --  
19 when we met the last time, that day there were  
20 panels and meetings going on within other  
21 government organizations that are dealing with  
22 this issue. And the feeling is that there

1 needs to be some continuity, some  
2 communication between them so that the  
3 resources can be pulled and the information  
4 can be more widely distributed between all of  
5 the various agencies and government entities  
6 that have an interest in this.

7           So that is the government public  
8 sector outreach that has been suggested. And  
9 you see in item B, there's a list of all of  
10 the ones that are potentially considered.  
11 While it is not a complete list, or an  
12 exhaustive list, it is simply the beginning of  
13 where we think the coordination might come.  
14 And then the other being within the private  
15 sector.

16           And we think that this private  
17 sector outreach would be creating seminars,  
18 workshops, and panels. Not unlike the en banc  
19 hearing that was held in New York, but to be  
20 more specific in terms of providing answers  
21 and solutions, as that was more of an  
22 informational meeting that could be done

1 regionally, that could go around the country  
2 to be able to invite regional lenders and  
3 local lenders to come to that.

4           We would assume that on that panel  
5 would be not only members of the Commission to  
6 be able to answer questions, but it would be  
7 those private equity investors, banks, that  
8 could then talk about the experience they've  
9 had, how they've done lending, and serve as a  
10 resource to people in the regions that we  
11 might be able to go to, to be able to make  
12 that happen.

13           We think that this also can be  
14 accomplished by providing these resources and  
15 these seminars at existing industry events and  
16 activities, whether it's the NAB, the Annual  
17 Radio Show, that there are ways now that we  
18 could use that gathering to further this  
19 recommendation. So we have suggested both of  
20 those as part of this recommendation number  
21 two that we would submit for the full  
22 committee's consideration.

1                   CHAIRMAN RIVERA: Is there a  
2 second? Any discussion? Yes?

3                   MR. JOHNSON: Diane, I guess that  
4 we can assume that private investors are  
5 embedded in your list of eight somewhere?

6                   MS. SUTTER: Yes.

7                   CHAIRMAN RIVERA: Howie?

8                   MR. HODGES: My thought was on this  
9 list that's on B. I know Rodney Hood from the  
10 Credit Union Association is on the call. I'm  
11 not certain that the credit unions should be  
12 included, because we're not only thinking  
13 about just acquisition capital, but also lines  
14 of credit as ongoing operations. And I'd like  
15 to suggest that his group be included.

16                   MR. HOOD: That's a good point,  
17 Howie, thank you. And you're right, some of  
18 the larger credit unions definitely could play  
19 an active role.

20                   MS. SUTTER: Well, thank you. We  
21 are looking to be inclusive, not exclusive.

22                   CHAIRMAN RIVERA: Any other

1 comments?

2 MS. SUTTER: And can I just ask  
3 that if there are -- we present this as a  
4 thought-starter, if you will, and just as the  
5 comment that you just made, Howie, thank you,  
6 we would ask if there are others entities,  
7 other organizations, or other things you would  
8 like to have us include, we welcome that. And  
9 in fact, present this hoping that it will be  
10 a thought-starter.

11 CHAIRMAN RIVERA: All in favor of  
12 the motion, say "aye."

13 (Chorus of ayes)

14 CHAIRMAN RIVERA: Opposed? Ayes  
15 have it. Thank you.

16 MS. SUTTER: Thank you. And the  
17 third recommendation that we would like to  
18 submit is that the FCC designate one FCC  
19 commissioner to oversee the implementation of  
20 the access to capital and funding acquisition  
21 recommendations. And we list the things that  
22 ideally the commissioner would oversee. And

1 as you see, it is many of the things we have  
2 just talked about, but also is expanded to  
3 include things that could be.

4 The reinstatement of the tax  
5 certificate, and divestiture of broadcast  
6 stations to minority or women-owned  
7 businesses, that there would be a designated  
8 commissioner who could then oversee this  
9 within the FCC itself with whom the committee  
10 could work to have this be -- all of the  
11 recommendations be implemented.

12 CHAIRMAN RIVERA: And they would  
13 work the OCBO as well?

14 MS. SUTTER: Absolutely.

15 CHAIRMAN RIVERA: Is there a  
16 second?

17 PARTICIPANT: Second.

18 CHAIRMAN RIVERA: Any questions or  
19 comments about this recommendation? David?

20 MR. HONIG: Just wanted to note,  
21 this is a very important recommendation. In  
22 the Carter administration and throughout most

1 of the 1960s, the agency had the practice of  
2 designating specific commissioners to write  
3 orders, to chair task forces, and to undertake  
4 tasks like this. It was a good idea then. It  
5 was abandoned in the early 1980s.

6 This is certainly important enough  
7 to start that practice again. And the  
8 reference to 257 is particularly vital,  
9 because that's the portion of the act that  
10 addresses market entry barriers. We haven't  
11 had a useful 257 report since 2000. The next  
12 one is due, actually, this month, that report  
13 to Congress. So this couldn't be more timely,  
14 and I think it's one of the most important  
15 things that this body will have done if we  
16 vote this out.

17 CHAIRMAN RIVERA: Thank you. Any  
18 other comments or questions? All in favor of  
19 the recommendation say "aye."

20 (Chorus of ayes)

21 CHAIRMAN RIVERA: Opposed? Motion  
22 carries. Thank you, Diane.



1                   MS. SUTTER: Thank you. And now we  
2 move to the personal people meter task force.  
3 This task force has been working very hard, I  
4 should say, in terms of what they've been  
5 trying to accomplish, because there are so  
6 many pieces to the question. And being able  
7 to have lots of discussion around what the  
8 recommendations would be and to arrive at  
9 something that they could bring before you  
10 today.

11                   I will tell you that in the  
12 deliberations that the task force has had,  
13 they will also be looking for other  
14 recommendations beyond just this. So I should  
15 say to the Commission that this is the first  
16 of what will be other recommendations that  
17 they hope to proffer, and that this  
18 recommendation does not suggest that they  
19 think this is the only solution that they  
20 would like to put forth, but rather one that  
21 they're prepared to make today with the  
22 expectation that there will be others that

1 will be coming when they can reach unanimity  
2 on what that would look like.

3           So I just mention that in the  
4 context of what we're recommending today, that  
5 this is the one they're bringing to the full  
6 committee today, but it's not the only one.  
7 And it also refers to the fact that the PPM  
8 methodology that has been a great point of  
9 discussion -- that at the current time there  
10 are 33 markets in which the -- well, there are  
11 25 now and eight planned by the end of 2009,  
12 for a total of 33 markets. Of which only two  
13 have actually received the Media Ratings  
14 Council approval and accreditation.

15           And trying to understand how the  
16 thinking has come for people meters, but also  
17 to what else is out there. Meaning Nielsen  
18 and are there other rating results that are  
19 being looked at and considered. So this is  
20 not just about Arbitron's PPM, but rather the  
21 whole issue of ratings and what impact does  
22 that have.

1                   And is it a disproportionate  
2    impact on certain stations with certain  
3    formats. So the task force actually has had  
4    conversations and conference calls with the  
5    Media Ratings Council itself, and they have  
6    also been in contact with both Arbitron and  
7    Nielsen to try to understand how and why the  
8    process works, and what is the criteria by  
9    which decisions are made and implemented, and  
10   how should we understand what they're doing  
11   and have a better understanding of what this  
12   needs to look like.

13                   Now, as you know, this is  
14    something that has been before this group  
15    before, and in fact there is an NOI that  
16    currently exists on the subject now, pending,  
17    at the Commission. The recommendation that is  
18    being made is really one that is based on the  
19    conversations that have been going on over the  
20    past several months with the task force  
21    itself, and with the pending NOI and has led  
22    to this recommendation.

1           The PPM task force recommends that  
2   the FCC use its authority pursuant to 403 of  
3   the Communications Act of 1934 to institute a  
4   403 investigation to determine whether the  
5   ratings practice that is currently being  
6   employed in certain markets in the radio  
7   industry are having an inordinately negative  
8   effect on certain formats. Also, does this  
9   have impact on diversity of ownership in  
10  radio?

11           And then specifically, they go  
12  through and outline where there has been some  
13  question and what they think are the other  
14  questions that need to be answered, which they  
15  will be considering as they move forward in  
16  continuing their work in the task force. So  
17  the media issues subcommittee submits this for  
18  the Commission's consideration.

19           CHAIRMAN RIVERA: Is there a  
20  second?

21           PARTICIPANT: Second.

22           CHAIRMAN RIVERA: Now, as you

1 noted, this committee has already recommended  
2 to the Commission that it institute a 403  
3 investigation. It did that in June of 2008.  
4 Your subcommittee is making this  
5 recommendation again because the NOI didn't  
6 exist --

7 MS. SUTTER: When the last one was  
8 brought before, that is correct.

9 CHAIRMAN RIVERA: Thanks.

10 MS. SUTTER: That has changed since  
11 the time that the original one was made. And  
12 it's in response to that NOI, which is still  
13 pending.

14 CHAIRMAN RIVERA: Any comments or  
15 questions? Karen?

16 MS. NARASAKI: I think that this is  
17 a very important recommendation. In the  
18 interest of full disclosure, I actually sit on  
19 an advisory council to Nielsen, which came  
20 about when they started to roll out their  
21 people meter program and similar issues were  
22 raised. And we've worked very successfully

1 with them to address the issues to try to make  
2 sure that their methodology was really fully  
3 capturing minority communities.

4           And the advisory council still  
5 exists today. There's a Latino and African  
6 American and Asian American one. So I'd be  
7 very interested in helping provide any input  
8 you would like as your committee moves forward  
9 on the other related recommendations.

10           I wanted to add that we had not  
11 seen similar interest by Arbitron,  
12 unfortunately, in response to the issues that  
13 were being raised about their methodology. So  
14 I'm very happy to see this recommendation  
15 moving forward.

16           MS. ALONZO: And Karen, we would  
17 love to have you on the team. Because I think  
18 that's actually a call-out to the entire  
19 committee. We need more people, and I would  
20 love to have someone representing Spanish  
21 radio, which does not exist on the  
22 subcommittee. So that we have a better

1 understanding of those needs. We've had great  
2 conversations with SBS and Univision, and a  
3 host of others and trade groups, but it really  
4 is a very complicated subject.

5           And we sit -- I sit on the Latino  
6 advisory council, and Karen -- so we've had  
7 the opportunity to see some of the best  
8 practices that have been put out there, and we  
9 would like to bring that to the table, so the  
10 more conversation we can have going forward,  
11 the better.

12           CHAIRMAN RIVERA: Thank you.

13           MS. SUTTER: And again, I just want  
14 to reiterate that this is not the only  
15 alternative that the committee hopes to be  
16 able to provide, but it's the one that they're  
17 prepared to do at this time.

18           CHAIRMAN RIVERA: Understand. Any  
19 other comments or questions? All in favor of  
20 the recommendation say "aye."

21           (Chorus of ayes)

22           CHAIRMAN RIVERA: Opposed?

1 MS. LUCEY: Opposed.

2 CHAIRMAN RIVERA: One opposed, duly  
3 noted. The ayes have it. Thank you. I  
4 believe that concludes your report?

5 MS. SUTTER: It does, thank you.

6 CHAIRMAN RIVERA: Yes, thank you  
7 very much. Wonderful work. A lot of good  
8 work that has gone into here, and we look  
9 forward to hearing more from the subcommittee.  
10 Toni, your turn.

11 MS. BUSH: Thank you, Henry. And I  
12 want to thank, once again, my committee for  
13 all of their work. I also want to recognize,  
14 before I put forth our recommendation, that  
15 this is one recommendation that we have in  
16 connection with broadband service to the  
17 Native American community, but that there was  
18 a very large submission by a number of Native  
19 American organizations with many  
20 recommendations in them, and there are other  
21 recommendations that the committee will be  
22 considering.



1           Karen Narasaki and Ray Ramsey,  
2 through Howie, have made some specific  
3 suggestions of things that we should consider,  
4 and we are going to take those up starting in  
5 the new year. So that there will be other  
6 recommendations, but I did want -- we did feel  
7 it was important to move forward on this issue  
8 and it was unanimous in our committee that we  
9 recommend that the Commission undertake the  
10 creation of a joint Native Nations/FCC task  
11 force.

12           And it is one of the  
13 recommendations that was part of a submission  
14 by a number of Native American organizations.  
15 And the feeling really is that there are a lot  
16 of unique challenges facing the Native  
17 American community that don't face any other  
18 community in the United States. The issues  
19 related to sovereign status, the large number  
20 of tribes -- 564 -- and also there are  
21 physical challenges, locational challenges,  
22 and we felt that it's an issue that needs some

1 continuity of attention that could be provided  
2 by a task force that specifically focuses on  
3 this so that you're not sort of trying to re-  
4 educate a group of people every time a new  
5 issue comes up or in a new area.

6 And Geoff, I think you're on the  
7 phone. Did you want to add anything?

8 MR. BLACKWELL: Thank you, Toni.

9 And I'm sorry that I can't be there in person.  
10 I'm actually in a part of Indian country right  
11 now, out on the West Coast. But I wanted to  
12 support what Toni was saying in terms of this  
13 being one of the -- this is really a  
14 recommendation that comes of Native American  
15 involvement at the FCC over the past several  
16 years. Most recently, it has occurred in  
17 several dockets at the Commission over the  
18 last decade, and most recently in the tribal  
19 broadband.

20 It was submitted by the National  
21 Congress of American Indians and Native Public  
22 Media, two organizations that I'm involved in.

1 And it has virtual unanimous support across  
2 Indian country that the Commission find a  
3 mechanism, create a mechanism to work on a  
4 government to government basis to dig into the  
5 media issues based in tribal nations.

6 But to do so in a way that engages  
7 elected and appointed tribal leaders, but also  
8 engages other members of this committee and  
9 other advisory committees, members of both  
10 minority and majority industry and other  
11 stakeholders so that a good -- so that  
12 recommendations and tasks, genuine tasks, can  
13 be arrived at through a full picture of what  
14 is going on on tribal lands.

15 So from the National Congress of  
16 American Indians and Native Public Media, we  
17 thank the consideration of the subcommittee  
18 and recommend this recommendation to the full  
19 committee. Thank you, Toni.

20 MS. BUSH: You're welcome. So our  
21 recommendation is that the Commission should  
22 consider formally creating a joint Native

1 Nations/FCC broadband task force charged with  
2 developing a comprehensive approach for  
3 resolving the significant barriers to  
4 broadband deployment and adoption on tribal  
5 lands.

6           The joint task force must take  
7 careful steps to also address the continued  
8 need for basic telephone service throughout  
9 tribal lands as a necessary lifeline. The  
10 joint task force makeup should involve both  
11 senior-level FCC personnel and key elected and  
12 appointed tribal community leaders with  
13 expertise in the cultures of native nations  
14 and the complexities of federal Indian law and  
15 policy, tribal government environments and the  
16 economic development, as well as an  
17 understanding of the obstacles and challenges  
18 to broadband deployment in tribal lands.

19           That would be about a hundred  
20 people, I think, that we would need. The  
21 joint task force should strive to meet the  
22 Commission's commitment to create meaningful

1 consultation with native nations and, by  
2 utilizing the exception to the federal  
3 advisory committee act for intergovernmental  
4 purposes, should act as a tribal sounding  
5 board for issues for consultation with the  
6 native nations throughout the country.

7           The joint task force should draw  
8 upon the input from other Commission advisory  
9 bodies, communications industry experts, local  
10 and national minority and majority  
11 communications companies, officials, and other  
12 relevant government agencies, tribal community  
13 leaders, and visionaries from current  
14 successful tribal broadband projects, and  
15 tribal governments themselves as it analyzes  
16 and develops tasks aimed at finally closing  
17 the infamous digital divide on tribal lands.

18           CHAIRMAN RIVERA: Is there a  
19 second?

20           PARTICIPANT: Second.

21           CHAIRMAN RIVERA: All right. Is  
22 there any discussion? Yes, Jenny?

1 MS. ALONZO: So how many successful  
2 tribal broadband projects are there?

3 MS. BUSH: Geoff?

4 MR. BLACKWELL: There are really  
5 less than two handfuls. There are some  
6 hybridized -- next week I'll be meeting with  
7 the Southern California Tribal Chairman's  
8 Association. Their tribal digital village,  
9 which is one of the shining examples in  
10 wireless unregulated spectrums that's  
11 connected several tribes here. There's also  
12 the wonderful example of the Couer d'Alene  
13 tribe in wireless.

14 In a model that is more telco  
15 oriented, there are eight tribally owned and  
16 operated telephone companies that, to one  
17 level or another, have been able to deploy  
18 DSL, and even in certain locations, triple  
19 play. But that is a vast, vast minority of  
20 the 564 federally recognized Indian tribes.  
21 We estimate the broadband penetration rate in  
22 Indian country -- it's an anecdotal estimate -

1 - at somewhere around five percent.

2           So in an environment where you're  
3 looking to aggregate demand with anchor  
4 institutions that most of the country is  
5 simply not familiar with, a step like this is  
6 critical. Thank you.

7           CHAIRMAN RIVERA: Any other  
8 questions or comments? All in favor of the  
9 recommendation say "aye."

10           (Chorus of ayes)

11           CHAIRMAN RIVERA: Opposed? The  
12 motion carries. Yes indeed.

13           COMMISSIONER COPPS: I'd like to  
14 just say a word. Now that you've voted, far  
15 be it for me to ever try to influence the vote  
16 of this August assemblage. But I wanted to  
17 thank Toni and the subcommittee for their  
18 great work here. This is an issue that is  
19 just crying out for more visibility. I'm  
20 delighted that the subcommittee and this  
21 committee are paying attention to it. I'm  
22 delighted that the chairman's office is paying

1 attention to it and acting on it.

2 Eddie Lazarus, the chief of staff,  
3 and I had a good trip out to Pine Ridge a  
4 couple of months ago. I read with great  
5 interest the submission that Geoff Blackwell  
6 was just talking about. I highly recommend  
7 folks taking a look at it just to get an  
8 understanding of the breadth of the problem  
9 and the creativity of some of the solutions  
10 that have been suggested. And it's got some  
11 of the success stories in there in California  
12 and Minnesota and Idaho and elsewhere.

13 I'm going to be talking a lot  
14 about this between now and February 17th, and  
15 I think one of the tests that you can apply to  
16 the success and the credibility of the  
17 broadband plan is how it treats this  
18 particular subject matter. So we welcome your  
19 attention to this, and I thank you for it.

20 CHAIRMAN RIVERA: Thank you,  
21 commissioner. Well, I just want to say before  
22 we give the floor to Thomas that this is a



1 very impressive body of work. You guys have  
2 really gone above and beyond here. I want to  
3 tell you how very proud I am to be associated  
4 with all of you. This is really first class  
5 work. And you should be very proud of  
6 yourselves. So thank you.

7 MS. LUCEY: Henry, I'm just  
8 wondering if I could explain my opposition,  
9 since I realize not everybody's been on the  
10 last three diversity committee iterations.

11 CHAIRMAN RIVERA: Sure.

12 MS. LUCEY: Okay. It's just --  
13 we're opposed to what we see as the expansion  
14 of the FCC's authority over an entity which we  
15 see as it having no jurisdiction over. And  
16 that there are other ways that we think are  
17 better to address the problem, as Diane  
18 alluded to. So just wanted to -- this is  
19 similar to what we had several years ago, when  
20 it came up.

21 MS. BUSH: But let's just make it  
22 clear that Anne's talking about PPM, not the

1 Native American resolution, okay?

2 CHAIRMAN RIVERA: Thank you for  
3 clarifying that. And Anne, you're consistent.  
4 You're right, you voted against it in June of  
5 2008. So we understood. But thank you for  
6 your clarification. So Thomas, you have the  
7 floor, sir. And thank you for being here.  
8 We're delighted to see you.

9 MR. REED: Thank you very much.  
10 Good afternoon, everybody. I guess it's very  
11 clear that we'll be seeing a lot of each  
12 other. But first I'd like to echo the thanks  
13 that Commissioner Cops delivered and Chairman  
14 Genachowski. The yeoman's work that this  
15 committee does -- I've just started here at  
16 the FCC, and I'm excited to be here and  
17 excited to be here today. Just started at the  
18 FCC in August, and have seen a lot of the work  
19 that this committee has done and have admired  
20 it.

21 And I'm looking forward to working  
22 with you all very closely. I've met many of

1 you already. And I'm looking forward to  
2 getting to know all of you. And for those of  
3 you who don't know, my office, OCBO, the  
4 Office of Communications Business  
5 Opportunities, really is the principal contact  
6 within the Commission for small and diverse  
7 businesses.

8           And I consider our purpose as  
9 twofold. One, to promote programs and  
10 policies that encourage small and diverse  
11 businesses to become increasingly more engaged  
12 in the decision-making process here at the  
13 FCC. That's the first prong. The second  
14 prong really is the business development  
15 prong. And that is to, again, promote  
16 programs and policies that will encourage new  
17 entry. Small businesses, women and minority  
18 owned businesses, to provide them with the  
19 information on FCC guidelines and policies on  
20 licensing and spectrum, and other information,  
21 access to capital.

22           That will enable them to compete

1 more vigorously in the marketplace. And so  
2 clearly, the mission that we have is aligned  
3 with yours. And so as the chairman and I have  
4 spoken about already, we'd like to sort of  
5 reintroduce our office to this organization in  
6 a way that really bolsters the work that's  
7 already being done by Barbara and Jamila and  
8 Carolyn.

9           You should consider me at your  
10 disposal, and my staff at your disposal. And  
11 I know that with many of the proposals, that  
12 will be not a difficult thing. So you know  
13 where I am. I can't hide. I'm one of the  
14 taller guys here, so I'm easy to find. But I  
15 would also like to say that I inherited a  
16 staff of very, very dedicated and talented  
17 lawyers and outreach specialists who are  
18 excited to do this work, are anxious to do  
19 this work.

20           So it's only appropriate that the  
21 recommendations that you make and that we  
22 approve, that we be a conduit for that effort.

1 So in a more direct way, I think going  
2 forward, the way I would like to  
3 operationalize our increased relationship,  
4 I've already assigned three attorneys to  
5 support the work that Carolyn and Jamila and  
6 Barbara are doing.

7           So that they can fill in as  
8 needed, can liaise with this committee as  
9 needed. I certainly welcome, in addition to  
10 the recommendations that are made here  
11 formally, ideas that you have that are  
12 informal about the work that we do. Sherrese  
13 mentioned -- and thank you again Sheresse for  
14 those kind words earlier -- a couple of the  
15 workshops that we have already done along  
16 these lines. The workshop that we hosted in  
17 August on broadband and small business entry  
18 and using broadband applications to expand  
19 their competitive abilities.

20           That workshop was a very  
21 interesting workshop where we brought policy  
22 experts in talking about -- really about

1 adoption issues. Some deployment issues  
2 within broadband, but mostly about adoption.  
3 There were telcos that were small and minority  
4 and women owned telcos that also spoke and  
5 talked about some of the barriers that they  
6 face. And some that were trying to be a part  
7 of the deployment effort talked about the  
8 resource issues, the access to capital issues  
9 that they faced and participating that effort.

10           But we also brought in ancillary  
11 businesses, traditional businesses that were  
12 on the adoption side discovering how broadband  
13 could expand their competitive position. One  
14 of those businesses was Cakelove. We actually  
15 pushed them to bring samples, but he forgot.  
16 That was kind of a failing. But we'll have  
17 him back anyway. But that's one business that  
18 does all of his accounting and payroll  
19 virtually. And there were other businesses  
20 that talked about how they were able to enter  
21 the marketplace without staff, without  
22 physical infrastructure, without inventory and

1 could establish a business totally on the  
2 Internet.

3           So we were excited to be a part of  
4 that process. And more recently, the access  
5 to capital workshop that we held a couple  
6 weeks ago that Sherrese mentioned, we were  
7 very excited to be a part of that process.  
8 Janelle brought her expertise and talked about  
9 TDF. We had representatives from private  
10 investors talking about the challenges to  
11 receiving capital for them, but also talking  
12 about strategy, which was more important to  
13 us.

14           Very straightforward, how do you  
15 get money from private investors. And then we  
16 had public sector experts, NTIA, RUS, SBA,  
17 also talking about those very things, which we  
18 think was very useful. And a lot of our  
19 constituents came back to us and found the  
20 information useful. One of the things that we  
21 also did that was different for us and  
22 different for the FCC was we coordinated one

1 on one sessions between entrepreneurs that  
2 were participating in that workshop and our  
3 private investor panelists, so that they could  
4 sit down with individuals that had the money  
5 and learn more about how they could make their  
6 presentations more palatable to those  
7 individuals, how they could make them more  
8 effective.

9           So they received critical analysis  
10 of their presentations and their business  
11 plans. And so that was our first go-around.  
12 It wasn't a new idea. That's one of the great  
13 things about this- you guys come up with great  
14 ideas, we just steal them. So we're excited.  
15 There are a number of other programs that are  
16 in their nascent stages that we are pushing  
17 forward. And we look forward to working with  
18 all of you. We look forward to doing more  
19 access to capital workshops.

20           I think that's something that we  
21 want to do on a regular basis. It's only the  
22 beginning of the conversation when you have a



1 one-day session on that issue. We hope to do  
2 it at least annually. So with that, I cede  
3 the floor. I see that I'm between everybody  
4 and adjournment of this meeting, so I think  
5 I'm going to be quiet. But again, thank you  
6 for inviting me. And I look forward to  
7 working with all of you.

8 MS. SUTTER: Can I just respond?

9 CHAIRMAN RIVERA: Sure.

10 MS. SUTTER: Tom, the media issues  
11 subcommittee with its task force would welcome  
12 the opportunity to work with you on that  
13 funding for acquisitions and access to  
14 capital. We have a lot of resources that we  
15 could help identify, I think, for you, and to  
16 be able to provide some context for some of  
17 these conversations with both the broadcasters  
18 themselves, with existing lenders, that sort  
19 of thing. So we'd be very happy to help with  
20 that.

21 CHAIRMAN RIVERA: And thank you  
22 again for being here, Thomas. We really look

1 forward to working with you, and we're  
2 delighted that OCBO is going to be a resource  
3 to this committee. We can use the help. I  
4 want to mention to you that our next meeting  
5 will be sometime in March. Probably late  
6 March. And I need to work with Barbara to  
7 find a date that we can use this room. And so  
8 committee chairs, we'll be looking for some  
9 more of your great ideas at that meeting.

10           And we're also considering having  
11 a meeting in January, late January, just  
12 before the broadband plan is finalized. I  
13 thought it might be a good idea for us to get  
14 a report, basically, of what's going on with  
15 the broadband plan in terms of the things that  
16 we care about. To see that the interests that  
17 this committee is interested in are being  
18 carried forward.

19           We're not ready to announce that  
20 yet. We've still got a little homework and  
21 background work to do on that. But stay  
22 tuned. And you won't need to do anything on

1 that, I don't think, other than just come and  
2 listen and then give your input. But we'll  
3 get back to you on that. We haven't quite  
4 finalized that. And I thank Jamila for calling  
5 it to my attention. It's really a good idea.  
6 So we'll be letting you know about that.

7 Does anybody have anything else to  
8 bring before this August group?

9 MS. LUCEY: I just have a question.

10 CHAIRMAN RIVERA: Sure.

11 MS. LUCEY: These recommendations  
12 now, are they just self-effectuating, go  
13 forward as they are, or is there some  
14 procedure?

15 CHAIRMAN RIVERA: As we did last  
16 time, I will draft a letter to the chairman's  
17 office and will send those to the chairman's  
18 office. There are a few editorials we've got  
19 to fix. And then Barbara posts them to the  
20 Website.

21 MS. KREISMAN: I'll send you all a  
22 revised version just to make sure everyone's

1    okay with the editorial changes.  And as  
2    you'll see today, even if you get on our  
3    Website today, the FACA Website, you'll see  
4    the proposals that were considered today.  So  
5    we try to keep it up to date.

6                   CHAIRMAN RIVERA:  Anything else?

7                   MS. BROWN:  Henry?

8                   CHAIRMAN RIVERA:  Yes?

9                   MS. BROWN:  Kathy Brown.

10                  CHAIRMAN RIVERA:  Hi Kathy.

11                  MS. BROWN:  Do we have a feedback  
12    loop on the recommendations we make and how  
13    they're received, or some reaction?  Or do  
14    more or do less or this is good or here's what  
15    we're going to do?

16                  CHAIRMAN RIVERA:  That's a very  
17    good question.  And heretofore, we have not.  
18    But today you did hear a report from the  
19    chairman's office, from Sherrese, who did give  
20    us some feedback on some of the  
21    recommendations that we made.  Would you like  
22    to respond, Bruce?

1                   MR. GOTTLIEB: Sure. I think that  
2 going forward, that is something we'd like to  
3 develop. We should talk about what's the best  
4 way to do it. It could be a reply to the  
5 letter that could also be posted on the  
6 Website as well as the work that Tom will be  
7 doing. And I think, depending on which  
8 recommendation we're talking about, those two  
9 are the right ways to respond.

10                   But certainly you have our  
11 commitment that the important work you're  
12 doing is something that we'll respond to and  
13 take account of.

14                   CHAIRMAN RIVERA: Thank you, Bruce.

15                   COMMISSIONER COPPS: And more is  
16 better than less.

17                   CHAIRMAN RIVERA: Excellent  
18 question, Kathy. Thank you so much. Anything  
19 else? All right, we'll stand adjourned. And  
20 again, happy holidays to all of you.

21                   (Whereupon, the above-entitled  
22 matter was concluded at 3:21 p.m.)

<b>A</b>					
<b>abandoned</b> 56:5	26:18 40:11	37:2 61:19 62:4	<b>Anita</b> 2:8 21:5,6	<b>asset-lenders</b> 44:9	
<b>abilities</b> 77:19	<b>active</b> 53:19	63:6 67:9 69:3,8	<b>Anne</b> 2:10 74:3	<b>assigned</b> 77:4	
<b>able</b> 10:11 28:2	<b>actively</b> 8:22 10:3	<b>affect</b> 43:8	<b>Anne's</b> 73:22	<b>associated</b> 73:3	
30:6 44:20,21	<b>activities</b> 32:1 39:5	<b>African</b> 62:5	<b>announce</b> 82:19	<b>Association</b> 53:10	
46:4,6,21 52:2,6	52:16	<b>afternoon</b> 6:6	<b>announced</b> 16:11	70:8	
52:11,11 57:6	<b>acts</b> 25:19	13:12 74:10	<b>Annual</b> 52:16	<b>assume</b> 52:4 53:4	
63:16 70:17 78:20	<b>actual</b> 37:19	<b>age</b> 1:4 4:8 24:2	<b>annually</b> 81:2	<b>assure</b> 8:21 18:21	
81:16	<b>adaption</b> 31:9	31:15	<b>answer</b> 52:6	<b>attention</b> 8:7 12:17	
<b>above-entitled</b>	<b>Adarand</b> 7:13 9:22	<b>agencies</b> 50:13,18	<b>answered</b> 60:14	66:1 71:21 72:1	
85:21	10:5 18:19	51:5 69:12	<b>answers</b> 51:20	72:19 83:5	
<b>Absolutely</b> 55:14	<b>add</b> 5:10 33:1	<b>agency</b> 23:20 25:16	<b>anticipated</b> 26:4	<b>attorneys</b> 77:4	
<b>academic</b> 24:1	37:20 38:16 62:10	56:1	<b>anxious</b> 76:18	<b>audience</b> 22:14	
<b>accelerate</b> 25:7	66:7	<b>agenda</b> 3:6 22:5	<b>anybody</b> 83:7	<b>audit</b> 34:9,10	
<b>access</b> 15:13 23:12	<b>added</b> 31:22 37:10	<b>aggregate</b> 71:3	<b>anybody's</b> 7:19	<b>audited</b> 39:16	
24:1 45:21 54:20	<b>adding</b> 37:16	<b>ago</b> 9:7 72:4 73:19	<b>anymore</b> 34:21	<b>audits</b> 34:6	
75:21 78:8 79:4	<b>addition</b> 47:12 77:9	79:6	<b>anyway</b> 78:17	<b>August</b> 15:10 71:16	
80:19 81:13	<b>additional</b> 31:21	<b>agree</b> 40:19	<b>appeared</b> 10:16	74:18 77:17 83:8	
<b>accompany</b> 16:3	36:7 37:9 38:20	<b>agreed</b> 19:7	<b>applaud</b> 39:2	<b>authority</b> 30:19	
<b>accomplish</b> 18:13	<b>address</b> 6:2 17:19	<b>agrees</b> 33:6	<b>appliance</b> 37:9	60:2 73:14	
57:5	20:2 41:11 45:6	<b>ahead</b> 12:10,18	<b>applicants</b> 17:10	<b>availability</b> 15:14	
<b>accomplished</b>	46:4,13 62:1 68:7	<b>aim</b> 25:21	<b>applications</b> 77:18	<b>awareness</b> 50:9	
52:14	73:17	<b>aimed</b> 69:16	<b>apply</b> 35:22 36:1	<b>awhile</b> 17:8	
<b>account</b> 85:13	<b>addressed</b> 33:13	<b>airplane</b> 22:6	49:18 72:15	<b>aye</b> 27:1 41:16	
<b>accounting</b> 78:18	41:13 45:14	<b>airport</b> 4:22	<b>appointed</b> 67:7	49:21 54:12 56:19	
<b>accreditation</b> 58:14	<b>addresses</b> 48:2	<b>ALAN</b> 2:6	68:12	63:20 71:9	
<b>accurate</b> 28:10	56:10	<b>aligned</b> 76:2	<b>appreciate</b> 5:17	<b>eyes</b> 27:2 41:17,19	
29:21	<b>addressing</b> 46:16	<b>allegations</b> 23:18	20:8,9,13 27:20	49:22 54:13,14	
<b>achieve</b> 12:13	<b>Adjourn</b> 3:22	<b>allow</b> 47:2	28:10	56:20 63:21 64:3	
29:17	<b>adjourned</b> 85:19	<b>alluded</b> 73:18	<b>approach</b> 25:22	71:10	
<b>achieving</b> 30:20	<b>adjournment</b> 81:4	<b>Alonzo</b> 2:3 28:4	68:2		
<b>acknowledge</b> 22:13	<b>administration</b>	49:9 62:16 70:1	<b>appropriate</b> 76:20		
27:14	55:22	<b>alternative</b> 63:15	<b>approval</b> 26:11		
<b>acknowledged</b> 45:7	<b>admired</b> 74:19	<b>amendment</b> 32:13	58:14		
<b>acquire</b> 42:9	<b>ado</b> 6:2	33:4	<b>approve</b> 76:22		
<b>acquisition</b> 42:8,15	<b>adoption</b> 8:13,13	<b>American</b> 62:6,6	<b>Arbitron</b> 59:6		
53:13 54:20	8:15 15:6,21	64:17,19 65:14,17	62:11		
<b>acquisitions</b> 27:13	16:20 68:4 78:1,2	66:14,21 67:16	<b>Arbitron's</b> 58:20		
27:22 42:1,16	78:12	74:1	<b>area</b> 66:5		
47:11 81:13	<b>Adoptions</b> 16:11	<b>analogized</b> 25:20	<b>areas</b> 27:11 48:3		
<b>act</b> 24:18,19 56:9	<b>advance</b> 7:1	<b>analysis</b> 80:9	<b>arrive</b> 57:8		
60:3 69:3,4	<b>advancement</b>	<b>analyze</b> 25:16 26:3	<b>arrived</b> 67:13		
<b>acted</b> 8:10	28:16	26:17	<b>articles</b> 46:12		
<b>acting</b> 7:9 72:1	<b>advantage</b> 7:5	<b>analyzes</b> 69:15	48:22		
<b>action</b> 9:9 10:8	<b>advisement</b> 36:8	<b>anchor</b> 71:3	<b>Asian</b> 62:6		
12:13 25:7	<b>ADVISOR</b> 1:15,18	<b>ancillary</b> 78:10	<b>asked</b> 11:14 16:13		
<b>actions</b> 12:1,3	<b>advisory</b> 1:3 4:7	<b>ANDREW</b> 2:18	<b>asking</b> 11:14		
	25:15 31:13 36:17	<b>anecdotal</b> 70:22	<b>assemblage</b> 71:16		

**B**

**B** 2:6 51:9 53:9  
**back** 4:13 30:6,6  
78:17 79:19 83:3  
**background** 30:9  
82:21  
**bad** 34:18  
**ban** 45:19  
**banc** 45:21 51:18  
**bank** 46:22  
**banking** 42:5 46:20  
**banks** 43:5,16 44:5  
44:8,22 45:2,2  
46:7 52:7  
**bar** 46:18  
**Barbara** 1:17 5:10  
5:14 6:15 76:7

77:6 82:6 83:19 <b>BARBER</b> 2:3 <b>barriers</b> 8:14 25:9 56:10 68:3 78:5 <b>based</b> 23:10 24:5 59:18 67:5 <b>basic</b> 68:8 <b>basically</b> 16:12 18:6 26:16 82:14 <b>basis</b> 20:1 22:20 25:4 47:17 67:4 80:21 <b>beginning</b> 48:4 51:12 80:22 <b>begun</b> 46:14 48:22 <b>believe</b> 13:4 44:2 45:5 48:3 64:4 <b>benchmark</b> 33:17 <b>benefits</b> 50:9 <b>BESS-JOHNSON</b> 1:19 <b>best</b> 16:2 19:2 28:18 29:8 32:17 63:7 85:3 <b>better</b> 4:11 18:11 19:21 29:10 44:3 59:11 62:22 63:11 73:17 85:16 <b>beyond</b> 57:14 73:2 <b>big</b> 33:10 <b>bigger</b> 33:18 <b>Blackwell</b> 21:12,13 66:8 70:4 72:5 <b>board</b> 49:19 69:5 <b>bodies</b> 69:9 <b>body</b> 28:15 29:19 45:7 46:2 56:15 73:1 <b>bolsters</b> 76:6 <b>bolts</b> 18:7 <b>breadth</b> 72:8 <b>bring</b> 28:21 57:9 63:9 78:15 83:8 <b>bringing</b> 58:5 <b>broadband</b> 3:18 5:6 8:11 15:5,11 15:13,21 16:4,8	16:19,20 23:12 24:1,15 25:2,17 49:12 64:16 66:19 68:1,4,18 69:14 70:2,21 72:17 77:17,18 78:2,12 82:12,15 <b>broadcast</b> 10:13 29:2 42:9,19 43:19 47:4,11 48:7 49:10,16 55:5 <b>broadcasters</b> 29:16 31:10 34:13 38:9 81:17 <b>broadcasting</b> 30:15 30:21 35:8 36:2 37:22 48:6,9 50:11 <b>brought</b> 33:22 61:8 77:21 78:10 79:8 <b>Brown</b> 21:10,10 84:7,9,9,11 <b>Bruce</b> 1:15 13:8 20:8 84:22 85:14 <b>budget</b> 47:18 <b>building</b> 44:13,14 <b>bureau</b> 1:22 21:19 <b>BUSH</b> 2:4 49:5 64:11 67:20 70:3 73:21 <b>business</b> 11:4 19:11 44:1,3 45:9 47:14 75:4,14 77:17 78:17 79:1 80:10 <b>businesses</b> 15:12 15:15 18:10 43:17 55:7 75:7,11,17 75:18 78:11,11,14 78:19 <b>busy</b> 4:10 <b>buy</b> 49:11 <hr/> <b>C</b> <hr/> <b>cable</b> 36:2 49:11 <b>Cakelove</b> 78:14 <b>calibrated</b> 34:10	<b>California</b> 70:7 72:11 <b>call</b> 53:10 <b>called</b> 4:22 <b>calling</b> 83:4 <b>calls</b> 59:4 <b>call-out</b> 62:18 <b>candidates</b> 30:18 31:4,20 32:2 <b>capability</b> 25:8 <b>capital</b> 45:22 53:13 54:20 75:21 78:8 79:5,11 80:19 81:14 <b>capitalization</b> 18:1 <b>capturing</b> 62:3 <b>care</b> 37:4 82:16 <b>career</b> 28:16 <b>careful</b> 68:7 <b>carefully</b> 18:22 <b>Carolyn</b> 1:20 76:8 77:5 <b>carried</b> 82:18 <b>carries</b> 27:4 50:2 56:22 71:12 <b>carry</b> 47:18 <b>Carter</b> 55:22 <b>case</b> 5:10 41:9 <b>cases</b> 33:14,22 <b>catch</b> 22:6 37:5 <b>categories</b> 37:18 <b>causes</b> 7:1 <b>cede</b> 81:2 <b>central</b> 31:6,8 <b>certain</b> 53:11 59:2 59:2 60:6,8 70:18 <b>certainly</b> 5:17 12:21 13:2,4 24:7 33:1 56:6 77:9 85:10 <b>certificate</b> 55:5 <b>chair</b> 32:6 36:6,12 49:3 56:3 <b>chairman</b> 1:11 2:2 4:4 5:8,9 7:10 10:2 12:20 13:13 13:22 14:20,20	20:7,18 22:3,10 26:12,15 27:3,7 32:6,9,12,14 33:3 33:5 36:5,10,20 37:3 40:4,7 41:4 41:14,18 49:2,6 49:13,20 50:1,4 53:1,7,22 54:11 54:14 55:12,15,18 56:17,21 60:19,22 61:9,14 63:12,18 63:22 64:2,6 69:18,21 71:7,11 72:20 73:11 74:2 74:13 76:3 81:9 81:21 83:10,15 84:6,8,10,16 85:14,17 <b>chairman's</b> 3:11 4:5 6:1 7:20 13:7 14:10 70:7 71:22 83:16,17 84:19 <b>chairs</b> 27:15 82:8 <b>challenge</b> 42:15 <b>challenges</b> 42:4 43:19 45:15 65:16 65:21,21 68:17 79:10 <b>challenging</b> 5:20 <b>chance</b> 9:7 <b>change</b> 22:5 23:1 <b>changed</b> 29:5,7 42:6 61:10 <b>changes</b> 26:4 84:1 <b>channel</b> 49:12 <b>charge</b> 7:9 22:17 <b>charged</b> 68:1 <b>charges</b> 40:22 <b>checklist</b> 38:18 <b>Chickasaw</b> 21:13 <b>chief</b> 1:15 15:18 19:10 72:2 <b>Chorus</b> 27:2 41:17 49:22 54:13 56:20 63:21 71:10 <b>Cinelli</b> 1:15 6:10 <b>circumstances</b>	40:15 <b>cite</b> 32:21 <b>City</b> 45:22 <b>civil</b> 15:20 16:2 <b>clarification</b> 74:6 <b>clarifying</b> 74:3 <b>class</b> 73:4 <b>clear</b> 73:22 74:11 <b>clearinghouse</b> 31:6 <b>clearly</b> 46:1 76:2 <b>Cleary</b> 28:8 <b>close</b> 25:1 26:19,20 <b>closely</b> 25:16 74:22 <b>closing</b> 23:11 26:8 26:18 69:16 <b>Coast</b> 66:11 <b>colleagues</b> 8:7 <b>come</b> 28:5 40:1,22 43:10 51:13 52:3 58:16 80:13 83:1 <b>comes</b> 30:10 41:22 66:5,14 <b>coming</b> 4:9 17:20 19:9 58:1 <b>comment</b> 49:7 54:5 <b>commentary</b> 40:17 <b>comments</b> 26:21 37:6 41:15 54:1 55:19 56:18 61:14 63:19 71:8 <b>Commission</b> 1:1,9 1:10 11:8,15 15:22 22:21,22 24:22 25:6 26:1,3 26:17 31:15 33:11 34:20 35:5 36:19 37:16 38:4,19 39:21 40:13,22 44:21 48:17 52:5 57:15 59:17 61:2 65:9 66:17 67:2 67:21 69:8 75:6 <b>commissioner</b> 1:14 3:9 4:4,6 5:21 6:3 6:5 12:21 13:13 13:14 14:1 25:20 37:7 38:2,15 39:1
---	---	--	--	---

40:5,19 54:19,22 55:8 71:13 72:21 74:13 85:15 <b>commissioners</b> 17:15 39:9 56:2 <b>Commissions</b> 23:1 <b>Commission's</b> 30:11 31:22 32:5 60:18 68:22 <b>commitment</b> 41:2 68:22 85:11 <b>committee</b> 1:3 2:1 4:7 6:14,16,18 12:2 13:14 15:4 16:22 17:14,16,21 19:9,19 25:15 27:8 28:5,7 31:14 36:17 37:2 45:17 46:14 50:12 55:9 58:6 61:1 62:8,19 63:15 64:12,21 65:8 67:8,19 69:3 71:21 73:10 74:15 74:19 77:8 82:3,8 82:17 <b>committees</b> 4:18 19:3 67:9 <b>committee's</b> 52:22 <b>communication</b> 51:2 <b>communications</b> 1:1,4,10 19:11 24:18 31:14,16 38:1 47:13 60:3 69:9,11 75:4 <b>communities</b> 8:14 8:16 17:11 19:4 62:3 <b>community</b> 46:18 64:17 65:17,18 68:12 69:12 <b>community-relat...</b> 43:17 <b>companies</b> 10:19 11:3 30:22 31:17 37:13 38:21 69:11 70:16	<b>comparable</b> 34:3 <b>compelled</b> 23:5 <b>compelling</b> 23:14 23:17 <b>compete</b> 75:22 <b>competition</b> 25:10 <b>competitive</b> 77:19 78:13 <b>compiled</b> 29:19 <b>complete</b> 51:11 <b>complex</b> 18:20 <b>complexities</b> 68:14 <b>compliance</b> 30:12 31:21 32:3 33:17 37:11,14 <b>complicated</b> 9:10 18:21 63:4 <b>comprehensive</b> 68:2 <b>concept</b> 38:17 <b>concluded</b> 23:15 24:4 85:22 <b>concludes</b> 64:4 <b>concluding</b> 25:22 <b>conclusion</b> 23:10 <b>conduit</b> 76:22 <b>conference</b> 59:4 <b>Congress</b> 56:13 66:21 67:15 <b>connected</b> 70:11 <b>connection</b> 17:4 64:16 <b>consciousness</b> 23:19 <b>consequently</b> 33:15 <b>consider</b> 20:15 22:18 31:20 37:9 37:20 65:3 67:22 75:8 76:9 <b>consideration</b> 5:7 22:12 30:7 32:5 38:11 52:22 60:18 67:17 <b>considered</b> 4:16 8:22 16:7 51:10 58:19 84:4 <b>considering</b> 16:17	60:15 64:22 82:10 <b>consisted</b> 18:4 <b>consistent</b> 74:3 <b>constituents</b> 79:19 <b>constitutional</b> 3:13 22:11 <b>consultation</b> 69:1,5 <b>contact</b> 59:6 75:5 <b>contentious</b> 34:21 <b>CONTENTS</b> 3:2 <b>context</b> 17:6 33:9 58:4 81:16 <b>continue</b> 9:8 48:16 <b>continued</b> 68:7 <b>continues</b> 27:21 48:12 <b>continuing</b> 60:16 <b>continuity</b> 51:1 66:1 <b>convene</b> 7:10 31:16 <b>convened</b> 1:9 46:11 <b>conversation</b> 63:10 80:22 <b>conversations</b> 59:4 59:19 63:2 81:17 <b>coordinated</b> 79:22 <b>coordination</b> 51:13 <b>Copps</b> 1:14 3:9 4:4 4:6 5:21 6:4,5 13:13,14 14:1 25:20 37:7 38:2 38:15 39:1 40:19 71:13 74:13 85:15 <b>correct</b> 13:15 14:3 61:8 <b>Couer</b> 70:12 <b>council</b> 21:22 58:14 59:5 61:19 62:4 63:6 <b>COUNSEL</b> 1:15 <b>count</b> 32:2 <b>country</b> 42:4 52:1 66:10 67:2 69:6 70:22 71:4 <b>couple</b> 14:22 18:15 35:16 39:16 72:4 77:14 79:5	<b>course</b> 7:22 23:1 42:17 <b>courts</b> 24:10 39:7 <b>craft</b> 26:5 <b>create</b> 46:22 67:3 68:22 <b>created</b> 46:13 <b>creating</b> 51:17 67:22 <b>creation</b> 46:9 65:10 <b>creativity</b> 72:9 <b>credibility</b> 72:16 <b>credit</b> 38:11 53:10 53:11,14,18 <b>criteria</b> 37:20 38:8 59:8 <b>critical</b> 35:4,5,16 71:6 80:9 <b>crying</b> 71:19 <b>cultures</b> 68:13 <b>current</b> 58:9 69:13 <b>currently</b> 11:1 17:8 59:16 60:5 <hr/> <b>D</b> <hr/> <b>data</b> 29:18 35:13 35:19 46:22 <b>date</b> 82:7 84:5 <b>David</b> 2:9 22:5,8 27:4 32:10 55:19 <b>DAVIDSON</b> 2:6 <b>David's</b> 39:2 <b>day</b> 5:19 6:20 13:3 24:2 47:17 50:19 <b>day-to</b> 47:16 <b>deal</b> 28:5 37:18 42:22 47:4 <b>dealing</b> 50:21 <b>deals</b> 43:11 <b>decade</b> 66:18 <b>December</b> 1:7 <b>decisions</b> 33:22 59:9 <b>decision-making</b> 75:12 <b>decline</b> 14:4 <b>dedicated</b> 47:8	76:16 <b>defense</b> 23:18 <b>define</b> 12:10 <b>definitely</b> 13:19 53:18 <b>deliberations</b> 57:12 <b>delighted</b> 6:6 71:20 71:22 74:8 82:2 <b>delivered</b> 74:13 <b>demand</b> 71:3 <b>demonstrate</b> 34:19 <b>denigrate</b> 40:11 <b>depending</b> 85:7 <b>deploy</b> 9:19 70:17 <b>deployed</b> 25:3 <b>deployment</b> 5:6 15:6,21 25:2,8 68:4,18 78:1,7 <b>deposition</b> 28:3 <b>DEPUTY</b> 1:14,19 1:20 <b>design</b> 18:11 <b>designate</b> 54:18 <b>designated</b> 1:17 55:7 <b>designating</b> 56:2 <b>designed</b> 31:2 <b>desk</b> 7:19 <b>detail</b> 26:3 <b>determination</b> 25:6 <b>determine</b> 28:19 60:4 <b>develop</b> 37:13 85:3 <b>developed</b> 22:11 <b>developing</b> 68:2 <b>development</b> 68:16 75:14 <b>develops</b> 69:16 <b>devote</b> 12:17 <b>Diane</b> 2:20 4:20 5:2 27:5 36:7 41:19 53:3 56:22 73:17 <b>different</b> 79:21,22 <b>difficult</b> 76:12 <b>dig</b> 67:4 <b>digital</b> 1:4 4:8 16:15 22:18 23:6
---	---	---	---	--



23:11 25:1,18  
 26:5,8,19,20  
 31:15 69:17 70:8  
**dire** 42:14  
**direct** 77:1  
**DIRECTOR** 1:14  
**disadvantaged**  
 15:12,14  
**disappeared** 43:12  
**discerned** 35:13  
**disclosure** 61:18  
**discovering** 78:12  
**discretionary** 23:4  
**discrimination**  
 34:4 35:9  
**discuss** 28:21  
**discussion** 26:16  
 32:10 53:2 57:7  
 58:9 69:22  
**disposal** 76:10,10  
**disproportionate**  
 59:1  
**disproportionately**  
 42:11  
**distributed** 51:4  
**distribution** 30:17  
**diverse** 30:18 31:3  
 31:20 32:2 75:6  
 75:10  
**diversity** 1:4 4:8  
 13:14 15:18,20  
 16:3 30:21 31:14  
 45:18 60:9 73:10  
**divestiture** 55:5  
**divide** 22:18 23:7  
 23:11 25:1,18  
 26:5,9,19,20  
 69:17  
**divided** 27:9  
**docket** 30:6  
**dockets** 66:17  
**document** 41:13  
**doing** 6:16 7:13  
 14:4,14,16 19:14  
 20:11 27:21 39:13  
 40:3 59:10 77:6  
 80:18 85:7,12

**dollars** 16:14  
**downturn** 42:14  
**draft** 83:16  
**drafts** 22:16  
**dramatically** 42:6  
**draw** 69:7  
**drawn** 23:10  
**drop** 34:16  
**DSL** 70:18  
**due** 56:12  
**dug** 19:15  
**duly** 36:9 64:2  
**dust** 7:19  
**d'Alene** 70:12  
**D.C** 1:11

---

**E**


---

**earlier** 77:14  
**early** 56:5  
**ears** 20:12,20  
**easy** 76:14  
**echo** 5:14 74:12  
**economic** 30:2 42:4  
 42:13 68:16  
**economy** 11:1,13  
**Eddie** 72:2  
**editorial** 32:14  
 84:1  
**editorials** 37:4  
 83:18  
**educate** 39:20 66:4  
**educational** 47:8  
 48:12,15  
**EEO** 27:11 28:11  
 31:22 32:3 33:10  
 33:20 39:13 40:12  
 41:7  
**effect** 32:19 60:8  
**effective** 80:8  
**effects** 26:4  
**efficient** 19:22  
**effort** 41:1 76:22  
 78:7,9  
**efforts** 18:11  
**eight** 33:20 34:8  
 39:4 53:5 58:11  
 70:15

**elected** 67:7 68:11  
**email** 4:20  
**emailed** 4:17  
**embedded** 53:5  
**emphasizing** 11:2  
**employed** 35:1  
 60:6  
**employment** 24:14  
 27:18 30:12 34:16  
**en** 45:21 51:18  
**enable** 75:22  
**encourage** 11:8  
 75:10,16  
**enduring** 11:10  
**enforcement** 33:10  
 33:20 35:18 36:2  
 39:5 40:10,13  
**engage** 31:1  
**engaged** 75:11  
**engages** 67:6,8  
**ensures** 26:6  
**enter** 78:20  
**entered** 43:6  
**entire** 42:4 62:18  
**entities** 17:2 29:3  
 51:5 54:6  
**entity** 73:14  
**entrepreneurs** 18:7  
 80:1  
**entry** 56:10 75:17  
 77:17  
**environment** 71:2  
**environmets**  
 68:15  
**envisioned** 50:12  
**equal** 27:18 30:11  
 39:18  
**equally** 30:20  
**equipment** 44:12  
 44:14  
**equity** 43:2 52:7  
**especially** 4:19  
 22:13 34:11 35:7  
 43:7  
**essentially** 23:5  
 25:14  
**establish** 79:1

**estimate** 70:21,22  
**evaluate** 48:7  
**evaluating** 19:2  
**evaluations** 19:8  
**events** 52:15  
**everybody** 4:11  
 39:20 74:10 81:3  
**everybody's** 73:9  
**everyone's** 83:22  
**evolved** 24:10  
**exact** 10:15  
**example** 24:13  
 70:12  
**examples** 70:9  
**Excellent** 85:17  
**exception** 69:2  
**excited** 13:16 16:9  
 17:12 20:4 74:16  
 74:17 76:18 79:3  
 79:7 80:14  
**exclusive** 53:21  
**exclusively** 35:11  
**exhaustive** 51:12  
**exist** 37:18 61:6  
 62:21  
**existed** 42:16  
**existing** 29:2 52:15  
 81:18  
**exists** 38:12 59:16  
 62:5  
**expand** 77:18  
 78:13  
**expanded** 55:2  
**expansion** 47:7  
 73:13  
**expansively** 39:3  
**expect** 17:11  
**expectation** 57:22  
**expeditious** 7:6,7  
**expeditiously** 10:12  
**experience** 42:20  
 52:8  
**experienced** 43:20  
**expertise** 68:13  
 79:8  
**experts** 15:22 18:5  
 46:11 69:9 77:22

79:16  
**explain** 73:8  
**explored** 15:13  
**extent** 26:7  
**extra** 14:15  
**extremely** 13:16,18  
 14:5

---

**F**


---

**FACA** 84:3  
**face** 30:3 45:15  
 48:9 65:17 78:6  
**faced** 46:2 78:9  
**facially** 34:14  
**facilitate** 31:8  
 50:15  
**facing** 42:5 65:16  
**fact** 25:5 32:22  
 33:12 44:17 45:6  
 54:9 58:7 59:15  
**failing** 34:13 78:16  
**fairly** 10:12  
**familiar** 22:19  
 32:22 43:18 71:5  
**familiarize** 39:21  
**far** 71:14  
**fast** 19:22  
**fault** 7:8  
**favor** 26:22 41:16  
 49:21 54:11 56:18  
 63:19 71:8  
**FCC** 1:13 4:5 6:8,8  
 16:13 31:13 37:1  
 37:2 42:22 45:10  
 45:13,19,20,20  
 46:18 54:18,18  
 55:9 60:2 66:15  
 68:11 74:16,18  
 75:13,19 79:22  
**FCC's** 47:7 73:14  
**fear** 29:20  
**February** 72:14  
**federal** 1:1,10,17  
 1:19,20 16:14  
 68:14 69:2  
**federally** 70:20  
**feedback** 20:9

84:11,20 <b>feel</b> 30:5 65:6 <b>feeling</b> 50:22 65:15 <b>felt</b> 29:3 65:22 <b>figure</b> 9:19 <b>figuring</b> 10:3 <b>fill</b> 77:7 <b>finalized</b> 82:12 83:4 <b>finally</b> 17:18 69:16 <b>financing</b> 10:14,18 18:9 45:9 <b>find</b> 21:1 67:2 76:14 82:7 <b>fire</b> 25:21 <b>first</b> 6:13 13:21 15:2 22:8 27:11 32:12 33:19 47:4 57:15 73:4 74:12 75:13 80:11 <b>five</b> 5:5 34:2 71:1 <b>fix</b> 83:19 <b>FLEMING-WIL...</b> 1:20 <b>floor</b> 13:11 22:8 72:22 74:7 81:3 <b>Flores</b> 21:7,7,9 <b>flunked</b> 34:9 <b>focus</b> 8:12 33:16 38:20 40:10 <b>focused</b> 18:10 30:13 32:1 36:15 39:12 <b>focuses</b> 66:2 <b>folks</b> 6:9,21 7:8 10:3 40:12 72:7 <b>follow</b> 9:9 <b>following</b> 8:12 36:21 <b>force</b> 27:12,19 28:1 28:3,12 33:6 42:1 46:10 57:2,3,12 59:3,20 60:1,16 65:11 66:2 68:1,6 68:10,21 69:7 81:11 <b>forces</b> 5:1 27:10,15	56:3 <b>forfeitures</b> 34:1 <b>forgot</b> 78:15 <b>form</b> 35:13 <b>formally</b> 67:22 77:11 <b>formats</b> 59:3 60:8 <b>forth</b> 57:20 64:14 <b>forum</b> 31:16 <b>forward</b> 7:16 20:5 20:12,21 29:17 47:18 60:15 62:8 62:15 63:10 64:9 65:7 74:21 75:1 77:2 80:17,17,18 81:6 82:1,18 83:13 85:2 <b>found</b> 25:12 35:6 79:19 <b>foundation</b> 10:7 <b>four</b> 34:2 39:17 <b>FOX</b> 2:7 <b>frame</b> 11:9 <b>frames</b> 11:15 <b>Frank</b> 21:7,8 <b>friend</b> 12:22 <b>friendly</b> 32:13 33:4 <b>front</b> 28:12 30:8 <b>full</b> 19:12,13 27:7 28:7 32:4 52:21 58:5 61:18 67:13 67:18 <b>fully</b> 62:2 <b>full-file</b> 7:13 9:10 18:19 <b>function</b> 40:20 <b>functioned</b> 44:4 <b>fundamental</b> 24:2 24:3,11 <b>funding</b> 5:6 16:15 17:18 18:5 27:12 27:22 41:22 42:15 47:11 54:20 81:13 <b>funds</b> 48:14 <b>further</b> 6:2 7:12 11:3 52:18	<b>G</b>	<b>gathered</b> 9:4 <b>gathering</b> 7:18 52:18 <b>Genachowski</b> 14:20 74:14 <b>generally</b> 43:9 <b>generation</b> 9:16,16 <b>generations</b> 10:20 <b>genuine</b> 67:12 <b>Geoff</b> 21:14 66:6 70:3 72:5 <b>Geoffrey</b> 21:12 <b>getting</b> 8:8 10:18 46:16 75:2 <b>give</b> 7:10 38:20 72:22 83:2 84:19 <b>given</b> 15:4 30:2 32:14 35:1 <b>glad</b> 10:2 <b>go</b> 4:13 12:10 22:6 30:6 33:7 44:11 52:1,11 60:11 83:12 <b>goes</b> 9:21 41:2 48:7 <b>going</b> 4:16 6:3 9:18 11:3,6,16 12:9 15:16 17:19 19:18 20:1 22:4,7 28:13 38:6 39:6 50:20 59:19 63:10 65:4 67:14 72:13 77:1 81:5 82:2,14 84:15 85:2 <b>Golly</b> 9:6 <b>good</b> 4:3 6:6 13:12 13:16 37:5 49:13 53:16 56:4 64:7 67:11 72:3 74:10 82:13 83:5 84:14 84:17 <b>Gotten</b> 30:4 <b>Gottlieb</b> 1:15 13:8 85:1 <b>government</b> 16:14 23:14 45:12 50:13 50:18,21 51:5,7	67:4,4 68:15 69:12 <b>governments</b> 69:15 <b>go-around</b> 80:11 <b>grace</b> 19:14 <b>Graham</b> 2:8 21:5,5 <b>grant</b> 17:9 <b>grateful</b> 13:1 <b>great</b> 5:3 6:16 20:5 20:21 41:4 58:8 63:1 71:18 72:4 80:12,13 82:9 <b>greater</b> 30:20 <b>group</b> 6:2 15:10 27:21 28:22 29:16 53:15 59:14 66:4 83:8 <b>groups</b> 63:3 <b>guess</b> 53:3 74:10 <b>guide</b> 29:15 <b>guidelines</b> 75:19 <b>guys</b> 5:16 73:1 76:14 80:13	<b>H</b>	<b>hand</b> 22:14 <b>handfuls</b> 70:5 <b>handle</b> 15:9 <b>happen</b> 24:12 47:20 52:12 <b>happened</b> 43:9 <b>happy</b> 5:13,13 12:16 13:10 62:14 81:19 85:20 <b>hard</b> 4:18 5:17 10:20 13:4 14:14 18:13 28:4 40:14 57:3 <b>hate</b> 9:4 <b>hat's</b> 4:19 <b>headed</b> 27:19 28:1 <b>hear</b> 8:18 47:15 84:18 <b>hearing</b> 20:21 42:2 45:21 51:19 64:9 <b>heart</b> 13:3 <b>heavily</b> 43:1	<b>held</b> 38:9 45:9,13 45:21 46:10 51:19 79:5 <b>help</b> 12:9 20:4 81:15,19 82:3 <b>helping</b> 11:8 62:7 <b>Henry</b> 1:11 2:2 6:13 64:11 73:7 84:7 <b>heretofore</b> 84:17 <b>Hi</b> 84:10 <b>hide</b> 76:13 <b>high</b> 43:16 <b>highlight</b> 14:22 18:16 <b>highly</b> 11:7 72:6 <b>Hillard</b> 21:21,21 <b>hiring</b> 30:13 <b>history</b> 39:22 <b>HODGES</b> 53:8 <b>hold</b> 20:14 <b>holiday</b> 5:13 12:16 <b>holidays</b> 12:18 85:20 <b>homework</b> 82:20 <b>homogeneous</b> 35:12 <b>HONIG</b> 2:9 22:9 32:11 33:8 55:20 <b>Hood</b> 21:15,15 53:9 53:16 <b>hope</b> 6:11 12:17 39:8 46:3 47:17 57:17 81:1 <b>hopeful</b> 4:10 <b>hopes</b> 63:15 <b>hoping</b> 54:9 <b>host</b> 63:3 <b>hosted</b> 15:11 18:1 77:16 <b>House</b> 8:3 14:3 <b>housed</b> 44:12 <b>Howie</b> 53:7,17 54:5 65:2 <b>hundred</b> 16:14 68:19 <b>hybridized</b> 70:6
--	--	----------	---	--	----------	--	---

<b>I</b>	<p><b>increasingly</b> 75:11</p> <p><b>independent</b> 11:22 12:5 34:12</p> <p><b>Indian</b> 66:10 67:2 68:14 70:20,22</p> <p><b>Indians</b> 66:21 67:16</p> <p><b>individuals</b> 80:4,7</p> <p><b>industries</b> 21:13 30:17,22 33:14</p> <p><b>industry</b> 31:5 35:8 35:22 37:22 38:13 42:18 43:1,8 44:11 46:20 48:6 48:6,11 50:11 52:15 60:7 67:10 69:9</p> <p><b>infamous</b> 69:17</p> <p><b>influence</b> 71:15</p> <p><b>informal</b> 77:12</p> <p><b>information</b> 4:14 23:8 31:7,18 35:3 46:22 47:1 49:1 51:3 75:19,20 79:20</p> <p><b>informational</b> 51:22</p> <p><b>infrastructure</b> 25:9 78:22</p> <p><b>inherited</b> 76:15</p> <p><b>initially</b> 15:7</p> <p><b>initiative</b> 8:19</p> <p><b>inordinately</b> 60:7</p> <p><b>input</b> 7:12 62:7 69:8 83:2</p> <p><b>inside</b> 29:2,17</p> <p><b>inspiring</b> 6:20</p> <p><b>instances</b> 34:8</p> <p><b>institute</b> 60:3 61:2</p> <p><b>institutionally</b> 22:21 23:2</p> <p><b>institutions</b> 43:6,15 44:5 71:4</p> <p><b>instrumental</b> 26:8</p> <p><b>interchangeably</b> 23:13</p> <p><b>interest</b> 6:22 10:12</p>	<p>13:1 23:15,16 42:22 43:16 44:19 45:20 51:6 61:18 62:11 72:5</p> <p><b>interested</b> 62:7 82:17</p> <p><b>interesting</b> 77:21</p> <p><b>interests</b> 82:16</p> <p><b>intergovernmental</b> 69:3</p> <p><b>interim</b> 9:13,17,18</p> <p><b>Internet</b> 79:2</p> <p><b>intervening</b> 29:5</p> <p><b>introduce</b> 6:10</p> <p><b>Introduction</b> 3:6</p> <p><b>inventory</b> 78:22</p> <p><b>investigation</b> 60:4 61:3</p> <p><b>investing</b> 48:10 50:10</p> <p><b>investment</b> 25:9 42:6,19 45:11</p> <p><b>investor</b> 80:3</p> <p><b>investors</b> 47:10 48:9 52:7 53:4 79:10,15</p> <p><b>invigorating</b> 13:17</p> <p><b>invitation</b> 8:3 14:3</p> <p><b>invite</b> 52:2</p> <p><b>invited</b> 15:22</p> <p><b>inviting</b> 81:6</p> <p><b>involve</b> 68:10</p> <p><b>involved</b> 18:3 66:22</p> <p><b>involvement</b> 66:15</p> <p><b>in-depth</b> 15:17</p> <p><b>issue</b> 10:17 17:11 17:14,19 29:21 34:21 42:2 46:1 50:22 58:21 65:7 65:22 66:5 71:18 81:1</p> <p><b>issues</b> 3:13,16,18 10:13 15:20 16:3 18:20 19:16 22:11 27:8,10 28:5 31:13 34:1 36:16</p>	<p>37:1,21 46:14,16 47:5 48:8 60:17 61:21 62:1,12 65:18 67:5 69:5 78:1,1,8,8 81:10</p> <p><b>item</b> 51:9</p> <p><b>iterations</b> 7:18 73:10</p>	<p><b>kind</b> 6:20 9:5,13 15:7 19:15,18 39:6 47:1 77:14 78:16</p> <p><b>knew</b> 44:4 47:14</p> <p><b>know</b> 4:9,12 5:19 6:8,11,12,19 9:1 10:5 12:21 14:19 17:7,7,13,18 18:2 18:12 19:10 35:2 39:9,10 42:3 44:13 46:8 53:9 59:13 75:2,3 76:11,12 83:6</p> <p><b>knowledgeable</b> 47:22</p> <p><b>KREISMAN</b> 1:17 4:3 21:1,6,8,11,14 21:16,20 22:1 26:14 83:21</p>
			<b>J</b>	
			<p><b>James</b> 22:13</p> <p><b>Jamila</b> 1:19 76:7 77:5 83:4</p> <p><b>Jane</b> 2:11 27:19 41:5</p> <p><b>Janelle</b> 18:2 79:8</p> <p><b>January</b> 45:13 82:11,11</p> <p><b>Jenny</b> 28:3 49:8 69:22</p> <p><b>JOAN</b> 2:12</p> <p><b>job</b> 5:3 8:2 19:12 19:13 29:10</p> <p><b>jobs</b> 5:19 6:20 14:5 14:16</p> <p><b>Jocelyn</b> 28:8</p> <p><b>JOHNSON</b> 53:3</p> <p><b>joined</b> 6:10</p> <p><b>joint</b> 65:10 67:22 68:6,10,21 69:7</p> <p><b>Joshua</b> 1:15 6:10</p> <p><b>journalism</b> 34:15</p> <p><b>Joycelyn</b> 22:13</p> <p><b>Julie</b> 1:22 21:18,20</p> <p><b>July</b> 45:22</p> <p><b>June</b> 61:3 74:4</p> <p><b>jurisdiction</b> 73:15</p>	<p><b>labor</b> 19:8</p> <p><b>laboring</b> 22:15</p> <p><b>lacking</b> 10:21</p> <p><b>lands</b> 17:5 67:14 68:5,9,18 69:17</p> <p><b>language</b> 24:20 41:8,8</p> <p><b>large</b> 12:4 64:18 65:19</p> <p><b>largely</b> 44:18</p> <p><b>larger</b> 43:10,11 53:18</p> <p><b>Lastly</b> 11:5</p> <p><b>late</b> 82:5,11</p> <p><b>Latino</b> 62:5 63:5</p> <p><b>law</b> 68:14</p> <p><b>lawyers</b> 76:17</p> <p><b>laying</b> 10:7</p> <p><b>Lazarus</b> 72:2</p> <p><b>leaders</b> 67:7 68:12 69:13</p> <p><b>leadership</b> 40:20</p> <p><b>leant</b> 44:5</p> <p><b>learn</b> 29:12 80:5</p> <p><b>led</b> 59:21</p>
			<b>K</b>	
			<p><b>K</b> 2:16</p> <p><b>Karen</b> 2:16 36:11 37:5 61:15 62:16 63:6 65:1</p> <p><b>Kathy</b> 21:10,11 84:9,10 85:18</p> <p><b>keep</b> 12:8 28:9 34:20 84:5</p> <p><b>key</b> 68:11</p>	

<b>legal</b> 1:18 46:18	58:2 59:12 64:8	<b>materials</b> 47:9,21	<b>million</b> 16:14	65:1
<b>lend</b> 47:2	72:7 80:17,18	48:13,15	<b>mind</b> 12:8	<b>narrative</b> 24:21
<b>lenders</b> 18:12 47:9	81:6,22	<b>matter</b> 46:11 72:18	<b>Minnesota</b> 72:12	25:13
48:9 52:2,3 81:18	<b>looked</b> 8:22 23:9,21	85:22	<b>minor</b> 32:13	<b>nascent</b> 80:16
<b>lending</b> 42:19 43:5	58:19	<b>mean</b> 43:2	<b>minorities</b> 10:21	<b>Nation</b> 21:13
43:6,9,10,15,17	<b>looking</b> 8:14 19:15	<b>Meaning</b> 44:9	29:2 34:22 42:9	<b>national</b> 16:4,8,19
43:19 44:13 45:12	20:5 35:13 53:21	58:17	45:15 46:6 48:13	66:20 67:15 69:10
49:16 50:9,15	57:13 71:3 74:21	<b>meaningful</b> 33:20	50:10,15	<b>nations</b> 67:5 68:13
52:9	75:1 82:8	34:11 68:22	<b>minority</b> 8:13 9:15	69:1,6
<b>lesser</b> 33:11,12	<b>looks</b> 47:3	<b>means</b> 34:10 42:19	34:16 47:10 55:6	<b>Nations/FCC</b> 65:10
<b>letter</b> 14:19 83:16	<b>loop</b> 84:12	<b>measure</b> 9:17,18	62:3 67:10 69:10	68:1
85:5	<b>LORETTA</b> 2:17	<b>mechanism</b> 67:3,3	70:19 75:17 78:3	<b>native</b> 64:17,18
<b>letting</b> 83:6	<b>lot</b> 10:19 14:21	<b>media</b> 1:15,22 3:16	<b>minutes</b> 28:9	65:10,14,16 66:14
<b>let's</b> 9:12 11:18	16:5 17:20 18:14	11:12 16:15 21:19	<b>miscellaneous</b>	66:21 67:16,22
49:2 73:21	18:18 19:7 64:7	27:8 30:3,19,22	48:15	68:13 69:1,6 74:1
<b>level</b> 31:4 34:11	65:15 72:13 74:11	31:5,13 36:16	<b>mission</b> 76:2	<b>nature</b> 23:6 42:11
70:17	74:18 79:18 81:14	37:1 38:1,9 44:14	<b>mistaken</b> 33:7	<b>NCTA</b> 16:10
<b>levels</b> 34:3,16	<b>lots</b> 15:3 57:7	47:5 58:13 59:5	<b>misuse</b> 35:2	<b>NCUA</b> 21:15
<b>LI</b> 2:22	<b>love</b> 62:17,20	60:17 66:22 67:5	<b>model</b> 70:14	<b>near</b> 39:6
<b>liaise</b> 77:8	<b>low</b> 8:15	67:16 81:10	<b>moment</b> 7:5 8:2 9:2	<b>necessarily</b> 23:17
<b>liberty</b> 8:4	<b>LUCEY</b> 2:10 64:1	<b>meet</b> 68:21	<b>money</b> 18:13 79:15	<b>necessary</b> 18:8
<b>license</b> 42:22 44:18	73:7,12 83:9,11	<b>meeting</b> 1:9,10 4:7	80:4	68:9
45:20	<b>M</b>	5:12 27:8 45:13	<b>monitor</b> 25:2	<b>need</b> 7:12 9:2,9
<b>licensing</b> 75:20	<b>Mago</b> 2:11 27:20	46:11 51:22 70:6	<b>month</b> 56:12	10:4 11:2,11,13
<b>lifeline</b> 11:2 68:9	33:1 38:16 40:6,8	81:4 82:4,9,11	<b>months</b> 35:16	12:6 15:8,9 19:21
<b>lift</b> 45:19	41:11	<b>meetings</b> 46:10	50:17 59:20 72:4	20:22 21:1 60:14
<b>line</b> 10:9 39:18	<b>major</b> 25:19 26:1,2	50:20	<b>morning</b> 4:3,11,22	62:19 68:8,20
<b>lines</b> 53:13 77:16	42:2	<b>MELISSA</b> 2:15	<b>motion</b> 27:4 32:7	82:6,22
<b>list</b> 51:9,11,12 53:5	<b>majority</b> 67:10	<b>members</b> 2:1 4:5	49:4 50:1 54:12	<b>needed</b> 77:8,9
53:9 54:21	69:10	6:14 13:13 14:10	56:21 71:12	<b>needs</b> 51:1 59:12
<b>listen</b> 14:11 83:2	<b>makeup</b> 68:10	46:17 52:5 67:8,9	<b>mouth</b> 35:10	63:1 65:22
<b>literacy</b> 16:15	<b>making</b> 19:20	<b>membership</b> 23:1	<b>move</b> 10:11 12:18	<b>negative</b> 40:18 60:7
<b>little</b> 39:5 45:3	47:20 61:4	<b>MENDEZ</b> 2:14	26:10 29:17 57:2	<b>network</b> 49:11
82:20	<b>malaise</b> 10:22	<b>mention</b> 58:3 82:4	60:15 65:7	<b>neutrality</b> 35:21
<b>lived</b> 39:4	<b>manner</b> 26:6	<b>mentioned</b> 77:13	<b>moves</b> 62:8	<b>nevertheless</b> 10:17
<b>Lloyd</b> 15:19	<b>March</b> 82:5,6	79:6	<b>moving</b> 13:6 20:11	<b>new</b> 11:12,12,13
<b>local</b> 16:16 43:14	<b>Mark</b> 15:19	<b>mentioning</b> 41:5	62:15	12:6 26:5 36:4
44:8 47:9 52:3	<b>market</b> 25:11	<b>mentoring</b> 32:20	<b>multichannel</b> 30:16	37:14 42:13 45:22
69:9	56:10	33:16 38:13 41:12	<b>multi-lingual</b> 8:15	51:19 65:5 66:4,5
<b>locational</b> 65:21	<b>marketing</b> 18:11	<b>message</b> 13:3	<b>music</b> 20:12,20	75:16 80:12
<b>locations</b> 70:18	<b>marketplace</b> 76:1	<b>met</b> 50:19 74:22	<b>MVPD</b> 30:21	<b>NEWMAN</b> 2:15
<b>long</b> 10:6 12:10	78:21	<b>meter</b> 57:2 61:21	<b>MVPDS</b> 31:11	<b>newspapers</b> 10:14
17:14 42:16	<b>markets</b> 43:13	<b>meters</b> 58:16	<b>N</b>	<b>Nielsen</b> 58:17 59:7
<b>look</b> 11:16 13:19	58:10,12 60:6	<b>methodology</b> 58:8	<b>NAB</b> 52:16	61:19
20:21 23:3 33:21	<b>marry</b> 24:9	62:2,13	<b>Narasaki</b> 2:16	<b>night</b> 4:21 34:4
34:6 37:16 39:7	<b>MARSH</b> 2:12	<b>mic</b> 6:3	36:12,22 61:16	<b>nine</b> 39:12
41:9 44:7 48:5		<b>MICHAEL</b> 1:14		<b>NOI</b> 59:15,21 61:5

61:12 <b>non-profit</b> 31:1,17 <b>note</b> 10:12 16:10 41:6 55:20 <b>noted</b> 36:9 61:1 64:3 <b>notion</b> 23:10 <b>November</b> 17:22 <b>NTIA</b> 16:13 79:16 <b>nuances</b> 48:8 49:15 <b>number</b> 15:5 28:17 37:8 45:18 46:17 48:22 50:18 52:20 64:18 65:14,19 80:15 <b>numerous</b> 45:10 46:10 <b>nuts</b> 18:7	<b>officials</b> 4:5 69:11 <b>Oh</b> 37:3 <b>okay</b> 20:16 22:1 36:20 73:12 74:1 84:1 <b>once</b> 35:20 64:12 <b>ones</b> 43:7 44:2 51:10 <b>one-day</b> 81:1 <b>ongoing</b> 53:14 <b>online</b> 49:12 <b>Opening</b> 3:4 <b>operate</b> 42:9 <b>operated</b> 70:16 <b>operationalize</b> 77:3 <b>operations</b> 53:14 <b>opportunities</b> 15:11 19:12 42:8 43:13 46:5 47:14 75:5 <b>opportunity</b> 5:11 7:4 9:3 12:14 13:21 19:6 27:19 30:12 39:19,20 44:2 63:7 81:12 <b>opposed</b> 27:3 37:2 41:18 50:1 54:14 56:21 63:22 64:1 64:2 71:11 73:13 <b>opposition</b> 73:8 <b>options</b> 18:5 31:21 37:9,11,14 38:19 <b>order</b> 17:9 50:14 <b>orders</b> 56:3 <b>organization</b> 38:13 76:5 <b>organizations</b> 29:18 30:19 31:1 31:17 50:21 54:7 64:19 65:14 66:22 <b>oriented</b> 70:15 <b>original</b> 61:11 <b>ought</b> 9:17 35:19 <b>outlets</b> 44:1 <b>outline</b> 48:2 49:18 60:12 <b>outreach</b> 50:8,11	51:8,17 76:17 <b>overall</b> 48:6 <b>oversee</b> 54:19,22 55:8 <b>oversight</b> 47:19 <b>owned</b> 70:15 75:18 78:4 <b>ownership</b> 9:16 43:3 60:9 <b>o'clock</b> 4:13	58:16 61:21 62:19 66:4 68:20 <b>percent</b> 34:2 39:17 71:1 <b>period</b> 4:10,12 <b>permanent</b> 9:14 <b>persistence</b> 22:18 <b>person</b> 6:9 66:9 <b>personal</b> 57:2 <b>personnel</b> 68:11 <b>perspective</b> 18:12 <b>phone</b> 21:2 22:4 66:7 <b>phrases</b> 23:12 <b>physical</b> 65:21 78:22 <b>picture</b> 67:13 <b>piece</b> 28:15 <b>pieces</b> 57:6 <b>pillars</b> 10:7 <b>Pine</b> 72:3 <b>place</b> 34:5 <b>plan</b> 16:4,8,19 72:17 82:12,15 <b>planned</b> 58:11 <b>plans</b> 80:11 <b>platform</b> 35:21 <b>play</b> 53:18 70:19 <b>please</b> 22:14 26:19 26:22 <b>pleased</b> 7:15 8:6,6 13:20 20:19 47:15 <b>Plus</b> 16:12 <b>point</b> 24:5 41:5 43:12 53:16 58:8 <b>policies</b> 26:6,7 75:10,16,19 <b>policy</b> 9:14 25:17 26:4 68:15 77:21 <b>POLK</b> 2:17 <b>portion</b> 44:15 56:9 <b>position</b> 78:13 <b>positions</b> 30:18 31:4 <b>positive</b> 40:1 <b>possessed</b> 9:1 <b>possible</b> 26:7	<b>posted</b> 85:5 <b>posts</b> 83:19 <b>potentially</b> 51:10 <b>PPM</b> 27:13 28:3 58:7,20 60:1 73:22 <b>practice</b> 56:1,7 60:5 <b>practices</b> 28:19 29:9 30:14,15 31:2,7,10,18 32:17 63:8 <b>preceding</b> 24:21 <b>preference</b> 17:10 <b>prepared</b> 24:4 57:21 63:17 <b>present</b> 1:13 2:1 15:19 24:17 28:6 54:3,9 <b>presentations</b> 45:10 80:6,10 <b>presented</b> 40:16 <b>presiding</b> 1:12 <b>press</b> 42:3 <b>pretty</b> 5:20 28:15 29:20 <b>previous</b> 7:18 45:17 <b>previously</b> 4:17 <b>pre-holiday</b> 4:7 <b>primarily</b> 30:13 <b>principal</b> 75:5 <b>prior</b> 14:11 17:21 <b>private</b> 18:5,9 45:11 50:14 51:14 51:16 52:7 53:4 79:9,15 80:3 <b>privileges</b> 32:15 <b>proactively</b> 50:8 <b>probably</b> 6:17 8:4 39:14 44:15 82:5 <b>problem</b> 72:8 73:17 <b>problems</b> 33:10,18 <b>procedure</b> 83:14 <b>proceeding</b> 11:7 <b>proceedings</b> 5:8
<b>O</b>		<b>P</b>		
<b>oar</b> 22:15 <b>obligating</b> 24:22 <b>obligation</b> 23:3,4 <b>obligatory</b> 23:20 <b>obstacles</b> 68:17 <b>obtain</b> 18:8 <b>OCBO</b> 1:14 3:20 15:10 17:22 55:13 75:3 82:2 <b>OCBO's</b> 19:18 <b>occurred</b> 34:7 66:16 <b>occurs</b> 35:9 <b>October</b> 15:18 <b>offer</b> 31:2 32:12 <b>offered</b> 16:13,16 46:21 <b>office</b> 3:11 4:5,6 6:1,11 7:20 12:22 13:7 14:10 19:11 47:13 71:22 75:3 75:4 76:5 83:17 83:18 84:19 <b>officer</b> 1:19,21 15:19 <b>offices</b> 7:17 <b>OFFICIAL</b> 1:17	<b>packet</b> 4:14 <b>pages</b> 24:20 25:13 <b>palatable</b> 80:6 <b>panel</b> 15:22 45:13 52:4 <b>panelists</b> 18:4 80:3 <b>panels</b> 50:20 51:18 <b>papers</b> 46:13,17 <b>parameters</b> 10:4 11:9 <b>part</b> 52:20 65:13 66:10 78:6 79:3,7 <b>PARTICIPANT</b> 32:8 55:17 60:21 69:20 <b>participate</b> 17:4 <b>participating</b> 78:9 80:2 <b>participation</b> 43:2 <b>particular</b> 13:5 48:10 72:18 <b>particularly</b> 7:11 10:15 20:10 56:8 <b>particulars</b> 43:21 <b>parties</b> 17:3 47:22 <b>partner</b> 16:10 <b>pass</b> 14:13 <b>Patrick</b> 28:1 <b>paying</b> 71:21,22 <b>payroll</b> 78:18 <b>pending</b> 17:8 59:16 59:21 61:13 <b>penetration</b> 70:21 <b>people</b> 10:15,18 48:18 52:10 57:2			

25:19,21 26:1,2 <b>process</b> 11:20 16:1 18:22 19:1 59:8 75:12 79:4,7 <b>procreate</b> 24:9 <b>product</b> 5:4 <b>professionals</b> 45:11 <b>proffer</b> 57:17 <b>program</b> 16:12 50:8 61:21 <b>programming</b> 30:16 <b>programs</b> 16:16 31:2,7,10,19 75:9 75:16 80:15 <b>progress</b> 12:13 <b>projects</b> 69:14 70:2 <b>promote</b> 25:3 31:3 75:9,15 <b>promoting</b> 25:10 <b>promotion</b> 29:1 30:15,18 31:3,19 32:2 37:21 <b>promptly</b> 7:16 <b>prong</b> 75:13,14,15 <b>properties</b> 42:10 48:8 <b>proposal</b> 16:12 <b>proposals</b> 5:6 25:17 76:11 84:4 <b>propose</b> 47:6 <b>prosperous</b> 5:13 <b>proud</b> 73:3,5 <b>provide</b> 17:3 38:10 46:3,5 47:1 62:7 63:16 75:18 81:16 <b>provided</b> 18:6 47:18,22 48:1 66:1 <b>providing</b> 10:7 23:11 48:20 51:20 52:14 <b>public</b> 6:22 18:5,9 35:2,2 51:7 66:21 67:16 79:16 <b>pulled</b> 51:3 <b>purge</b> 34:18	<b>purpose</b> 38:21 75:8 <b>purposes</b> 69:4 <b>pursuant</b> 60:2 <b>push</b> 9:8 <b>pushed</b> 10:19,20 78:15 <b>pushing</b> 80:16 <b>put</b> 5:15 9:20 22:7 22:15 30:6 40:2 46:15 49:1 57:20 63:8 64:14 <b>P-R-O-C-E-E-D-...</b> 4:1 <b>p.m</b> 1:11 4:2 85:22	<b>ratings</b> 58:13,21 59:5 60:5 <b>Ray</b> 65:1 <b>reach</b> 58:1 <b>reached</b> 33:22 <b>reaction</b> 84:13 <b>read</b> 30:9 72:4 <b>reading</b> 24:17 50:16 <b>ready</b> 25:21 26:21 41:15 82:19 <b>real</b> 27:16 <b>realize</b> 73:9 <b>really</b> 7:3,9 10:8 14:2,4 16:1,17 19:15 20:8,12,20 33:9,18 35:16 36:17 39:8 40:2 59:18 62:2 63:3 65:15 66:13 70:4 73:2,4 75:5,14 76:6 77:22 81:22 83:5 <b>reason</b> 35:5 <b>received</b> 58:13 80:9 84:13 <b>receiving</b> 79:11 <b>recognize</b> 18:17 28:14 38:5,5 64:13 <b>recognized</b> 37:12 70:20 <b>recognizing</b> 15:2 <b>recommend</b> 25:16 35:14 65:9 67:18 72:6 <b>recommendation</b> 22:10 23:14 24:17 24:22 25:12 26:11 26:17 28:13 32:18 33:13 41:7,20,22 47:5,16,19 49:3,7 50:4,7 52:19,20 54:17 55:19,21 56:19 57:18 59:17 59:22 61:5,17 62:14 63:20 64:14	64:15 66:14 67:18 67:21 71:9 85:8 <b>recommendations</b> 7:11,16 8:8,10,12 8:20 14:11,12,21 15:5 16:6,22 17:22 18:18 19:9 19:20 20:11,15 22:7 26:22 28:6 28:18 29:8 35:20 46:9 54:21 55:11 57:8,14,16 62:9 64:20,21 65:6,13 67:12 76:21 77:10 83:11 84:12,21 <b>recommended</b> 12:3 17:1 61:1 <b>recommending</b> 12:4 58:4 <b>recommends</b> 47:13 60:1 <b>record</b> 12:6 24:5 34:22 39:8 <b>recruitment</b> 30:14 33:17 35:10 37:19 <b>recurring</b> 46:1 <b>redress</b> 9:14 <b>Reed</b> 1:14 3:20 9:22 19:6 20:17 74:9 <b>Reed's</b> 15:10 <b>reference</b> 32:17 56:8 <b>references</b> 28:20 <b>refers</b> 58:7 <b>reflected</b> 32:19 <b>reflects</b> 5:4 <b>regard</b> 22:21 23:2 32:19 41:7 <b>regarded</b> 23:16 24:10 <b>regarding</b> 15:5 23:19 <b>regardless</b> 22:22 <b>regional</b> 43:16 44:8 45:2 46:7 47:9 52:2	<b>regionally</b> 52:1 <b>regions</b> 52:10 <b>regular</b> 14:16 80:21 <b>regulated</b> 43:1 <b>regulation</b> 38:10 <b>reigned</b> 39:22 <b>reinstatement</b> 55:4 <b>reintroduce</b> 76:5 <b>reiterate</b> 63:14 <b>related</b> 27:10 62:9 65:19 <b>relates</b> 42:7 <b>relationship</b> 44:22 77:3 <b>relatively</b> 35:8 <b>relax</b> 45:19 <b>relevant</b> 69:12 <b>remarks</b> 3:9 20:14 39:2 <b>remember</b> 9:12 11:18 <b>removing</b> 25:8 <b>replication</b> 31:9 <b>reply</b> 85:4 <b>report</b> 32:17 56:11 56:12 64:4 82:14 84:18 <b>reported</b> 27:7 <b>reporting</b> 35:19 <b>repossess</b> 44:10 <b>representatives</b> 5:22 13:7 45:12 79:9 <b>representing</b> 62:20 <b>request</b> 26:20 36:6 37:13,16 <b>required</b> 48:18 <b>requirements</b> 30:12 44:21 <b>resolution</b> 30:8 36:14,18 74:1 <b>resolutions</b> 4:15 45:18 <b>resolve</b> 36:22 37:20 <b>resolved</b> 31:12 36:15
	<b>Q</b>			
	<b>quadrennial</b> 11:6 11:16,18,19 12:1 12:5,8 <b>quality</b> 23:20 <b>quarter</b> 5:20 <b>question</b> 23:21 35:4 36:13 37:8 49:7,13 57:6 60:13 83:9 84:17 85:18 <b>questions</b> 11:10,11 11:12,12,13 26:21 35:17 37:6 41:15 43:4 49:21 52:6 55:18 56:18 60:14 61:15 63:19 71:8 <b>quick</b> 11:5 37:8 <b>quickly</b> 7:9 9:19 <b>quiet</b> 81:5 <b>quite</b> 24:4 42:16 83:3 <b>quorum</b> 21:3			
	<b>R</b>			
	<b>race</b> 23:19 <b>radio</b> 17:6 34:15 52:17 60:6,10 62:21 <b>raised</b> 61:22 62:13 <b>Ramsey</b> 65:1 <b>rate</b> 70:21 <b>rating</b> 58:18			

<b>resolving</b> 16:2 68:3	63:12,18,22 64:2	79:16	77:12 79:6 84:19	<b>space</b> 24:1
<b>resource</b> 48:19	64:6 69:18,21	<b>secure</b> 24:14 42:21	<b>shied</b> 45:2	<b>Spanish</b> 62:20
52:10 78:8 82:2	71:7,11 72:20	<b>secured</b> 44:19	<b>shining</b> 70:9	<b>special</b> 23:20
<b>resources</b> 29:12	73:11 74:2 81:9	<b>security</b> 45:20	<b>short</b> 15:1	<b>specialists</b> 76:17
51:3 52:14 81:14	81:21 83:10,15	<b>see</b> 5:21 6:7,21 8:11	<b>shortly</b> 17:12	<b>specific</b> 48:3 49:15
<b>respond</b> 81:8 84:22	84:6,8,10,16	32:22 48:2,5	<b>show</b> 34:12 52:17	51:20 56:2 65:2
85:9,12	85:14,17	49:17 51:9 55:1	<b>shrinking</b> 33:15	<b>specifically</b> 25:22
<b>responded</b> 7:8	<b>ROBERT</b> 2:14	62:14 63:7 73:13	<b>side</b> 78:12	32:21 60:11 66:2
<b>response</b> 61:12	<b>Rodney</b> 21:15,16	73:15 74:8 81:3	<b>significant</b> 28:15	<b>specifics</b> 46:4
62:12	53:9	82:16 84:2,3	29:20 35:7 68:3	<b>spectrum</b> 75:20
<b>responsibility</b>	<b>role</b> 19:19 53:19	<b>seeing</b> 8:9 74:11	<b>similar</b> 61:21 62:11	<b>spectrums</b> 70:10
47:20	<b>roll</b> 20:22 61:20	<b>seeking</b> 47:10	73:19	<b>spend</b> 39:10
<b>results</b> 58:18	<b>room</b> 1:10 29:22	48:14	<b>simply</b> 36:5 42:14	<b>spirit</b> 39:2,18
<b>retention</b> 29:1	82:7	<b>seeks</b> 50:8	51:12 71:5	<b>split</b> 5:11
30:14,17 31:3,19	<b>RTNDA's</b> 34:19	<b>seen</b> 34:15 62:11	<b>sincere</b> 14:13	<b>spoke</b> 78:4
32:1,20 33:16	<b>rule</b> 26:4	74:18	<b>sir</b> 74:7	<b>spoken</b> 76:4
37:21 38:12 41:9	<b>rules</b> 12:11 26:5,7	<b>seize</b> 13:3	<b>sit</b> 6:21 9:5 61:18	<b>staff</b> 1:13 6:15 41:1
41:12	31:22 34:14 35:22	<b>seized</b> 13:2	63:5,5 80:4	72:2 76:10,16
<b>review</b> 3:6 7:13	<b>rule-making</b> 9:18	<b>self-effectuating</b>	<b>site</b> 47:8	78:21
9:10 11:6,9,16,19	25:17 26:2	83:12	<b>situation</b> 43:5	<b>staffers</b> 39:11,12
11:19 12:1,5,9	<b>running</b> 8:17	<b>Seminar</b> 45:9	<b>six</b> 25:13	<b>stages</b> 80:16
18:20	<b>rural</b> 8:15 17:6	<b>seminars</b> 51:17	<b>sixteen</b> 37:17	<b>stakeholders</b> 67:11
<b>reviewed</b> 24:6	<b>RUS</b> 79:16	52:15	<b>slightly</b> 22:5	<b>stand</b> 85:19
<b>reviewing</b> 18:22		<b>send</b> 83:17,21	<b>small</b> 15:12,14 35:8	<b>standard</b> 29:11
<b>reviews</b> 39:13	<b>S</b>	<b>sending</b> 36:18	45:9 49:11 75:6	<b>standards</b> 38:8
<b>revised</b> 83:22	<b>Salovaara</b> 1:22	<b>senior</b> 1:14 31:4	75:10,17 77:17	<b>standing</b> 30:2
<b>revitalized</b> 19:19	21:18,18	45:12	78:3	<b>stands</b> 23:7
<b>Ridge</b> 72:3	<b>salute</b> 41:3	<b>senior-level</b> 68:11	<b>smaller</b> 43:7,13,16	<b>start</b> 15:7 18:17
<b>right</b> 11:8 20:18	<b>samples</b> 78:15	<b>sense</b> 19:21	44:1 45:1 46:6	21:3 49:11 56:7
24:2,3,8,9 27:4	<b>saying</b> 38:3,7 66:12	<b>sent</b> 14:20	<b>smallest</b> 44:15	<b>started</b> 19:15 61:20
32:16 38:15 40:4	<b>says</b> 25:5 36:22	<b>separate</b> 27:11	<b>smart</b> 7:5	74:15,17
53:17 66:10 69:21	<b>SBA</b> 79:16	<b>seriously</b> 7:21 8:20	<b>Smith</b> 1:18 3:11	<b>starting</b> 16:21 65:4
74:4 85:9,19	<b>SBS</b> 21:7 63:2	<b>serve</b> 6:22 17:10	13:8,12	<b>state</b> 34:14
<b>rights</b> 15:20 16:2	<b>scary</b> 45:3	19:4 48:19 52:9	<b>society</b> 23:7,8	<b>States</b> 65:18
24:8	<b>schools</b> 16:16	<b>serves</b> 28:9	<b>solution</b> 9:13 10:6	<b>station</b> 39:14 44:16
<b>River</b> 5:8 14:20	<b>SCHWARTZM...</b>	<b>service</b> 12:15 64:16	57:19	44:18
<b>Rivera</b> 1:11 2:2 4:4	2:18	68:8	<b>solutions</b> 51:21	<b>stations</b> 10:22
5:9 12:20 20:7,18	<b>second</b> 11:5 26:13	<b>session</b> 81:1	72:9	38:14 43:12 55:6
22:3 26:12,15	26:14 27:12 32:7	<b>sessions</b> 80:1	<b>somebody</b> 49:10	59:2
27:3 32:6,9 33:3	32:8 35:20 49:4,5	<b>set</b> 24:20	<b>somewhat</b> 23:13	<b>statistics</b> 33:21
36:5,10,20 37:3	50:6 53:2 55:16	<b>settled</b> 11:17	<b>sorry</b> 36:21 66:9	34:19
40:4,7 41:4,14,18	55:17 60:20,21	<b>seven</b> 24:19 25:13	<b>sort</b> 66:3 76:4	<b>status</b> 65:19
49:2,6,13,20 50:1	69:19,20 75:13	<b>share</b> 31:18	81:18	<b>stay</b> 82:21
50:4 53:1,7,22	<b>section</b> 24:18,19	<b>sharing</b> 31:6	<b>sought</b> 28:21	<b>steal</b> 80:14
54:11,14 55:12,15	25:5 47:8	<b>Sheresse</b> 77:13	<b>sounding</b> 69:4	<b>step</b> 15:2 71:5
55:18 56:17,21	<b>sector</b> 18:9 45:11	<b>Sherrese</b> 1:18 3:11	<b>Southern</b> 70:7	<b>stepping</b> 20:19
60:19,22 61:9,14	50:14 51:8,15,17	10:1 13:8 20:7	<b>sovereign</b> 65:19	<b>steps</b> 18:8 25:3

68:7	51:8 52:19 72:10	11:22 28:18 45:8	27:6,14,20 28:11	<b>Thomas</b> 1:14 3:20
<b>Steve</b> 21:21	<b>suggestions</b> 40:2	55:2 78:5,7,20	36:10 40:4 41:19	20:13 72:22 74:6
<b>stopped</b> 34:5	65:3	79:8	41:21 50:2,3	81:22
<b>stories</b> 29:15 72:11	<b>summit</b> 8:2 14:6	<b>talking</b> 9:13 40:21	53:17,20 54:5,15	<b>thought</b> 29:13 53:8
<b>straightforward</b>	<b>summoned</b> 8:1	72:6,13 73:22	54:16 56:17,22	82:13
79:14	<b>support</b> 6:15 16:15	77:22 79:10,11,17	57:1 63:12 64:3,5	<b>thoughtful</b> 5:5 19:1
<b>strategies</b> 16:2 18:1	66:12 67:1 77:5	85:8	64:6,11,12 66:8	<b>thought-starter</b>
<b>strategy</b> 79:12	<b>supportive</b> 17:16	<b>talks</b> 48:5	67:17,19 71:6,17	54:4,10
<b>Street</b> 1:10	17:17	<b>taller</b> 76:14	72:19,20 73:6	<b>three</b> 24:21 27:9,10
<b>strive</b> 68:21	<b>sure</b> 14:6 19:20	<b>task</b> 5:1 27:9,11,15	74:2,5,7,9 77:13	34:8 39:15,17
<b>STROBEL</b> 2:19	21:2 30:1 62:2	27:19,22 28:3,12	81:5,21 83:4	73:10 77:4
<b>strong</b> 16:10	73:11 81:9 83:10	33:6 42:1 46:10	85:14,18	<b>time</b> 4:10,12,19
<b>strongly</b> 16:6 31:15	83:22 85:1	56:3 57:2,3,12	<b>thanks</b> 14:14 21:11	5:15,16 11:15,20
<b>structural</b> 12:10	<b>Susan</b> 2:7 28:1	59:3,20 60:1,16	21:14,16,20 28:8	17:15 19:12,13
<b>structured</b> 44:6	<b>suspiciously</b> 39:7	65:10 66:2 68:1,6	37:5 41:5 61:9	24:10 35:1,6
<b>studies</b> 7:14 9:22	<b>SUTTER</b> 2:20 27:6	68:10,21 69:7	74:12	39:11 42:17,17
10:5 18:19 34:12	33:5 36:9 37:15	81:11	<b>theory</b> 24:16	50:19 58:9 61:11
<b>stuff</b> 16:18	38:7 41:21 49:14	<b>tasked</b> 47:15	<b>thing</b> 13:16 33:8	63:17 66:4 83:16
<b>subcommittee</b>	50:3,6 53:6,20	<b>tasks</b> 36:7 56:4	40:8 76:12 81:19	<b>timely</b> 25:4 56:13
22:11 27:9,17	54:2,16 55:14	67:12,12 69:16	<b>things</b> 10:11 11:22	<b>time-consuming</b>
28:17 31:13 35:15	57:1 61:7,10	<b>tax</b> 55:4	12:7,12 13:5 15:1	6:19
36:6,16 37:1 47:6	63:13 64:5 81:8	<b>TDF</b> 79:9	15:3 18:14,16	<b>timidity</b> 39:6,22
47:12 48:16 60:17	81:10	<b>team</b> 62:17	19:2 20:2 30:1	<b>today</b> 4:9,16 5:4
61:4 62:22 64:9	<b>SW</b> 1:10	<b>technical</b> 36:13	32:11 37:17 38:3	8:1,19 10:2,13
67:17 71:17,20	<b>sword</b> 23:18	<b>technologies</b> 36:4	41:12 43:8,22	13:9,20 14:2,6,12
81:11	<b>SYLVIA</b> 2:19	<b>tee</b> 9:18	44:10 48:10 49:14	17:19 20:3 22:12
<b>subject</b> 9:11 13:6	<b>system</b> 38:12	<b>teeth</b> 40:2	49:17 54:7,21	25:12 28:2,22
35:21 46:11 59:16		<b>telco</b> 70:14	55:1,3 56:15 65:3	29:21 30:3 45:16
63:4 72:18	<b>T</b>	<b>telcos</b> 78:3,4	79:17,20 80:13	46:5 57:10,21
<b>submission</b> 64:18	<b>table</b> 3:2 6:21 9:4	<b>Telecom</b> 3:18	82:15	58:4,6 62:5 74:17
65:13 72:5	63:9	<b>telecommunicati...</b>	<b>think</b> 6:8,18 7:19	84:2,3,4,18
<b>submit</b> 32:4 52:21	<b>tabled</b> 24:16	25:11	8:3,6,8,11,17,19	<b>Tom</b> 9:22 15:10
54:18	<b>take</b> 7:5 12:2,12	<b>telephone</b> 68:8	9:21,22 10:11	19:6,10 20:1
<b>submits</b> 60:17	13:21 19:6,7	70:16	12:4 15:16 22:19	47:14 81:10 85:6
<b>submitted</b> 66:20	20:22 25:2,7 32:7	<b>tell</b> 16:5 57:11 73:3	28:14 29:22 34:7	<b>Tom's</b> 15:16
<b>substantive</b> 5:5	33:3 35:16 36:6,7	<b>ten</b> 24:12 34:3	38:17 39:3,14,19	<b>Toni</b> 2:4 64:10 66:8
10:8	37:4 44:11,19	<b>term</b> 10:6 12:10	40:9 49:19 51:13	66:12 67:19 71:17
<b>success</b> 29:14 72:11	47:19 49:3 65:4	15:1	51:16 52:13 56:14	<b>topics</b> 48:1
72:16	68:6 85:13	<b>terms</b> 20:10,11	57:19 60:13 61:16	<b>total</b> 58:12
<b>successful</b> 31:9,18	<b>taken</b> 7:20 8:20	38:19 43:1 51:20	62:17 66:6 68:20	<b>totally</b> 79:1
44:22 47:3 69:14	13:2	57:4 66:12 82:15	72:15 73:16 77:1	<b>track</b> 34:20
70:1	<b>takes</b> 11:20 42:20	<b>tests</b> 72:15	79:18 80:20 81:4	<b>trade</b> 42:3 63:3
<b>successfully</b> 61:22	<b>talented</b> 76:16	<b>thank</b> 4:8 5:9 6:5	81:15 83:1 85:1,7	<b>traditional</b> 78:11
<b>suddenly</b> 34:4	<b>talk</b> 8:18 9:22 10:1	6:13 12:15,18,20	<b>thinking</b> 53:12	<b>training</b> 16:16
<b>suggest</b> 53:15	15:16 19:18 52:8	13:22 14:18 18:3	58:16	<b>treats</b> 72:17
57:18	85:3	19:6,17 20:3 21:6	<b>third</b> 27:13 34:13	<b>Tree</b> 21:22
<b>suggested</b> 23:22	<b>talked</b> 7:11,21	21:8 22:2,3,9 27:4	47:22 54:17	<b>tribal</b> 17:1,5,10



66:18 67:5,7,14 68:4,9,12,15,18 69:4,12,14,15,17 70:2,7,8 <b>tribally</b> 70:15 <b>tribe</b> 70:13 <b>tribes</b> 65:20 70:11 70:20 <b>Trigg</b> 18:2 <b>trip</b> 72:3 <b>triple</b> 70:18 <b>trust</b> 35:2 <b>try</b> 59:7 62:1 71:15 84:5 <b>trying</b> 29:17 38:22 40:12,14 57:5 58:15 66:3 78:6 <b>Tuesday</b> 1:6 <b>tuned</b> 82:22 <b>turn</b> 5:7 6:3 20:1 64:10 <b>two</b> 8:19 13:6 14:9 23:12 24:20 32:11 33:9,18 34:8 35:16 37:8 50:5 52:21 58:12 66:22 70:5 85:8 <b>twofold</b> 75:9 <b>two-fold</b> 50:12 <b>type</b> 35:17,18	74:5 <b>undertake</b> 25:1 56:3 65:9 <b>unfortunately</b> 62:12 <b>Union</b> 53:10 <b>unions</b> 53:11,18 <b>unique</b> 43:5,8,22 65:16 <b>uniqueness</b> 42:18 42:18 <b>United</b> 65:18 <b>Univision</b> 63:2 <b>unregulated</b> 70:10 <b>urged</b> 45:19 <b>urgency</b> 9:1 <b>urges</b> 31:15 <b>urging</b> 10:10 <b>use</b> 23:13 52:18 60:2 82:3,7 <b>useful</b> 56:11 79:18 79:20 <b>utilizing</b> 69:2 <b>U.S</b> 1:1	<b>voluntary</b> 23:3 <b>vote</b> 24:14 26:21 41:15 49:2 56:16 71:15 <b>voted</b> 71:14 74:4	22:7,19 24:4,15 28:13 36:18 40:3 53:12 58:4 73:13 74:8 80:14 82:1 82:10,19 84:15 85:8 <b>we've</b> 11:22 15:1 24:16 34:15 42:2 61:22 63:1,6 82:20 83:18 <b>White</b> 8:2 14:3 <b>widely</b> 51:4 <b>willing</b> 20:4 <b>window</b> 9:3 <b>wireless</b> 36:3 70:10 70:13 <b>wireline</b> 36:3 <b>wish</b> 5:12 12:16 <b>woefully</b> 33:6 <b>women</b> 29:1 35:1 42:8 45:15 46:5 47:10 48:13 50:10 50:15 75:17 78:4 <b>women-owned</b> 55:6 <b>wonder</b> 32:12 <b>wonderful</b> 64:7 70:12 <b>wondering</b> 20:13 36:14 73:8 <b>word</b> 35:9 71:14 <b>words</b> 77:14 <b>work</b> 4:19 5:4,15 6:16 9:20 13:1 14:5,8,14 16:21 19:3 23:17 27:10 27:15,16,20 28:16 29:19 44:20 46:6 46:21 48:16 55:10 55:13 60:16 64:7 64:8,13 67:3 71:18 73:1,5 74:14,18 76:6,18 76:19 77:5,12 81:12 82:6,21 85:6,11 <b>worked</b> 28:4 61:22	<b>working</b> 5:1,17 7:2 10:3 13:4,15 17:2 17:9 40:14 46:19 57:3 74:21 80:17 81:7 82:1 <b>workplace</b> 35:12 <b>works</b> 4:11 59:8 <b>workshop</b> 15:11,13 15:19 18:2,6 77:16,20,21 79:5 80:2 <b>workshops</b> 15:8 17:21 51:18 77:15 80:19 <b>world</b> 42:5,5 <b>worry</b> 29:21 <b>worse</b> 30:4 <b>wouldn't</b> 40:16 <b>write</b> 56:2 <b>written</b> 46:12 <b>wrongs</b> 9:15
<b>U</b>	<b>V</b>	<b>W</b>	<b>Y</b>	
<b>ubiquitous</b> 23:12 <b>ultimate</b> 19:3 <b>ultimately</b> 16:7 <b>unanimity</b> 58:1 <b>unanimous</b> 65:8 67:1 <b>understand</b> 10:18 16:18 41:1 42:21 44:3 58:15 59:7 59:10 63:18 <b>understanding</b> 18:8 43:20 47:2 59:11 63:1 68:17 72:8 <b>understood</b> 14:7	<b>valuable</b> 13:18 <b>value</b> 44:15,17 <b>various</b> 19:8 37:17 51:5 <b>vast</b> 70:19,19 <b>vehicle</b> 31:8 <b>venue</b> 10:16 <b>Verizon</b> 21:10 <b>version</b> 83:22 <b>video</b> 30:16 <b>vigorously</b> 76:1 <b>village</b> 70:8 <b>virtual</b> 67:1 <b>virtually</b> 24:13 36:1 43:11 78:19 <b>visibility</b> 10:17 71:19 <b>visionaries</b> 69:13 <b>visited</b> 9:15 <b>vital</b> 56:8 <b>vitality</b> 12:11	<b>wand</b> 9:12 <b>want</b> 5:14 6:9 12:7 17:3 22:12 35:14 40:9,16 63:13 64:12,13 65:6 66:7 72:21 73:2 80:21 82:4 <b>wanted</b> 14:2,6,13 14:17,22 15:6 18:16 29:4 49:10 55:20 62:10 66:11 71:16 73:18 <b>wants</b> 41:9 <b>Washington</b> 1:10 <b>wasn't</b> 80:12 <b>wave</b> 9:11 22:14 <b>way</b> 24:8 35:7 40:11,17 67:6 76:6 77:1,2 85:4 <b>ways</b> 17:2 18:10 29:15 44:20 45:6 52:17 73:16 85:9 <b>Website</b> 47:7 83:20 84:3,3 85:6 <b>week</b> 70:6 <b>weeks</b> 79:6 <b>welcome</b> 4:6 5:10 6:7 21:9 22:4 54:8 67:20 72:18 77:9 81:11 <b>went</b> 7:17 <b>West</b> 66:11 <b>we'll</b> 4:13 8:18 10:11 37:3 74:11 78:16 82:8 83:2,6 85:12,19 <b>we're</b> 7:4,7 8:9,11 9:13 12:22 13:3 13:10 16:8,21 17:12 20:4,4,5,19	<b>year</b> 9:5,7 65:5 <b>years</b> 7:2 20:6 24:13 29:6 33:20 34:3,9 39:4,15 66:16 73:19 <b>yeoman's</b> 74:14 <b>yesterday</b> 7:22 <b>YING</b> 2:22 <b>York</b> 45:22 51:19	
			<b>1</b>	
			1 31:16 <b>10</b> 4:13 <b>12th</b> 1:10 17:22 <b>13</b> 3:11 <b>17th</b> 72:14 <b>18th</b> 15:10 <b>1934</b> 60:3 <b>1950s</b> 34:17 <b>1960s</b> 56:1 <b>1980s</b> 56:5	
			<b>2</b>	
			2 31:20 <b>2nd</b> 15:18	

**2:00** 1:11  
**2:01** 4:2  
**2000** 56:11  
**2002** 45:8  
**2004** 28:15 29:6  
 32:18 41:6,13  
 45:14  
**2008** 45:22 61:3  
 74:5  
**2009** 1:7 15:10 29:6  
 58:11  
**2010** 5:14 11:21  
 29:6  
**22** 3:13  
**25** 58:11  
**257** 56:8,11  
**27** 3:16

---

**3**

---

**3** 1:7  
**3:21** 85:22  
**33** 58:10,12  
**395** 35:13

---

**4**

---

**4** 3:4  
**403** 60:2,4 61:2  
**445** 1:10

---

**5**

---

**5** 3:6  
**564** 65:20 70:20

---

**6**

---

**6** 3:9  
**64** 3:18

---

**7**

---

**706** 24:18 25:5  
**74** 3:20

---

**9**

---

**9:30** 4:21