

UNITED STATES OF AMERICA  
 FEDERAL COMMUNICATIONS COMMISSION

+ + + + +

COMMUNICATIONS EQUITY AND DIVERSITY COUNCIL

+ + + + +

MEETING

+ + + + +

WEDNESDAY, NOVEMBER 3, 2021

+ + + + +

The Communications Equity and  
 Diversity Council met via Videoconference, at  
 10:00 a.m. EDT, Heather Gate, Council Chair,  
 presiding.

COMMISSIONERS PRESENT:

JESSICA ROSENWORCEL, Chairwoman  
 NATHAN SIMINGTON, Commissioner  
 GEOFFREY STARKS, Commissioner

COUNCIL MEMBERS PRESENT:

HEATHER GATE, Council Chair  
 NICOL TURNER LEE, Ph.D., Council Vice Chair  
 SUSAN AU ALLEN, Council Vice Chair  
 CLAYTON BANKS, Silicon Harlem  
 MATTHEW BAUER, Wireless Research Center  
 ROBERT BRANSON, Multicultural Media, Telecom and  
 Internet Council  
 ROBERT BROOKS, WHUR-FM, Howard University  
 JOI CHANEY, National Urban League  
 MILTON CLIPPER, Representing America's Public  
 Television Stations  
 MICHELE COBER, Verizon

GRAHAM "SKIP" DILLARD, WQHT-FM/WBLS-FM New York  
City, MediaCo Inc.  
SARAH KATE ELLIS, GLAAD  
ANNA M. GOMEZ, Representing Hispanic National Bar  
Association  
CECELIA GORDON, STARZ  
DOMINIQUE HARRISON, Ph.D., Joint Center for  
Political and Economic Studies  
DAVID HONIG, JulGlo Productions, LLC  
JILL HOUGHTON, Disability:IN  
BRODERICK JOHNSON, Comcast Corporation  
RONALD JOHNSON, Ph.D., Wireless Infrastructure  
Association  
SHERMAN KIZART, Kizart Media Partners  
NICOLE LAZARRE, Charter Communications  
ROSA MENDOZA, ALLvanza  
AAMA NAHUJA, A Wonder Media Company  
LOUIS PERAERTZ, Wireless Internet Service  
Provider Association  
HENRY M. RIVERA, Representing Emma Bowen  
Foundation  
STEVEN C. ROBERTS, The Roberts Companies  
VICKIE ROBINSON, Microsoft  
BRIAN SCARPELLI, ACT/The App Association  
CHARLYN STANBERRY, National Association of  
Broadcasters  
JOYCELYN TATE, Black Women's Roundtable, National  
Coalition on Black Civic Participation  
ANTONIO TIJERINO, Hispanic Heritage Foundation  
JAMES WINSTON, National Association of Black  
Owned Broadcasters  
CHRISTOPHER WOOD, LGBT Technology Partnership &  
Institute  
COMMISSION STAFF:  
JAMILA BESS JOHNSON, Designated Federal Official  
RASHANN DUVALL, Co-Designated Federal Official  
KEYLA HERNANDEZ-ULLOA, Co-Designated Federal  
Official  
STEVE BALDERSON  
DARICE GAMBLE  
JEFFERY RIORDAN  
PAULA SILBERTHAU

A G E N D A

Welcome and Opening of Meeting . . . . . 4

Welcome Remarks - Chair Jessica  
Rosenworcel. . . . . 5

Welcome Remarks - Commissioner Geoffrey  
Starks . . . . . .10

Welcome Remarks - Commissioner Nathan  
Simington. . . . . .15

Call to Order. . . . . .20

CEDC Chair Remarks . . . . . .20

CEDC Vice Chair Remarks. . . . . .27

Roll Call. . . . . .37

CEDC Member Introductions. . . . . .46

Overview of Federal Advisory Committee  
Act Rules. . . . . .93

CEDC Overview - Question and Answer. . . . . 111

Introduction of Working Group Chairs . . . . . 120

Open Discussion of Working Groups and  
Recap of ACDDE Recommendations . . . . . 124

Comments from the Public . . . . . 158

Adjournment. . . . . .

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

2 10:02 a.m.

3 MS. CAREY: Good morning everyone.

4 Welcome to the inaugural meeting of the  
5 Communications Equity and Diversity Council. I  
6 am Michelle Carey, Chief of the Media Bureau. I  
7 am so delighted that such a dedicated and  
8 talented group of experts are so willing to  
9 volunteer their time to be part of this  
10 Committee. Thanks to all of you.

11 Before we begin, I want to thank in  
12 particular the leadership of this Committee,  
13 starting with its intrepid Chair, Heather Gate.  
14 I'm so thrilled that she agreed to be the  
15 fearless leader of this new council. I would  
16 also like to thank her two Vice Chairs, Dr. Nicol  
17 Turner Lee and Susan Allen.

18 Finally, I want to give a special  
19 shout out to Anna Gomez, Chair Emeritus, who will  
20 continue to lend her boundless enthusiasm and  
21 wisdom to this Committee. On behalf of the Media  
22 Bureau, I look forward to working with all of you

1 during the next two years.

2 Now without further ado, I would like  
3 to introduce our Chairwoman Jessica Rosenworcel,  
4 to give welcoming remarks.

5 CHAIRWOMAN ROSENWORCEL: Thank you,  
6 and good morning. It is so great to be here with  
7 the FCC's Communications Equity and Diversity  
8 Council even virtually. Hopefully in the future  
9 we can do this in person. Now this is your first  
10 meeting since the group was rechartered with a  
11 new name and an expanded mission to focus on  
12 diversity and equity issues across the tech  
13 sector.

14 So I'm very excited to kick off your  
15 inaugural discussion and I'm really glad to see  
16 that Commissioner Starks and Commissioner  
17 Simington could be here this morning to lend  
18 their support as you begin your work.

19 All right. Let's start with some  
20 recent history. It was a little over four years  
21 ago that this Committee's predecessor's name was  
22 put in place, and the predecessor was tasked with

1 providing advice on how to empower disadvantaged  
2 communities and accelerate the entry of small  
3 businesses, including those owned by women and  
4 people of color, into the media industry.

5 Now this is really important, because  
6 all of the statistics show that the number of  
7 broadcast stations owned by women and persons of  
8 color have for too long been just way too low. A  
9 lack of diversity in ownership has consequences,  
10 because what we see, hear and read in the media  
11 says how much about who we are as individuals, as  
12 communities and as a nation.

13 But I also know that our work should  
14 not stop with this effort, and looking at issues  
15 of diversity strictly through the lens of  
16 traditional media, well I just think it's way too  
17 narrow, because the challenges are bigger and  
18 broader and they are all across technology.

19 So we changed the name of this group,  
20 we expanded the mission and we brought in all  
21 kinds of dynamos, that would be all of you, to  
22 help us find, plan and make progress. That's not

1 all we're doing at the agency, because at the  
2 start of this year I set a new strategic goal for  
3 the FCC, of promoting diversity, equity,  
4 inclusion and accessibility.

5 In other words for the first time  
6 ever, we're going to look at it in everything we  
7 do, and you could already see evidence of that in  
8 our rulemakings, which now consistently ask a set  
9 of questions about diversity and service to  
10 communities that for too long have been under-  
11 served and overlooked.

12 And finally, the one thing I can tell  
13 you with total certainty is that these issues are  
14 always front of mind, because they're personal.  
15 I've been the only woman at the table, at the  
16 witness table and the room where decisions are  
17 being made for so much of my professional life.  
18 Technology is where our economic and civic life  
19 is growing faster than anywhere else.

20 Yet those behind it do not reflect the  
21 full diversity of our communities across the  
22 country. And if we want to reach the full

1 potential that we have as individuals and as a  
2 nation, we're going to have to find ways to  
3 address it.

4           Lastly, I was chosen by the President  
5 to serve as the first woman who would be the  
6 permanent Chair of the Federal Communications  
7 Commission, but you know the glass above, it  
8 doesn't get broken by one person all alone. So  
9 let me salute my former colleague Mignon Clyburn  
10 for her time leading the agency, and may the two  
11 of us not be the last.

12           All right. That's our regularly  
13 scheduled programming. We have selected three  
14 remarkable women as your Chair and Vice Chairs.  
15 So a big thank you to Heather Gate for serving as  
16 the Council's Chair. Thank you also to Vice  
17 Chair Susan Allen and Dr. Nicol Turner Lee.

18           In addition, as you all know Anna  
19 Gomez just did a really wonderful job leading the  
20 previous iteration of this committee, and two  
21 weeks ago we named her the Chair Emeritus of the  
22 CEDC. I'm grateful we're going to continue to



1 benefit from her expertise on these important  
2 issues as we move forward.

3 Special thanks are also in order for  
4 the three of you who have stepped up to serve as  
5 Working Group Chairs, and that's Robert Brooks,  
6 who's going to lead our Innovation and Access  
7 Group; Dr. Dominique Harrison, who's going to run  
8 point for the Digital Empowerment and Inclusion  
9 team, and Chris Wood, who is heading up our  
10 Diversity and Equity Group.

11 And as always, I want to thank the  
12 members of the FCC team who support this group.  
13 Jamila Bess Johnson continues to do a great job  
14 serving as our Designated Federal Officer. We're  
15 so glad she can stick with us. And also you want  
16 to get to know her two talented new deputies,  
17 Rashann Duvall and Keyla Hernandez-Ulloa.

18 And we have staff from across the  
19 agency who support this group, from our Media  
20 Bureau to the AV Team, who's responsible for  
21 making this all happen and they deserve a shout  
22 out for their help. I'm really grateful for

1       them, and I know my colleagues are too.

2               So here's the long and short of it.

3       You've got work to do, important work. But I  
4       want you to make time to introduce yourselves,  
5       know one another, and forge the kind of bonds and  
6       connections that make it possible to get things  
7       done.

8               But that sense of connection  
9       ultimately goes beyond all of you, because I want  
10      everyone who is participating know they can reach  
11      out to anyone on FCC staff, myself included if  
12      you need help or a sounding board.

13              You know, it's the FCC. We answer our  
14      phones, we respond to emails, and of course we  
15      value your input. And while this iteration of  
16      this Council may be new, we are not starting from  
17      scratch. So let me encourage you to review the  
18      reports and recommendations of your predecessors  
19      and then think big because you can. Because if  
20      you can come up with ideas that drive meaningful,  
21      sustainable change, you're going to really leave  
22      your mark.

1                   You'll help us address digital  
2 inequities that we cannot afford to continue to  
3 let grow, and you will help us pry open doors for  
4 women and people of color that have been shut for  
5 far too long. Thank you again to everyone for  
6 supporting this effort. Thank you for being  
7 here, now get to work.

8                   MS. CAREY: Thank you Chairman  
9 Rosenworcel. Next, I'd like to introduce  
10 Commissioner Starks. Commissioner, you're still  
11 muted.

12                   COMMISSIONER STARKS: Well, how about  
13 that? I'm so excited to get going and talking to  
14 you all. I forgot those basic Zoom first things  
15 first. So good morning to everyone and thank you  
16 truly for inviting me to of course this very  
17 first meeting of the newly-chartered  
18 Communications Equity and Diversity Council, the  
19 CEDC, transitioning of course from the Advisory  
20 Committee on Diversity and Digital Empowerment to  
21 a Council with an expanded focus that reaches  
22 beyond just the media space, to include the

1 broader tech sector, and that is timely,  
2 appropriate and necessary, certainly to meet the  
3 challenges that we face today and as the  
4 Commission, as the nation really deal with the  
5 many critical issues before us, including those  
6 across the board on diversity and equity issues.

7 And as you know, I have for years  
8 valued the work of this Council's predecessor  
9 because of the invaluable contributions it has  
10 provided in support of the Commission's work, to  
11 promote and ensure diversity in the media's  
12 ownership, management, employment arenas.

13 Today marks that new beginning, that  
14 new chapter in the expansion of that mission by  
15 this dedicated group that truly represents the  
16 diversity of our constituency, bringing together  
17 different perspectives, vast knowledge, resources  
18 that will bear on the critical questions to help  
19 us solve real world problems, inform our  
20 deliberations on these important issues that are  
21 affecting the technology sector in ways never  
22 before.

1           So as we heard from the Chair, I'll  
2 second thank you for your service. Equity and  
3 diversity are a central part of our shared path  
4 forward. As a Commissioner, I take this work  
5 seriously, and it mirrors of course the stated  
6 mission that I'd like to just recount here of the  
7 CEDC, and that is to make recommendations to the  
8 Commission on advancing equity in the provision  
9 of and access to digital communication services  
10 and products for all people of the United States  
11 without discrimination on the basis of race,  
12 color, religion, national origin, sex or  
13 disability.

14           And in particular, given my long-  
15 standing focus on broadband equity issues, I  
16 welcome the CEDC's input on how we can accelerate  
17 the deployment of broadband services in all  
18 communities by reducing and/or removing  
19 regulatory barriers to infrastructure investment,  
20 and I look forward to these recommendations how  
21 to strengthen existing broadband networks and of  
22 course develop new ones.

1                   There is much work to be done, and I'm  
2                   pleased that the CEDC will continue the work of  
3                   course of the prior committee, by making  
4                   recommendations to the Commission on how to  
5                   accelerate the entry of small businesses,  
6                   including those owned by women and people of  
7                   color into the media, digital news, information,  
8                   audio-video programming industries, including as  
9                   owners, suppliers, employees.

10                   This work is particular and not only  
11                   key to our broader efforts regarding the  
12                   quadrennial review of the Commission's broadcast  
13                   ownership rules in a post-Prometheus world, it's  
14                   also mission-critical to ensuring that we hear  
15                   from a broad group of stakeholders on issues that  
16                   perennially have been challenging to address,  
17                   including access to capital and job skills  
18                   training.

19                   Also regarding the very able  
20                   leadership chosen for this Council, I'd like to  
21                   congratulate the new Chair Heather of Connect  
22                   Nation, who has long -- who has a long and

1       impressive record of working on broadband  
2       adoption inclusion issues. Her previous tenure  
3       as Vice Chair of the ACDDE and as Chair of the  
4       Digital Empowerment and Inclusion Working Group  
5       will serve her well in this new role at the helm.

6               And of course we'd like to recognize  
7       the vice co-Chairs. The unstoppable Nicol Turner  
8       Lee of Brookings, and equally matched Susan Allen  
9       of the U.S. Pan-Asian American Chamber of  
10       Commerce Education Foundation, also veterans of  
11       the ACDDE, who served with distinction on those  
12       committee's working groups.

13               I'm excited to see how their expertise  
14       and knowledge will combine to help meet the  
15       moment in the tech sector, especially around the  
16       Council's goals here.

17               Speaking of the working groups, very  
18       quickly I'm pleased to see the continuation of  
19       the Digital Empowerment and Inclusion Working  
20       Group, which under the last charter of course  
21       provided a number of targeted recommendations,  
22       where among other things expanding resources and

1 funding to diverse businesses.

2 The addition of two new working  
3 groups, the Innovation and Access and Diversity  
4 and Equity, will enable this Council to meet this  
5 broad agenda described in its charter in pursuit  
6 of the FCC's mission. So thank you all in  
7 advance for your hard work, your dedication to  
8 empowering all Americans in this technology and  
9 communications space. You certainly have your  
10 work cut out for you, but I am excited, eager,  
11 confident and above all I know this group is up  
12 to the task.

13 So I look forward to seeing how the  
14 CEDC continues to build upon this strong  
15 foundation built previously by the ACDDE and  
16 we'll build something new and even stronger. So  
17 thank you everyone, and of course everyone be  
18 safe, be well and we'll look forward to seeing  
19 you soon. Thank you.

20 MS. CAREY: Thank you very much  
21 Commissioner Starks for your remarks. Next, I  
22 would like to introduce Commissioner Simington.



1                   COMMISSIONER SYMINGTON: Thank you.  
2           I'm delighted to speak this morning alongside  
3           Chairwoman Rosenworcel and Commissioner Starks at  
4           the newly-chartered Communications Equity and  
5           Diversity Council, and I thank Commission staff  
6           and other members of the CEDC group for  
7           participating in this vital work.

8                   I have no doubt that led by Chair  
9           Heather Gates and Vice Chairs Nicol Turner Lee  
10          and Susan Allen, that the CEDC will effectively  
11          continue the progress made under the Advisory  
12          Committee on Diversity and Digital Empowerment,  
13          while at the same time broadening that mission to  
14          advance equity in the provision of digital  
15          communication services and products for every  
16          American.

17                   Equity and access to digital services  
18          and connections is critical. Connecting  
19          Americans in rural communities and communities on  
20          tribal lands of course must remain a priority,  
21          when costs are often high and service quality is  
22          often not yet where it should be. And while the

1 Commission has done good work arm in arm with  
2 industry to connect our most vulnerable and often  
3 poorest people in rural communities and on tribal  
4 lands, there's much work left to do.

5 I encourage the committee to examine  
6 the equities surrounding connectivity through the  
7 lens of metrics like cost per bit, the  
8 availability of consumer subsidies for access and  
9 overall connectivity services uptake rates on a  
10 county-by-county basis.

11 According to the Appalachian Regional  
12 Commission, for instance, the Appalachian Region  
13 suffers from a digital divide within the region  
14 itself, whereas within the 28 counties in the  
15 Appalachian that have broadband subscription  
16 rates at or above the national average, 26 were  
17 urban. In the 18 Appalachian counties that had  
18 fewer than 60 percent of households with a  
19 broadband connection, more than half were  
20 considered rural.

21 This is but one example of an  
22 imbalance in access to digital connections in the

1 interior of our country that must be remedied,  
2 and I look forward to following closely the  
3 CEDC's work here and helping where I can and  
4 learning as much as I can as well. Thank you  
5 very much for the invitation and opportunity to  
6 speak today.

7 MS. CAREY: Thank you Commissioner  
8 Simington, and thanks again to the Chairwoman and  
9 to Commissioner Starks for participating today.  
10 We have a full agenda, and before we get started,  
11 I wanted to say that I, you know that none of  
12 this would be possible without our fabulous DFO,  
13 Jamila Bess Johnson. I know that many of you  
14 have gotten to know her well over the last few  
15 years, and we are so grateful that she's agreed  
16 to continue steering this Committee.

17 In this round, as you heard, she will  
18 be joined by two very senior members of the FCC  
19 staff as deputy DFOs, and that is Rashann Duvall  
20 from the Wireline Bureau and Keyla Hernandez-  
21 Ulloa from the Consumer and Governmental Affairs  
22 Bureau. Thank you ladies. We are so happy to be

1 working with you and with that, I will pass  
2 things along to Jamila.

3 MS. JOHNSON: Good morning everyone.  
4 Thank you so much, Michelle. Good morning. My  
5 name is Jamila Bess Johnson, and I serve as the  
6 Designated Federal Officer for the Communications  
7 Equity and Diversity Council at the FCC. We are  
8 delighted to have you join us today for our  
9 kickoff meeting of the CEDC.

10 Our appreciation to Chairwoman  
11 Rosenworcel, to Commissioner Starks and to  
12 Commissioner Simington for joining us to make  
13 welcome remarks, and to our Media Bureau chief,  
14 Michelle Carey. We truly appreciate your  
15 support.

16 Our goal today as we move through this  
17 meeting is to acquaint those participating in the  
18 meeting, as well as those who are watching the  
19 meeting online with the work of this Council. We  
20 have been extraordinarily fortunate to have  
21 dedicated professionals volunteer their time and  
22 service to this initiative in the recent past,

1 and we look forward to working with returning  
2 members and new members.

3 I'd also like to welcome our new staff  
4 team members to the Council, Rashann Duvall and  
5 Keyla Hernandez-Ulloa, who will serve as the  
6 Deputy Designated Federal Officers. Rashann,  
7 would you like to say good morning?

8 MS. DUVALL: Sure, good morning  
9 everyone. It's really great to see many familiar  
10 faces and some new faces and names this morning  
11 as well. As Jamila mentioned, my name is Rashann  
12 Duvall. I'm one of the co-deputy Designed  
13 Officers for the CEDC, and I'm also with the  
14 Wireline Competition Bureau, Telecommunications  
15 Access Policy Division.

16 We are very excited about the CEDC and  
17 the incredibly strong slate of candidates that  
18 are on the CEDC this year, as well as the Chair  
19 and the co-Chair, and I am very much looking  
20 forward to working with you over the next years.

21 MS. JOHNSON: Thank you, Rashann.  
22 Keyla, would you like to say good morning?

1 MS. HERNANDEZ-ULLOA: Good morning  
2 everyone. I will make this brief as everyone has  
3 already said everything I want to say too. But I  
4 am happy to be here with all of you today. I'm  
5 Keyla Hernandez-Ulloa with the co-deputy  
6 Designated Federal Officer of the CEDC, and also  
7 I am really happy to say that it will be a  
8 pleasure for me working with all of you here  
9 today, especially with Chair Gates and Vice  
10 Chairs Dr. Turner Lee and Ms. Allen.

11 I look forward to working with  
12 everyone on this Committee on advancing equity in  
13 all its aspects as it's related to the digital  
14 communications services. Thank you.

15 MS. JOHNSON: Thank you, Keyla. Now  
16 I have the great pleasure to turn the meeting  
17 over for its official beginning to our new Chair  
18 of the CEDC, Heather Gate. Many of you know  
19 Heather's work as a tireless advocate for digital  
20 inclusion and adoption.

21 So we're excited that she accepted the  
22 gavel for this Council. Without further ado, I

1 turn the meeting over to Chair Heather Gate.

2 Heather?

3 CHAIR GATE: Thank you very much  
4 Jamila. I would like to officially call to order  
5 the first meeting of the Communications Equity  
6 and Diversity Council. Welcome and thank you for  
7 joining this wonderful meeting. I'd like to  
8 start by thanking Chairwoman Rosenworcel for  
9 rechartering this Committee, and for -- on behalf  
10 of my organization, Connected Nation, and myself,  
11 I would like to express my appreciation for  
12 appointing me and trusting me as Chair of this  
13 Committee.

14 Thank you for your commitment to  
15 digital equity and diversity, which has been  
16 illustrated not only by the rechartering of this  
17 Council with a broader mission, but your  
18 mobilization of the FCC to deploy programs and  
19 resources designed to intervene in light of the  
20 pandemic in the last 16 months. These services  
21 and tools have been critical to helping families  
22 facing issues such as the homework gap over the

1 last 16 months.

2           Congratulations on your recent  
3 nomination for permanent Chairmanship of the FCC.  
4 That's another glass ceiling broken in the books  
5 for us, so we will continue to celebrate those  
6 achievements. I'd also like to thank  
7 Commissioner Stark and Simington for joining us  
8 today. Your call to action is received.

9           Thank you to Michelle Carey and all  
10 the FCC staff members who are responsible for  
11 getting us to where we are today, who are helping  
12 navigate the ethics review and the Media Bureau  
13 for all your work in bringing us together today.  
14 Thank you to Jamila Bess Johnson for accepting  
15 this role as our Designated Federal Officer. We  
16 also want to welcome and thank our co-deputy  
17 Designated DFOs, Rashann Duvall and Keyla  
18 Hernandez-Ulloa.

19           Also I want to thank the working group  
20 Chairs fresh off the presses, Robert Brooks, Dr.  
21 Dominique Harrison and Chris Wood for accepting  
22 this role. We all know all the magic happens



1 within the working groups. Your leadership will  
2 be very critical to leading us to meaningful  
3 results.

4 I want to thank Dr. Nicol Turner Lee  
5 and Susan Allen for going on this journey with me  
6 in leading this Council. Nicol, you and I have  
7 been in the trenches since we were babies,  
8 fighting the good fight on programs including No  
9 Child Left Offline. I respect you as a scholar  
10 and a champion for digital equity and technology.

11 Susan, we have been in this dance  
12 since 2017. Susan, I respect and appreciate you  
13 as a fierce and award-winning advocate for  
14 minority and woman-owned businesses. I trust  
15 that the three of us will form a good team with  
16 our different skill sets that you all will  
17 continue to trust and rely on for the next couple  
18 of years.

19 Lastly, I'd like to welcome the new  
20 and returning members of the CEDC. To the  
21 returning members, I honor your commitment to  
22 continue to serve in this advisory capacity to

1 the FCC. To the new members, I look forward to  
2 your contribution to the Council and to the  
3 broader mission of the Council.

4 I had the pleasure as serving as the  
5 Vice Chair of the previous ACDDE with Anna. Anna  
6 Gomez is our Chair. Anna, it was an honor to  
7 serve with you, and I'm so glad that you are back  
8 as our Chair Emeritus. I'm extremely proud of  
9 the work we were able to accomplish together.  
10 Like the rest of the country, we had to pivot and  
11 continue to move forward in the face of the  
12 pandemic.

13 In the last year alone of our charter,  
14 we were able to facilitate six public events, and  
15 each one of those events were unique in their  
16 goals, determined by working groups and their  
17 desire to serve and provide information, timely  
18 information to communities that were facing and  
19 transforming in light of the COVID pandemic.

20 We had subject matter experts, women,  
21 minorities and other members with diverse groups  
22 participate in events that helped to educate,

1 uplift, provide pathways to breaking down  
2 barriers to economic advancement, communications  
3 and in the technology sector. We were able to  
4 engage thousands of people in a very short period  
5 of time through those meaningful events, and also  
6 millions using social media and via our virtual  
7 events.

8 We were also able to disseminate  
9 materials that provided information, including  
10 details on access to capital for small and  
11 diverse broadcasters and other toolkits that were  
12 designed to help during, not only during the time  
13 of the beginning of the pandemic, but to help  
14 with issues and challenges that preceded COVID.

15 We were also -- we also led in the  
16 issuance of two public statements on the -- one  
17 was on the civil rights demonstrations and racial  
18 divide of 2020 -- civil rights demonstration and  
19 racial divide issues that we experienced in 2020.  
20 The other statement was concerning violence  
21 against Asian American and Pacific Islanders.

22 These statements were sent out to

1 reaffirm our commitment to assisting the FCC in  
2 expanding digital equity and empowering diverse  
3 communities. As a group of professionals, we  
4 asserted our belief that protection of  
5 constitutional rights and access to full  
6 empowerment under the Constitution are necessary  
7 and fundamental to a true United States.

8 Today's a new day with new challenges  
9 because of the pandemic, along with old  
10 challenges that preceded the pandemic. We have  
11 seen an unprecedented level of funding  
12 appropriated for broadband deployment and, I'm  
13 happy to say, adoption. This means now -- this  
14 means that now is a time for our Council to  
15 provide recommendations to the FCC that ensure  
16 equitable deployment of broadband to all that can  
17 access -- to all, to ensure that all can access  
18 broadband at speeds required to meet their needs,  
19 particularly in communities that have been  
20 historically under-served, and adversely affected  
21 by persistent poverty and inequality.

22 Now is the time for our Council to

1 make recommendations to the FCC that will break  
2 down barriers to digital communications ownership  
3 and supply diversity, because empowering women,  
4 people of color, people living in low income,  
5 rural and urban areas, the LGBTQ Plus community,  
6 people with disabilities, is not only good for  
7 building individual wealth; it is good for our  
8 economy and it is good for our country.

9 Now is the time we should help assure  
10 that we have a workforce that is able to meet the  
11 labor needs in media, tech and  
12 telecommunications. With the deployment of  
13 funding via programs including the American  
14 Rescue Plan and other capital funding programs,  
15 there is and will continue to be a need for a  
16 diverse workforce.

17 According to a recent study conducted  
18 by the President's National Infrastructure and  
19 Advisory Council on Workforce and Talents,  
20 workforce development -- according to that  
21 report, they stated that workforce development  
22 requires the same level of care and attention

1       afforded to physical infrastructure.

2                   They also had key findings that  
3       illustrated that lack of diversity presents  
4       significant and persistent challenges for  
5       recruitment and retention, and that diverse  
6       groups who do not see themselves reflected in  
7       infrastructure workforce are likely to not pursue  
8       careers in this industry. Therefore, we have a  
9       -- we have a great opportunity to provide  
10      insights and input on how we can make sure that  
11      diverse groups are able to access not only  
12      skills, but employment opportunities in  
13      communications and infrastructure deployment.

14                   So let's roll up our sleeves and get  
15      ready to work. If I had a glass right now, I  
16      would raise it up and say to you may we work  
17      together productively with a shared desire for  
18      digital inclusion and equity, because when all  
19      win -- because we all win when we uplift those  
20      that we see as the least among us.

21                   Now I would like to turn the floor  
22      over to my Vice Chairs for their opening remarks.

1 So, Dr. Turner Lee, you have the floor.

2 VICE CHAIR TURNER LEE: Well thank you  
3 Chairwoman Heather Gate. As she has said,  
4 Heather and I have known each other for the last  
5 two or three decades as a matter of fact, working  
6 this good fight to close the digital divide. I  
7 first want to say formally again, thank you to  
8 Chairwoman Rosenworcel, to Commissioner Starks  
9 and Simington.

10 I want to also thank Jamila Bess, who  
11 is our fabulous exemplary DFO, who has stuck  
12 around on this Committee for as long as I've been  
13 on it, in the appointment of Chairman Genachowski  
14 many years ago, and the Deputy DFOs who we're  
15 excited to work with. Some of us have worked  
16 with them before, and it is just going to get  
17 better as we work with them in this iteration of  
18 the charter.

19 And to my distinguished co-captain I  
20 call her, my woman in beige, Susan Allen, who I'm  
21 excited to work with as part of this tenure, as  
22 well as Anna Gomez, who really showed us that we

1 could do all things as we managed to navigate  
2 through the pandemic.

3 And most importantly to all of you who  
4 accepted the invitation, this work is not easy.  
5 We all realized last year with COVID and our  
6 normal day jobs, that we had a lot of things to  
7 do, huge charges that came in the murder of  
8 George Floyd and the statement that this  
9 Committee in its previous iteration put out.

10 The work that we had to do to ensure  
11 that we closed the digital inequities that showed  
12 up during the pandemic, when being connected  
13 really mattered.

14 And so I'm excited for all of you that  
15 have either rejoined the Committee or you stand  
16 as a new member of the Committee, that we are  
17 going to roll our sleeves up and get to work.  
18 I'll share with you in just my closing seconds  
19 just why important, how important this Committee  
20 really is.

21 First and foremost, as Heather has  
22 said, I'm Dr. Nicol Turner Lee. For those of you



1 who do not know me, I come to you from the  
2 Brookings Institution as a senior fellow, as well  
3 as the director of the Center for Technology  
4 Innovation. I'm not a technologist, I'm a  
5 sociologist, and I come as a child from the  
6 activist community, those of us who have worked  
7 in civil rights, starting with my tenure at the  
8 Joint Center for Political and Economic Studies,  
9 actually The One Economy where Heather met me, to  
10 what I did at the MMTC, the Multicultural Media  
11 Telecom and Internet Council under the guidance  
12 of both Ralph Everett and David Honig, and here I  
13 am today at Brookings sort of fighting the good  
14 fight within that institution, to ensure that we  
15 intersect digital equity, systemic inequalities  
16 and social justice.

17 I also want to say that I'm an ally to  
18 all of our friends who are part of this  
19 Committee, from the LGBTQ community to those in  
20 the older and aging communities, as well as tech  
21 entrepreneurs and minority-owned businesses. I  
22 have fought for years on digital equity from a

1 policy perspective and also for media ownership.

2 So I'm excited to join this Committee,  
3 particularly under the new umbrella of  
4 communications equity. We have a fight to do  
5 when it comes to ownership, we have a fight when  
6 it comes to infrastructure, and we definitely  
7 have a fight when it comes to inclusivity, and  
8 ensuring that all parties are at the table and  
9 nobody is not unrepresented in what their needs  
10 are.

11 I'm also excited that this particular  
12 committee includes people from the media field,  
13 people who are going to be responsible for  
14 telling the narratives of what it is that we want  
15 to say about ourselves. And I think that's  
16 important because as a previous organizer and one  
17 who is always in spirit, it's important that the  
18 glass is always seen as half full and not half  
19 empty.

20 So I'm very excited to serve on this  
21 Committee with Heather and Susan, because I think  
22 our goal is to actually deploy the same assets

1 that we have done for years, which is the assets  
2 of the people in this Committee, as well as the  
3 potential that technology has to help us solve  
4 problems.

5 That was the original intent and  
6 design of technology, and it is our intention to  
7 keep that at the forefront, and to ensure that,  
8 as the Chairwoman has said, that this ecosystem  
9 is both diverse, inclusive and fair. I also  
10 think as we go through this tenure together, that  
11 it's important for us to realize coming out of  
12 COVID that there are new challenges that we're  
13 actually going to face.

14 Heather quite well articulated the  
15 fact that we are going to have to find jobs in  
16 this new ecosystem. We're going to have to find  
17 ways to have our 15 to 16 million school-aged  
18 children learn differently. We'll have to do it  
19 with a sense of urgency because the learning  
20 losses that have been experienced by black and  
21 brown kids or kids on tribal lands, it's been  
22 unacceptable.

1           And as Heather said we've got to find  
2           a way in this Committee to promote digital  
3           equity, not just in those areas at which we may  
4           have a future reach, but where there are concerns  
5           right now, and ensuring that people have a  
6           pathway to digital equity and inclusion is so  
7           important. But it's equally important that we  
8           are not just the products of this technology, but  
9           we are also producers and engage in its design  
10          and development.

11           So to all of us that are actually  
12          sitting here right now at this inaugural meeting,  
13          I honestly say thank you. I say thank you to the  
14          FCC for trusting my stewardship. I say thank you  
15          to the friends that have been on this long  
16          journey to ensure the next generation of civil  
17          and equal rights to address structural  
18          discrimination and racism and unfairness, and I  
19          say thank you to the FCC for doing it over and  
20          over again, recognizing the importance of this  
21          Committee for decades, and having the leadership  
22          before us in the new Chairwoman and the

1 Commissioners to trust us and to use our Council  
2 to move this, you know, this journey forward.

3 And so I come yes, with the same  
4 compassion and conviction that I always have, and  
5 I say again humbly that I will serve to the  
6 fullest alongside my colleagues, and let's just  
7 get ready for this ride because we've got a lot  
8 of work to do. And so I'll come back later with  
9 my colleagues Susan and Heather to talk about the  
10 work that was already started, but I again thank  
11 you for allowing me to serve in this capacity as  
12 co-Vice Chair.

13 CHAIR GATE: Thank you. Thank you  
14 Nicol. Always powerful as always. Now I'd like  
15 to introduce Susan Allen, my other co-Chair.  
16 Susan, take the floor.

17 VICE CHAIR ALLEN: Wow. Heather and  
18 Nicol, how can I lift that up, live up to that?  
19 Well, well, well. First, I'm honored and humbled  
20 to be appointed by Chairwoman Jessica Rosenworcel  
21 as the Vice Chair of this Council, and I join my  
22 Chair, Heather Gate, in thanking Chairwoman

1 Rosenworcel and Commissioners Stark and  
2 Simington, for joining us today and for your  
3 wonderful, very encouraging remarks.

4 I come to you very humbly because my  
5 tenure at the Commission at this level is only  
6 four years, and I have learned a lot. Listening  
7 to all of you in this nearly four years of time I  
8 have been a member of the former entity, the  
9 Advisory Committee on Diversity and Digital  
10 Empowerment, I have met, worked with and learned  
11 from professionals and experts in this field of  
12 communications technology, and information and  
13 its related ecosystem.

14 I've also heard from diverse voices  
15 and exchanged ideas, including from the minority  
16 and diverse businesses and members of the under-  
17 served community. I have the privilege of  
18 telling you that I have also -- I also serve on  
19 the Small Business Administration's National  
20 Council on Underserved Communities.

21 So I've got a lot of work cut out for  
22 me, and I will be rolling up my sleeves to work

1 with you. I've learned much on the critical and  
2 equity-related issues and you, all of you of this  
3 Committee in the last four years and today, have  
4 broadened my horizon.

5 As I take on this new challenges of  
6 the Communications, Equity and Diversity Council,  
7 I will work with you every day to continue to  
8 strengthen our mission that is focused on  
9 diversity and equity across each sector, the tech  
10 sector.

11 I hope that my experience as an  
12 immigrant from Hong Kong, born in China and I  
13 transitioned to the United States after I had  
14 finished high school, and my international trade  
15 and immigration law experience and as the  
16 national president of the U.S. Pan-Asian American  
17 Chamber of Commerce Education Foundation, that  
18 will help me to add value as we champion the  
19 rights of our constituencies.

20 I recognize the variability of talents  
21 and of diverse community, the power of potential  
22 and the promise of better opportunities for them.

1 I'm proud to be part of a team of talented and  
2 committed people, whose relentless focus is on  
3 making sure America's tech sector in the coming  
4 years will be competitive, innovative and  
5 inclusive because of its mandate on diversity and  
6 equity.

7           These are challenging times for all,  
8 and for an Asian American immigrant, we have been  
9 through a lot. I am just humbled and proud to be  
10 picked to serve on the leadership, because I will  
11 definitely bring the voice of the Asian American  
12 and my experience working across racial and other  
13 diverse sectors, with the Hispanic Chamber of  
14 Commerce, the Black Chamber of Commerce, the  
15 national LGBT Chamber of Commerce, with the  
16 disability in whose member is with us today in  
17 this Committee, Council, and with the veterans  
18 organizations as well.

19           I have a lot of experience with them,  
20 and I cannot wait to bring that experience and  
21 their ideas to this Council. Although we have  
22 challenging times, but with all this that we have



1 heard today, it is truly optimistic and  
2 uplifting, and I trust we will all emerge  
3 stronger.

4 Under Chair Heather Gates' leadership,  
5 fellow Vice Chair Nicol Turner Lee, her energy,  
6 her voice, her expertise in the social landscape  
7 of America, particularly the underserved and  
8 unserved communities, the future of the country,  
9 our youth, they will fill so much of the  
10 workforce that America is crying out for.

11 With all of you by our side, I know  
12 that together we can succeed and effectively  
13 serve the mandate and responsibilities that we  
14 have been entrusted with. Thank you so much.  
15 Let's get to work.

16 CHAIR GATE: Thank you, Susan. And  
17 now we are going to do our roll call. Just as a  
18 matter of housekeeping, please feel free to turn  
19 on your camera and your audio to respond and then  
20 turn it back off so we can see each member and  
21 move on. So for the time being, keep your  
22 camera off unless to respond to the roll call.

1 Okay. Clayton Banks?

2 MEMBER BANKS: Well, can you hear me?

3 CHAIR GATE: Yes.

4 MEMBER BANKS: Okay, good enough. The  
5 video's off, but I'll try to get it on. I'm  
6 trying to, you know. You know how it is with  
7 resources. So good to see everyone and thank you  
8 so much for having me. I'm honored and really  
9 just, you know, shocked by the leadership here,  
10 some of the greatest people I know, including Dr.  
11 Nicol Turner Lee and Heather Gate from way back  
12 when.

13 So it's just an honor to be here. I'm  
14 so happy to have this, and I received a, what I  
15 call an iconic letter from the very first female  
16 FCC Chair, which in my mind is a historic  
17 document. So I'm looking forward to working with  
18 everyone. Thank you very much, I'm here.

19 CHAIR GATE: Thank you.

20 VICE CHAIR TURNER LEE: Thanks  
21 Clayton.

22 CHAIR GATE: Thanks Clayton. Good to

1 have you on the Committee. Matthew Bauer?

2 MEMBER BAUER: Hello. Hi Heather,  
3 hello everyone. I'm here and also honored to be  
4 serving with you all and look forward to meeting  
5 everybody and rolling up the sleeves and doing  
6 this important work. So thank you.

7 CHAIR GATE: Thank you. Caroline  
8 Beasley. I believe -- Caroline, are you on the  
9 call? I believe she had to jump on a flight, but  
10 she was on the call earlier. Robert Branson?

11 MEMBER BRANSON: Good morning  
12 everyone. Glad to see so many friends, past and  
13 hopefully future. Robert Branson with the  
14 Multicultural Media Telecom Internet Council,  
15 MMTC for short because you know that's way too  
16 much to be saying every time. So I'm very, very  
17 pleased to be here. I mean this Committee has a  
18 lot of work ahead, you know what I mean?

19 One of the things, one of the reasons  
20 I came out of retirement to be with MMTC to do  
21 things like this because, you know, there's a lot  
22 of work ahead of us. You know we -- the last

1 four years we're trying, to say the least for  
2 those of us who were concerned with diversity and  
3 inclusion.

4 We have a clean path now and with a  
5 Chair like Chair Rosenworcel, who I greatly  
6 admire and respect and have worked with in the  
7 past, I'm so looking forward.

8 And with the leadership of you ladies  
9 that I think, you know what I mean, couldn't have  
10 picked a better group. So I'm very happy to be  
11 here. I just hope I can contribute a little bit.  
12 Thank you very much.

13 CHAIR GATE: Thank you. Just thank  
14 you so much, and just a reminder to the members,  
15 everybody will have an opportunity to fully  
16 introduce themselves later on. So if you can  
17 just mark present and we can move through roll  
18 call, and then we'll get back to introductions so  
19 we can get to know you better. So Robert Brooks.  
20 Robert? Unmute yourself if you're present.

21 Joi Chaney.

22 MEMBER CHANEY: Present.

1 CHAIR GATE: Hi Joi.

2 MEMBER CHANEY: Hi, how are you?

3 CHAIR GATE: Good. Milton Clipper.

4 MEMBER CLIPPER: Present.

5 CHAIR GATE: Thank you. Michele

6 Cober.

7 MEMBER COBER: Good morning. Michele

8 Cober is present.

9 CHAIR GATE: Good morning. Melody

10 Spann Cooper? Melody?

11 Skip Dillard, Graham Skip Dillard.

12 MEMBER DILLARD: I am here. Good to

13 see everybody.

14 CHAIR GATE: Present. Welcome back,

15 Skip.

16 MEMBER DILLARD: Thank you. Glad to

17 be back.

18 CHAIR GATE: Okay, Sarah Kate Ellis.

19 MEMBER ELLIS: Good morning. Sarah

20 Kate is present.

21 CHAIR GATE: Good morning. Anna

22 Gomez?

1                   MEMBER GOMEZ: Oh goodness. Good  
2 morning Heather and everybody. I'm here.

3                   CHAIR GATE: Good morning our esteemed  
4 Chair Emeritus. Cecelia Gordon. Cecelia Gordon?  
5                   Dominique Harrison.

6                   MEMBER HARRISON: Hi there, good  
7 morning, present.

8                   CHAIR GATE: David Honig.

9                   MEMBER HONIG: Hello Heather, I'm  
10 present. Congratulations.

11                  CHAIR GATE: Thank you. Thank you,  
12 David. Jill Houghton.

13                  MEMBER HOUGHTON: Good morning,  
14 present.

15                  CHAIR GATE: Good morning. Chris  
16 James. Chris James?  
17                  Broderick Johnson.

18                  MEMBER BRODERICK JOHNSON: Hi. It's  
19 very good to be here. I know we're going to do  
20 introductions later. I do have a window from  
21 11:00 till about 11:20 when I'll have to drop  
22 off, but I look forward to coming back and

1 introducing myself a bit, and it's great to be  
2 here.

3 CHAIR GATE: Awesome. You're better  
4 than Rudy (phonetic).

5 MEMBER BRODERICK JOHNSON: Okay. I  
6 won't say --

7 CHAIR GATE: Tell him I said that.

8 MEMBER BRODERICK JOHNSON: He's right  
9 here. He heard you. I'll tell him.

10 CHAIR GATE: Ronald Johnson.

11 MEMBER RONALD JOHNSON: Good morning,  
12 present.

13 CHAIR GATE: Sherman Kizart.

14 MEMBER KIZART: Good morning, good  
15 morning everyone. Yes, this is Sherman --

16 CHAIR GATE: Good morning.

17 MEMBER KIZART: Yeah, this is Sherman  
18 Kizart. It's good to be here today.

19 CHAIR GATE: Nicole Lazarre.

20 MEMBER LAZARRE: Good morning, Nicole  
21 Lazarre present.

22 CHAIR GATE: Bear with me y'all.

1 English is my second language. Rosa Mendoza.

2 MEMBER MENDOZA: Good morning Heather  
3 and congratulations. I'm present and honored to  
4 be part of this great team.

5 CHAIR GATE: Thank you, thank you  
6 Rosa. Welcome back. Aama Nahuja.

7 MEMBER NAHUJA: Good morning, Heather  
8 and everyone. I'm present. Glad to be back.

9 CHAIR GATE: Thank you. Louis  
10 Peraertz.

11 MEMBER PERAERTZ: Good morning  
12 everyone. I am thrilled to be present. Thank  
13 you.

14 CHAIR GATE: Thrilled to have you.  
15 Henry Rivera.

16 MEMBER RIVERA: Yes, I'm present.  
17 Good to be back.

18 CHAIR GATE: Steven Roberts.

19 MEMBER ROBERTS: Present, good  
20 morning.

21 CHAIR GATE: Good morning. Vickie  
22 Robinson.



1 MEMBER ROBINSON: Good morning and  
2 present.

3 CHAIR GATE: Hi Vickie.

4 MEMBER ROBINSON: Hello.

5 CHAIR GATE: Brian Scarpelli. Brian?  
6 I didn't -- did Brian? I didn't see him pop up.

7 VICE CHAIR TURNER LEE: Did we lose  
8 our esteemed Chair? So I guess this is where we  
9 jump in. So we'll continue the roll call.  
10 Charlyn Stanberry.

11 MEMBER STANBERRY: Good morning.  
12 Happy to be here.

13 VICE CHAIR TURNER LEE: Joycelyn Tate.

14 MEMBER TATE: Good morning. Happy to  
15 be here, present.

16 VICE CHAIR TURNER LEE: Hey. Antonio  
17 Tijerino.

18 MEMBER TIJERINO: Hey Nicol, thanks  
19 for having me. Hi Susan, Heather. I'll see you  
20 in a minute --

21 VICE CHAIR TURNER LEE: Good to see  
22 you Antonio.

1 MEMBER TIJERINO: You too.

2 VICE CHAIR TURNER LEE: Felicia West.

3 Felicia West.

4 James Jim Winston.

5 MEMBER WINSTON: Good morning. Very

6 happy to see all of you.

7 VICE CHAIR TURNER LEE: Happy to see

8 you too.

9 VICE CHAIR ALLEN: Good morning.

10 VICE CHAIR TURNER LEE: And

11 Christopher Wood.

12 MEMBER WOOD: Good morning. Pleasure

13 to be here, present.

14 VICE CHAIR TURNER LEE: Hey, welcome

15 back. Welcome back. Okay. Jamila Bess, have we

16 recovered our friend Heather? If not, we will I

17 think go into a break, is that correct? Our DFO?

18 MS. JOHNSON: I don't see Heather yet.

19 CHAIR GATE: There she is.

20 VICE CHAIR TURNER LEE: She's in the

21 lobby.

22 MS. JOHNSON: Okay, and you'll

1 remember introductions next, according to the  
2 agenda. Hi Heather.

3 VICE CHAIR TURNER LEE: Heather we  
4 finished -- Madam Chairwoman, we finished the  
5 roll call. Everybody who's here are duly noted.

6 CHAIR GATE: Oh, you did?

7 VICE CHAIR TURNER LEE: Yes, we did.  
8 That's why we're a team. We're one in the same.

9 CHAIR GATE: Oh good. I thought y'all  
10 fired me before I even started.

11 (Laughter.)

12 CHAIR GATE: Well that was quick.

13 VICE CHAIR TURNER LEE: So we're at  
14 the next -- we are at the next thing, which is  
15 Member Introductions.

16 CHAIR GATE: Okay. So shall we go  
17 ahead and just follow the roll call order for  
18 introductions?

19 MS. JOHNSON: That sounds good, uh-  
20 huh.

21 CHAIR GATE: We'll go ahead and  
22 welcome Mr. Banks, Clayton to open with an

1 introduction of yourself.

2 MEMBER BANKS: Thank you. Thank you  
3 very much. My name is Clayton Banks. I am the  
4 CEO of Silicon Harlem. I also work very  
5 diligently in the space of education for high  
6 schoolers all the way up to senior citizens  
7 around technology. My focus is on ensuring  
8 there's equity across all of the tech sector.

9 I've been focused on that for many,  
10 many years for those who've known me, and we're  
11 happy to be in the, in the same space that I  
12 think we all are on this call, which is everyone  
13 needs to be connected.

14 So I am looking forward to getting on  
15 one of the committees and rolling up the sleeves,  
16 and bringing whatever historic and future  
17 thinking that I have, and I look forward to  
18 getting to know everyone that I haven't met yet,  
19 but certainly love the fact that I know there's  
20 people on here that I know for many, many years  
21 and many more years to go. So thank you very  
22 much everyone.

1 CHAIR GATE: Thank you Clayton and  
2 welcome to the Committee. We look forward to  
3 having you and working with you, and your  
4 tremendous energy that I'm very familiar with.

5 VICE CHAIR TURNER LEE: Madam  
6 Chairwoman --

7 MEMBER BANKS: I hope you're ready for  
8 me.

9 VICE CHAIR TURNER LEE: Oh yeah, we're  
10 ready for you. Broderick Johnson had suggested  
11 that he had to leave. So I see he's got the  
12 camera on. Can we break protocol and have him  
13 come on next?

14 CHAIR GATE: Absolutely.

15 MEMBER BRODERICK JOHNSON: Thank you  
16 very much. I appreciate the accommodation here.  
17 So again good morning everyone. It's indeed a  
18 tremendous honor to be a member of this Council.  
19 I joined Comcast NBC Universal just a couple of  
20 months ago from the law firm Covington and  
21 Burling. At Comcast, I wear two leadership hats.

22 First, I'm the Executive Vice

1 President for Public Policy, and also the  
2 Executive Vice President for Digital Equity. In  
3 those roles, I lead both our public policy and  
4 digital equity teams.

5 Let me just say that my designation at  
6 the Executive Vice President level to lead our  
7 digital equity efforts really speaks volumes of  
8 the degree to which closing the digital divides  
9 is a long-standing and long-term priority for  
10 everyone at Comcast.

11 So my thanks to the Commissioners and  
12 staff, and I very much look forward to working  
13 with everyone. It's great to be here.

14 CHAIR GATE: Thank you.

15 MEMBER KIZART: What's his first name  
16 again and last name?

17 CHAIR GATE: Broderick Johnson.

18 MEMBER BRODERICK JOHNSON: Broderick  
19 Johnson.

20 VICE CHAIR TURNER LEE: Broderick  
21 Johnson.

22 MEMBER KIZART: Broderick Johnson?

1 CHAIR GATE: Yes.

2 MEMBER BRODERICK JOHNSON: Yes. Not  
3 to be confused with my son, who's also a  
4 Broderick Johnson who lives here in D.C.

5 MEMBER KIZART: Welcome Broderick.

6 VICE CHAIR TURNER LEE: Love it.

7 MEMBER BRODERICK JOHNSON: Thank you.

8 CHAIR GATE: Okay. Matthew Bauer.

9 MEMBER BAUER: Hello. Hi everyone  
10 again. So Matthew Bauer, a long-time resident of  
11 Washington, D.C., about 20 years. Lived in  
12 Adams-Morgan and started my career. But I'm now  
13 living in Colorado, and I'm vice president of the  
14 Wireless Research Center, and I'll just tell a  
15 second about that.

16 But got my career started with then-  
17 Chairman Markey of the Telecom and Finance  
18 Subcommittee back in the mid-80s. So stepping  
19 back a few years dating myself. But then quickly  
20 went on to the private sector and started three  
21 telecom companies and led them, telecom carriers  
22 as all social ventures. B Corp, we helped form

1 the B Corp movement and get that going in the  
2 2000s.

3 So everything we've been doing is  
4 weaving in the telecom and the social venture and  
5 social mission, and so with Wireless Research  
6 Center, it's based -- it was formed in 2010 and  
7 is based in Wake Forest in North Carolina, and  
8 I'm in our office here in Winter Park, about an  
9 hour and half west of Denver.

10 And so WRC is an independent non-  
11 profit and focused on research development and  
12 implementation of systems-wide solutions for  
13 digital divide and broadband and digital skills,  
14 and that's my focus is deploying these. We're  
15 working on a number of programs here in Colorado  
16 and North Carolina, and then bubbling that up to  
17 an action tank.

18 So this was a perfect moment. Really  
19 couldn't be more excited to be part of this  
20 esteemed group, and we look forward to  
21 contributing however we can from the WRC side, so  
22 thank you.



1                   CHAIR GATE: Thank you so much. Thank  
2 you, thank you very much. All right. So we're  
3 going to go a little bit out of order here. I  
4 have a couple of people that have to leave, so I  
5 think we're going to go to -- I believe I  
6 received a message from Henry Rivera. Henry, are  
7 you still on to offer --

8                   MEMBER RIVERA: Yeah. Yeah, thanks  
9 Heather. I appreciate your taking me out of  
10 order. I just wanted to say I'm very pleased to  
11 re-enlist here for the -- for this Committee. I  
12 have been a member of every diversity advisory  
13 committee since Chairman Fowler empaneled the  
14 first one.

15                   I've also chaired several of these  
16 committees. So it's good to be back in harness,  
17 and I'm hopeful that we can accomplish some great  
18 things. I wanted to mention also FCC Ethics  
19 Council wanted me to be sure to let everyone know  
20 that I am Chairman emeritus of the Multicultural  
21 Media Telecom and Internet Council, which is  
22 separately represented on this Committee.

1                   So with that, I'll turn it back over  
2 to you Heather. Thank you for the opportunity.

3                   VICE CHAIR TURNER LEE: Thank you  
4 Henry too. This is Nicol. We love you.

5                   CHAIR GATE: Thank you so much.

6                   MEMBER RIVERA: Likewise, likewise.

7                   CHAIR GATE: Thank you. All right.  
8 We are going to offer the floor to Milt Clipper.

9                   MEMBER CLIPPER: Thank you for the  
10 opportunity to be on the Committee again, okay.  
11 We look forward to it. I'm Milt Clipper,  
12 president of Clipper and Company and we do  
13 diversity, strategic innovation planning, and I  
14 actually have a diversity workshop that we  
15 scheduled several months ago.

16                   So I'm sorry we have to miss it, miss  
17 the rest of the meeting but it's also a pleasure  
18 to represent America's public television  
19 stations, and we hope to bring our resources to,  
20 to the Committee and the extraordinary work  
21 that's being done. So we look forward to it, and  
22 thank you for very much for the opportunity to

1 continue our services. Thank you.

2 CHAIR GATE: Thank you. Thank you so  
3 much, and now we move to Robert Branson.

4 MEMBER BRANSON: You know, I already  
5 did my intro so --

6 CHAIR GATE: You don't have anymore?

7 MEMBER BRANSON: So I'm going to be  
8 brief and say here. Thank you.

9 CHAIR GATE: Thank you. Thank you so  
10 much. Thank you very much, and I did not hear  
11 Robert Brooks at all, so we'll move on to Joi  
12 Chaney.

13 MEMBER CHANEY: Hi everyone. I am  
14 very proud to join you all. It's so good to see  
15 so many familiar faces, long-time friends, but  
16 even better to see new folks that I will grow in  
17 a relationship with and work alongside. It's  
18 very excited, and congratulations to our Chair,  
19 to Vice Chairs as well as our working group  
20 chairs. It's going to be exciting to following  
21 your leadership.

22 My name is Joi Chaney, and I am the

1 representative of the National Urban League. JI  
2 am so thrilled to be here. We look forward to  
3 working to close the digital divide with you and  
4 build on hopefully some of the recommendations we  
5 had or some of the vision we had in our Lewis  
6 Latimer Plan for Digital Equity and Inclusion.

7 I will say on a personal note that,  
8 you know, while we are very focus at the Urban  
9 League on closing the digital divide for  
10 communities of color and women, I come from a  
11 women's rights background, so I surely enjoy the  
12 opportunity to bring that perspective to this and  
13 especially where race and gender intersect.

14 So I'm thrilled to be on. I look  
15 forward to working alongside all of you. Thanks  
16 so much.

17 CHAIR GATE: Thank you. Okay, Michele  
18 Cober.

19 MEMBER COBER: Good morning everyone.  
20 So nice to meet you all. Those of you who I know  
21 and hope to meet in the future, my name is  
22 Michele Cober. I am here representing Verizon.

1 I am in the Public Policy Group and we work on  
2 digital divide issues and also Verizon has been  
3 doing a lot of work to help those who are  
4 working, who are recovering after this pandemic.

5 So digital divide, small business  
6 work, education issues and one of my personal  
7 passions is HBCUs, where we've been spending a  
8 lot of time and effort these days. So I look  
9 forward to working on this Committee and getting  
10 to know you all, and helping to advance equity  
11 and inclusion.

12 CHAIR GATE: Thank you Michele. Skip?

13 MEMBER DILLARD: Ready. Let me get my  
14 camera on here.

15 CHAIR GATE: Great. There you are.

16 MEMBER DILLARD: Greetings, good  
17 morning from New York City. I am so happy to be  
18 invited back after our past two years. I mean  
19 I've learned so much and I felt like we  
20 accomplished a lot with our advertising agency  
21 best practices, as well as talking about, you  
22 know, the Nielsen part of the picture in terms of

1 ratings and having sustainable operations for  
2 your station.

3 So looking forward to rolling up my  
4 sleeves once again, getting busy, and I just am  
5 humble to be back with this newly rechartered and  
6 revised committee. Thank you.

7 CHAIR GATE: Thank you. Sarah Kate  
8 Ellis.

9 MEMBER ELLIS: Good morning again, hi.

10 CHAIR GATE: Hi.

11 MEMBER ELLIS: I'm coming live from  
12 New York City. I am the president and CEO of  
13 GLAD, which is the leading LGBTQ media advocacy  
14 organization, media being the verb here and I'm  
15 really thrilled. What a powerhouse. These are  
16 all new faces to me, which I'm really excited  
17 about, and I think I, you know, I'm twofold in  
18 what I bring to this.

19 One is obviously represent -- one of  
20 the representatives of the LGBTQ community, which  
21 is depending on which statistics you're looking  
22 at, 10 to 30 percent of the general population in

1 the United States. So being a voice for our  
2 community here, but also in my work in GLAD in  
3 bringing attention to the great work that's  
4 happening on this Committee, because I think that  
5 builds more momentum and it builds greater work  
6 out there. So thank you for having me. I am  
7 honored and thrilled.

8 CHAIR GATE: Thank you. Anna?

9 MEMBER GOMEZ: Sorry. It's taken me  
10 forever to get the camera up and everything.

11 CHAIR GATE: You should know the  
12 protocol.

13 MEMBER GOMEZ: No, I'm sorry. Good  
14 morning everybody. I'm delighted to see  
15 everyone, and equally delighted that Heather has  
16 been named Chair of this Committee. Heather's  
17 depth of expertise and her willingness to pull up  
18 her sleeves make her the perfect choice to lead  
19 this Committee.

20 And Vice Chairs Dr. Turner Lee and  
21 Susan Allen will also contribute with deep  
22 knowledge, energy and enthusiasm, and of course

1 that the apparently tireless Jamila Bess Johnson  
2 will continue as our DFO, and her deputies'  
3 gentle but firm guiding hands will make sure this  
4 Committee delivers on its mission.

5 I also want to thank Chairwoman  
6 Rosenworcel for appointing me to this position,  
7 and Michelle Carey as always for your support. I  
8 am representing the Hispanic National Bar  
9 Association on the Committee. The HNBA as we  
10 call it represents the interests of Hispanic  
11 legal professionals, and also advocates on issues  
12 of importance to the 58 million people of  
13 Hispanic heritage living in the United States.

14 So I hope this Committee continues to  
15 help to identify and provide recommendations on  
16 ways to expand access to emerging technologies in  
17 all communities, including the Latin-X community,  
18 and to ensure that everyone has equal access to  
19 the opportunities presented by communications,  
20 media and next technology networks.

21 Finally, in the interest of full  
22 transparency, the Commission also suggested that



1 I inform this Committee that in my day job, I am  
2 a partner at Wiley Rein, which represents several  
3 members of this Committee. I look forward to  
4 working with all of you on these important  
5 issues.

6 CHAIR GATE: Thank you Anna.  
7 Dominique.

8 MEMBER HARRISON: Hi there once again.  
9 I am Dr. Dominique Harrison, the Director of  
10 Technology Policy at the Joint Center for  
11 Political and Economic Studies. We are a think  
12 tank located in D.C. and we focus exclusively on  
13 black communities. We have programs that focus  
14 on Hill diversity, workforce policy, economic  
15 policy and then there's a tech policy program  
16 that I lead.

17 Within the tech policy program we  
18 explore the impact of emerging technologies and  
19 develop policy solutions that improve the lives  
20 of the black community. The program highlights  
21 issues on platform accountability, broadband  
22 access and adoption and privacy and algorithmic

1 theories.

2 So I'm very honored to be here and  
3 also to serve as chair of the Digit Empowerment  
4 Working Group, and I'm excited to make new  
5 relationships with people within this Committee  
6 and Council, and I appreciate the leadership of  
7 all of the chairs. Thank you.

8 CHAIR GATE: Thank you, Dominique.  
9 David, David Honig.

10 MEMBER HONIG: Hello, and  
11 congratulations to all. I would not tell my age,  
12 but will tell you that I either staffed or served  
13 on (audio interference), the original diversity  
14 committees, including the one in 1977 that Wiley  
15 chartered. (Audio interference) Rivera has  
16 served on all (audio interference), Jim Winston  
17 served on all of them. We're still alive. These  
18 committees were known as the most productive and  
19 prolific advisory committees on any subject that  
20 the FCC has had in the last four generations,  
21 four decades.

22 The Ethics people also asked that I

1 inform the body that I'm serving as CEO of JulGlo  
2 Productions, which makes multicultural movies and  
3 civil rights-focused movies. But in my day job,  
4 I'm president emeritus of MMTC.

5 CHAIR GATE: Thank you David, and  
6 thank you for serving these committees since  
7 before I was born.

8 VICE CHAIR TURNER LEE: I know, right?  
9 Thank you David for turning on your camera, the  
10 light, the light.

11 MS. JOHNSON: And Heather, I'm sorry  
12 Madam Chair. I think the additional disclosure  
13 from the Office of General Counsel for David  
14 Honig is that I believe he's senior advisor MMTC.

15 CHAIR GATE: Yes.

16 MS. JOHNSON: Thank you.

17 CHAIR GATE: Thank you Jamila.

18 VICE CHAIR TURNER LEE: Thanks David,  
19 thanks Jamila. Jill?

20 MEMBER HOUGHTON: Good morning. My  
21 name is Jill Houghton. I serve as president and  
22 CEO of Disability:IN. It is an honor to be part

1 of this Committee. For those of you not familiar  
2 with Disability:IN, we empower business to  
3 achieve disability inclusion and equality. We  
4 are a global non-profit, and I'm really  
5 interested, we're really interested in digital  
6 accessibility, you know.

7 31 years ago when the Americans With  
8 Disabilities Act was passed, it was really about  
9 getting in the front door, and that front door is  
10 now technology, and so really excited to work  
11 alongside of you. I was advised by Ethics to  
12 share that I serve on the board of the U.S.  
13 International Council on Disabilities.

14 CHAIR GATE: Thank you. Thank you,  
15 Jill. And next, Ronald, Dr. Johnson.

16 MEMBER RONALD JOHNSON: Fine. Good  
17 morning, everyone. It's -- it's really great to  
18 be back. I was listening to Nicol earlier.  
19 Nicol and I came to this organization the same  
20 time, and we've been working together for a long  
21 time. I want to congratulate her and Susan, who  
22 I know very well, and of course you Heather. We

1 look forward to the leadership that three of you  
2 all will provide for us going forward.

3 I'm really excited about that, and  
4 those on the line who do not already know you  
5 all, the three of you all, it's a trio, you know.  
6 You guys come in together, you know, and we  
7 really enjoy that. Because last year you worked  
8 to so well together, and now to know that you'll  
9 be working again. Of course Anna will be in the  
10 shades giving advice and helping. I'm sure  
11 she'll be doing that.

12 But I'm so elated to be able to work  
13 with you all again. We have so much to do going  
14 forward, and we cannot be weary in well-doing,  
15 and we cannot get tired because there's just so  
16 much work to do. And so for a full disclosure  
17 here, I'm representing the Wireless  
18 Infrastructure Association, and you all know that  
19 Jonathan Adelstein, the former FCC Commissioner,  
20 is the president and CEO of that organization.

21 From an Ethics perspective, I was  
22 asked to also share with you that I am the chair

1 of the board of MMTC, and that we have five other  
2 members, four additional persons on this  
3 Committee in some leadership role with MMTC. So  
4 we want to give full disclosure on that.

5 And secondly from a political  
6 perspective, I was asked to make note that I am a  
7 political appointee to the Fairfax County  
8 Economic Development Authority, have been for the  
9 last 22 years where I serve not only as  
10 Commissioner but also as secretary. So here  
11 again I'm so happy to be back. We have a lot of  
12 work to do around supply diversity, want to pick  
13 up where we left off last time ladies, and try to  
14 move the needle in that area.

15 So I'm looking forward to working with  
16 my new colleagues, and welcome the old ones back.  
17 We had a wonderful time and I look forward to it.  
18 So thank you so much for having me again.

19 CHAIR GATE: Thank you Dr. Johnson.  
20 Sherman?

21 MEMBER KIZART: Thank you and good  
22 morning everyone, and I first want to start off

1 by saying congratulations to you Heather, on your  
2 role as the Chair and of course to the  
3 incomparable Nicol Turner Lee and Susan as well  
4 in their roles as vice chairs.

5 So congratulations to all of you, and  
6 I know that you'll do phenomenal jobs, as I've  
7 had the privilege of working with you in this  
8 Committee in its previous iteration. So all the  
9 best there.

10 I'd also like to say Heather, it's  
11 okay and I'm equally excited that Anna's still  
12 with us as emeritus because at the point that we  
13 get back together, you know, she gives the  
14 absolute best hugs in the world, so I'm excited  
15 about that.

16 But what I want to say is that I've  
17 had the privilege of serving with this Committee  
18 in its different iterations dating back to  
19 Michael Powell, who was chairman of the FTC when  
20 he launched the first committee. I started as an  
21 industry expert and have had the privilege of  
22 serving full committees under Kevin Martin

1 Wheeler and of course leading you two, the  
2 reiteration with the Communications Council.

3 I'm remiss if I didn't say that  
4 certainly Jamila Bess Johnson is the absolute  
5 best in the work that she does as a Designated  
6 Officer. She's responsive. I've heard someone  
7 else say that she's firm but she's fair in how  
8 she works with all of us. So certainly excited  
9 about the opportunity of having the chance to  
10 work with Jamila.

11 What I want to see Heather more than  
12 anything else is that we're at a pivotal time in  
13 our country's history around the importance of  
14 diversity, equity and inclusion, and my work in  
15 working with the country's leading primarily  
16 minority broadcasters, African-American and  
17 Hispanic, in the area of how they generate  
18 revenue, because revenue for broadcasters is  
19 their life blood and how they get to stay in  
20 business.

21 I was happy that as in our last  
22 report, we had an opportunity to talk about how



1 global marketers like Proctor and Gamble, like  
2 General Motors and many, many others have pivoted  
3 to around the importance of minority-owned  
4 broadcasters in not just supporting them but  
5 creating programs to create more.

6 And that is consistent with the kind  
7 of mission that part of our mission in working to  
8 come up with ways to create a framework of  
9 creating more minority and women broadcasters.

10 So we're still, I say we're -- to repeat what Ron  
11 said, we can grow weary in doing good work around  
12 this issue, and I think from a digital  
13 perspective, we have to look at a couple of  
14 different areas in terms of everything from  
15 broadcast diginets and how they're important in  
16 helping to increase.

17 But all aspects of ways that we can  
18 look at creating more minority and woman owners  
19 has to be an important part of what we do, and  
20 I'm hopeful that we'll get the opportunity to do  
21 it. So thank you again for allowing me to share  
22 a few words. I'm certainly excited about the

1 work we have ahead.

2 CHAIR GATE: Thank you. Thank you,  
3 Shawn. Nicole?

4 MEMBER LAZARRE: I'm assume it's  
5 Nicole Lazarre, so let me say hello again and  
6 good morning, and thank you Heather. I am Vice  
7 President-External Affairs at Charter  
8 Communications, which is a meeting connectivity  
9 company and cable operator with more than 31  
10 million customers through the Spectrum brand,  
11 which I'm sure you're all very familiar.

12 We have a workforce of 96,000 highly  
13 skilled employees that are in-sourced, and  
14 reflect the diversity of the communities in which  
15 they serve and work.

16 We are committed to all of the  
17 important work that's been raised by the other  
18 members of this committee, including digital  
19 inclusion, deployment in unserved communities and  
20 just, you know, of making things, advancing the  
21 important work of the Council and moving things  
22 forward in a number of fronts, including

1 programming and procurement, and there is a lot  
2 of work to be done.

3 I am pleased to be serving on this  
4 Council along with a number of esteemed  
5 colleagues, and to advance the important goals  
6 and objectives of the CEDC's expanded mandate. I  
7 think I do want to disclose that I am a board  
8 member of the Multicultural Media  
9 Telecommunications and Internet Council, and I'm  
10 pleased to be here with our new president, Robert  
11 Branson, Ron Johnson, David Honig, alum Nicol  
12 Turner Lee and many others.

13 I've represented community-serving  
14 institutions in the social impact sector for over  
15 a decade, including as senior vice president and  
16 general counsel for the National Urban League,  
17 and general counsel and chief compliance officer  
18 for the Urban Resource Institute, the largest  
19 provider of domestic violence shelters in the  
20 country.

21 I've also served as an associate  
22 adjunct at Columbia University's Graduate School

1 of Non-Profit Management. I've practiced for  
2 many years as a corporate and commercial law  
3 attorney, with a focus on corporate finance and  
4 corporate governance. However, on a personal  
5 note, I've long worked at the intersection of  
6 civil rights and telecommunications, beginning  
7 with my time clerking at Georgetown University  
8 and Law Centers, Institute for Public  
9 Representation under the esteemed Angela  
10 Campbell, and under the mentorship of David  
11 Honig.

12 So I'm very happy to be here with you  
13 all and I'm pleased to represent Charter  
14 Communications on this Council, and I'm just  
15 pleased to hear and see from so many familiar  
16 faces that I've come across over the years.  
17 Thank you so much.

18 CHAIR GATE: Thank you. Thank you,  
19 Nicole. I think James Winston, you will be the  
20 jump off. If you would like to jump, say  
21 something before you leave, that would be  
22 awesome.

1                   MEMBER WINSTON: Yes. Thank you,  
2 Heather. Because I am jumping the line, I'm  
3 going to be brief. But I do want to just  
4 acknowledge, as David pointed out, that he, Henry  
5 and I have served on all of the diversity  
6 committees since the very beginning, and it's  
7 always a pleasure, and it's always a pleasure to  
8 meet new people. It's wonderful to see the  
9 diversity of people who are on this Committee. I  
10 look forward to working with all of you.

11                   It -- I guess the Ethics Office missed  
12 me, but they probably want me to point out that  
13 I'm a partner in the law firm of Rubin, Winston,  
14 Diercks, Harris and Cooke, and I represent  
15 clients who are regulated by the Commission. And  
16 just one other point. There are other members of  
17 NABOB who are on this Committee, and we all look  
18 forward to joining in the great work that you all  
19 are going to be doing. With that, I thank you.

20                   CHAIR GATE: Thank you. Thank you  
21 very much. Rosa.

22                   MEMBER MENDOZA: Good morning

1 everyone, and congratulations to our new Chair,  
2 Heather Gate, our Vice Chairs and our group  
3 leaders. I am very, very happy to work with all  
4 of you to accomplish the important mission of  
5 this Committee. Again, my name is Rosa Mendoza,  
6 and I'm the president and CEO of ALLvanza.  
7 ALLvanza is a non-profit that focuses on tech and  
8 telecom policy issues. Thank you for having me,  
9 and again it's a pleasure to work with all of  
10 you.

11 CHAIR GATE: Thank you, Rosa. Nahuja.

12 MEMBER NAHUJA: Good morning everyone  
13 (audio interference).

14 CHAIR GATE: Nahuja, we're having  
15 issues with your audio.

16 VICE CHAIR TURNER LEE: Nahuja, you  
17 may want to turn off your camera, your broadband  
18 (audio interference).

19 MEMBER NAHUJA: Oh, okay. Is that  
20 better? Can you hear me better?

21 CHAIR GATE: That's much better.

22 (Audio interference.)

1                   MEMBER NAHUJA:  -- is well-deserved.  
2           Of course we are to congratulate ourselves for  
3           having Jamila Bess Johnson with her staff  
4           returning to steer us.  Are you still hearing me  
5           okay?

6                   CHAIR GATE:  It's improved.  Yes, we  
7           can hear you now.

8                   MEMBER NAHUJA:  Hello?  Are you still  
9           hearing you okay?

10                  VICE CHAIR TURNER LEE:  Yes, we can  
11           hear you.

12                  MEMBER NAHUJA:  I'm delighted to be  
13           working with the expanded communications equity  
14           and diversity council.  I am legal counsel for a  
15           black and woman-owned company, Wonder Media  
16           Company, which also includes Super Radio Networks  
17           and American Urban Radio Networks (audio  
18           interference).

19                  CHAIR GATE:  We're losing you.

20                  VICE CHAIR TURNER LEE:  Yeah, we're  
21           losing you a little bit there.

22                  MEMBER NAHUJA:  -- collectively our

1 company provides (audio interference) and  
2 syndicated programming. Anyway, I look forward  
3 to working with everyone in the future, and thank  
4 you very much.

5 VICE CHAIR TURNER LEE: Now you know  
6 what why have to address this broadband issue.

7 (Laughter.)

8 MEMBER NAHUJA: Yes, yes, very much.

9 CHAIR GATE: Okay, Louis.

10 MEMBER PERAERTZ: Hi. Louis Peraertz,  
11 Vice President of Policy for the Wireless  
12 Internet Service Providers Association or WISPA.  
13 As I mentioned before, I am thrilled to be  
14 present here. So that was kind of a spiritual  
15 shout out to Nicol, because Nicol I have missed  
16 your energy for so long.

17 To others who know me, and I see a lot  
18 of familiar names and I've seen your faces, I  
19 used to represent Mignon Clyburn as a senior  
20 legal advisor for wireless, international  
21 satellite and public safety matters for more than  
22 seven years. So I am thrilled, because I know



1       how important the mission of this Committee is,  
2       and your -- I forget who pointed it out, it may  
3       have been the Chairwoman Rosenworcel, but others.

4               Everything that the -- that this  
5       Committee does, the FCC really takes it to heart,  
6       and really tries as much as they can to improve  
7       diversity and inclusion in the communications  
8       industry. And of course it was a passionate goal  
9       of my former boss, Mignon Clyburn, that your  
10      Committee did so well.

11              So that's why I'm thrilled. I'm  
12      thrilled to be able to see folks that I know are  
13      tremendous leaders and talented in this field of  
14      digital inclusion and equity. I want to say  
15      congratulations to the Chair for her appointment,  
16      but also to the deputy chairs. Nicol of course a  
17      good friend, and Ms. Susan Allen, who I've never  
18      met you before, but I could just tell by, you  
19      know, your opening remarks how passionate you are  
20      about this work.

21              I agree with you. My first reaction  
22      when I got the announcement from Jamila was

1 humble, humility, because again, this is -- this  
2 is kind of a labor of love for everybody on this  
3 call, and as well for me. Prior to my -- this is  
4 my first attendance of this Council.

5 Prior to my appointment, WISPA was  
6 represented by S. Jenell Trigg, and I have to say  
7 just a couple of kind words for S. Jenell. She  
8 did tremendous work on behalf of WISPA. Her work  
9 in terms of what we need to do to prevent  
10 overbuilding is a fundamental aspect of something  
11 that we are -- that is a top goal for WISPA  
12 members.

13 I need to -- and for her work at this  
14 Council and the prior for the last four years,  
15 she just received the President's Award for WISPA  
16 for this tremendous amount of work that she did  
17 with this Council. She told me again just how  
18 important this work was. For various reasons,  
19 she's decided that she could no longer continue,  
20 and therefore I got to step up. I'm going to be  
21 standing on her shoulders as I'm representing  
22 WISPA.

1                   A couple of things that I want to  
2 point out about WISPA. We have about 700  
3 operator-members, so broadband service providers.  
4 But 70 percent of them have ten or fewer  
5 employees. So when it comes to understanding the  
6 challenges to investment and to growth, our  
7 members really know what that means. I've  
8 been -- over the past two years, I've been with  
9 WISPA since 2019, I've been learning an awful lot  
10 of lessons.

11                   And I'm happy to learn from you,  
12 collaborate with all of you and share some of  
13 those lessons, and I can't wait to -- I know that  
14 I'm going to be learning so much from all of you.  
15 So thank you very much. I think I'll pause right  
16 there, allow you -- allow other folks to  
17 introduce themselves.

18                   VICE CHAIR TURNER LEE: And Heather,  
19 can I just say one thing about what he said also?  
20 He represented the first acting female Chair of  
21 the FCC, Mignon Clyburn, and so her legacy still  
22 continues to go forth, and we're appreciated of

1 Chairwoman Rosenworcel acknowledging that. But  
2 thank you for coming back. It's good to see you  
3 too, and it's also the kind words of S. Jenell  
4 Trigg, for those of you who don't know, who  
5 really is a strong partner and leader in this  
6 space.

7 CHAIR GATE: Yeah. I would like to  
8 echo those sentiments about S. Jenell Trigg. All  
9 three of us had the opportunity to work side by  
10 side and she took a heavy lift in putting  
11 together and working alongside Susan Allen on our  
12 diversity, supply diversity work.

13 So she will be greatly missed. We  
14 welcome you, Louis, but we'll miss her as well as  
15 a valid member of -- valued member of this  
16 Committee.

17 VICE CHAIR ALLEN: And I want to add  
18 to it because for the last two years, I worked  
19 closely with her. We talked, once we got on the  
20 phone we talked for two hours, okay. This is  
21 behind the scene. We talked -- we were on the  
22 phone like two hours. So I know her very well

1 and she knows me, and I know I could depend on  
2 her.

3 She is the grammarian, she is the  
4 person who'd pick on our writing, and it was  
5 because of her that we produced such good  
6 results. She was keeping the mission of the FCC,  
7 the Committee. I will miss her sorely. I will  
8 miss her sorely.

9 CHAIR GATE: Yes.

10 VICE CHAIR TURNER LEE: And don't be  
11 fooled. She's watching.

12 CHAIR GATE: Oh yes. I actually asked  
13 her. I said so, is your phone going to be  
14 available for us to contact and come and talk to  
15 us, and she said yes. We made sure she's not  
16 going too far from us.

17 MEMBER PERAERTZ: Awesome.

18 VICE CHAIR ALLEN: Well S. Jenell, if  
19 you're hear listening, you heard us. But even  
20 before, I know that you're on the phone.

21 (Simultaneous speaking.)

22 VICE CHAIR ALLEN: S. Jenell, from the

1 heart.

2 CHAIR GATE: Thank you, Louis.

3 MEMBER PERAERTZ: My pleasure.

4 CHAIR GATE: Hi Steve.

5 MEMBER ROBERTS: Hi Heather. I am --  
6 hi everyone, I'm Steve Roberts with Roberts  
7 Broadcasting. It's a pleasure to be back on the  
8 Committee again. I have too served on some of  
9 the previous committees. I have kind of a unique  
10 perspective. I serve on the board of directors  
11 of NABOB, so I have to disclose that I know, and  
12 also MMTC.

13 And so just like we were talking about  
14 Ms. Trigg, she and I actually went into the Hall  
15 of Fame of MMTC several years ago. So she is  
16 well-loved and respected by a lot of us who have  
17 been in this field for a long time. So three  
18 things. I'm probably a little unusual for those  
19 of you who don't know the history of the Roberts  
20 Company.

21 We are a three-time licensee of the  
22 FCC. We were the only minority-owned radio and

1 TV and telephone company. We have licenses in  
2 all of those different areas. We built out the  
3 first network, wireless network that was  
4 minority-owned and controlled, as well as Tower  
5 Broadcasting Company.

6 So my experience with the FCC and the  
7 team of the FCC goes very long and very deep.  
8 So it's a real honor to be back on with you.  
9 However, all of you who know me on this call know  
10 that I have seen the change in the industry,  
11 particularly radio and TV over the years, and the  
12 reduction of minority women-owned businesses.

13 So I will continue to be an advocate  
14 for access to capital as we did the last round  
15 with this group, for mentorships, for incubation,  
16 to get more diverse communities involved with the  
17 ownership of broadcast properties, both TV and  
18 radio. So I'm looking forward to taking this to  
19 the next level. Congratulations to Chair Heather  
20 and my other two friends who are the co-chairs.  
21 We know each other well, so just try to keep in  
22 line Nicol as best you can.

1 CHAIR GATE: Thank you, Steve.

2 MEMBER ROBERTS: Thank you.

3 CHAIR GATE: Vickie, Vickie.

4 MEMBER ROBINSON: Thank you and good  
5 morning Chairwoman Gates and Vice Chairs Turner  
6 Lee and Allen. Again, my name is Vickie  
7 Robinson. I'm the general manager for the  
8 Microsoft Airband Initiative, which is a global  
9 program focused on expanding digital equity  
10 across the world.

11 From more than two decades, I'm almost  
12 ashamed to say that, I've worked alongside many  
13 of you to do the great, necessary work to expand  
14 broadband access and adoption, including working  
15 for more than 14 years at the FCC. So I want to  
16 say Chairwoman Rosenworcel and other former FCC  
17 colleagues, please accept my heartfelt thanks and  
18 appreciation and the thanks of my organization  
19 Microsoft, for my appointment to this very  
20 distinguished body, led by a triple threat of  
21 amazing, accomplished women.

22 I'm fully committed to rolling up my



1 sleeves to do the very necessary work to increase  
2 diversity and equity and digital Communications,  
3 and again humble to serve. Thank you.

4 CHAIR GATE: Thank you.

5 VICE CHAIR TURNER LEE: Thanks Vickie.

6 CHAIR GATE: Thank you, Vickie.

7 Charlyn.

8 MEMBER STANBERRY: So good morning  
9 everyone. I just want to say it's an honor to be  
10 here, to be with mentors, to be with family and  
11 be with friends, Nicol, a dear mentor of mine;  
12 Heather, adore you; Susan, looking forward to  
13 definitely working with you.

14 My name's Charlyn Stanberry. I serve  
15 as Vice President of Government Relations for the  
16 National Association of Broadcasters. You know  
17 us as the voice for America's local radio and TV  
18 broadcasters. I'm humbled to be here, great to  
19 see so many Broadcasters on this Council.

20 In my previous career, I am an MMTC  
21 alum, so happy to see all these MMTC people here.  
22 I also worked on Capitol Hill with the

1 Congressional Black Caucus and Congresswoman  
2 Yvette Clarke, who sits on the House Energy and  
3 Commerce Committee. Communications equity and  
4 diversity is a passion of mine, and I'm looking  
5 forward -- Vickie said it perfectly. Rolling up  
6 my sleeves and getting the work done, and just  
7 thank you for allowing me to represent NAB here  
8 today.

9 CHAIR GATE: Thank you Charlyn. The  
10 first time I met Charlyn we bonded over knowing  
11 Nicol.

12 VICE CHAIR TURNER LEE: I was going to  
13 say that some people used to think she was my  
14 daughter, but I'm not her mother. Your aunt,  
15 your aunt.

16 (Simultaneous speaking.)

17 CHAIR GATE: Okay. Joycelyn Tate.

18 MEMBER TATE: Hello everyone. I'm  
19 Joycelyn Tate. Let me get the full disclosures  
20 and transparencies out of the way. I'm the co-  
21 founder of Make IT For Change, an innovation hub.  
22 It's a program that empowers youth and adults to

1 be a catalyst for social change by developing  
2 technology.

3 I'm also a board member of the Tech  
4 For All Alliance, where we facilitate policy,  
5 advocacy, strategies and collaborative  
6 initiatives to advance a more diverse tech  
7 ecosystem. On this Council, I represent the  
8 Black Women's Roundtable, which is a program of  
9 the National Coalition on Black Civic  
10 Participation, where I work in the civil rights  
11 and equity space, and we advocate for just and  
12 equitable public policy to promote the  
13 empowerment of black women, and I'm happy to be  
14 working with all of you.

15 CHAIR GATE: Thank you. Thank you  
16 Joycelyn. Antonio.

17 MEMBER TIJERINO: Hi. It's a pleasure  
18 to be on here.

19 VICE CHAIR TURNER LEE: Wait a minute.  
20 You're not driving, are you?

21 (Laughter.)

22 MEMBER TIJERINO: Not at this very

1 second. I'm at a stoplight.

2 VICE CHAIR TURNER LEE: You're at the  
3 FCC advisory meeting.

4 (Simultaneous speaking.)

5 MEMBER TIJERINO: No, I'm on the side  
6 at a stoplight. If I'm driving, I'll turn my  
7 camera off.

8 VICE CHAIR TURNER LEE: Okay.

9 MEMBER TIJERINO: I am the president  
10 of the Hispanic Heritage Foundation, and it's a  
11 privilege to be here. We focus on education,  
12 workforce development, social justice and  
13 culture, and you're not going to be able to be  
14 very effective at any of those if you don't have  
15 access to technology and to broadband. That's  
16 been a big issue for us. I wrote an article that  
17 said that there's no vaccine for the -- for the  
18 educational crisis of 2020, which of course is  
19 going to impact the workforce crisis, and it's  
20 exacerbated by access to technology.

21 I've been working, following the lead  
22 of my sister Nicol, as well as others that are on

1 here, Anna and Rosa and so many others, and  
2 Jessica Rosenworcel, I've been working alongside  
3 of her for over ten years now. So I'm just very  
4 proud to be here.

5 My organization teaches 100,000 kids  
6 how to code, and I can tell you that it's become  
7 more and more difficult, the more difficult it is  
8 to connect our community to the Internet. So  
9 thank you again for having me.

10 CHAIR GATE: Thank you Antonio, thank  
11 you.

12 VICE CHAIR ALLEN: Thank you.

13 CHAIR GATE: Next we have Felicia.

14 VICE CHAIR TURNER LEE: I don't think  
15 she was on Heather when we did original roll  
16 call.

17 CHAIR GATE: Oh okay. That's when I  
18 was in my dream network. So she wasn't on, and  
19 last but not least our beloved Chris Wood.

20 MEMBER WOOD: Hello, and thank you so  
21 much for having me. I'm honored to serve now for  
22 my third term on the diversity committee, and

1 very excited also to serve as a chair on the  
2 Diversity and Equity Working Group. So I'm very  
3 honored to be here.

4 Chairwoman, it's been an honor to  
5 serve with you on all three, and deputy  
6 chairwomen, it's an honor to serve with both of  
7 you and work with you again, as well as our  
8 Designated Federal Officers. It is an honor to  
9 be here.

10 LGBT Tech as an organization that  
11 works at the intersection of the LGBT community  
12 and technology. We're actually one of the first  
13 to really look at and research how LGBT  
14 individuals use technology, the benefits and the  
15 challenges. We use that research to inform our  
16 programmatic work in distributing hundreds of  
17 thousands of technology pieces across the country  
18 and to U.S. Territories, as well as get more  
19 individuals involved in STEAM fields, science,  
20 technology, engineering, arts and math.

21 We also use that research to really  
22 inform our policy education, ensuring that

1 companies, tech policymakers as well as federal,  
2 state and local legislators understand the  
3 importance of LGBTQ unique needs, the challenges  
4 and benefits around technology. We're really the  
5 first, and we're proud, and I'm very proud to be  
6 alongside one other. I think there's one other  
7 LGBTQ organization, GLAD with Sarah Kate Ellis on  
8 this Committee as well.

9 We were the first LGBT organization to  
10 be appointed to the diversity committee several  
11 years, and I'm really excited to be here today.  
12 The one thing about technology is that it has  
13 been a great equalizer for many marginalized  
14 communities, but especially the LGBTQ community  
15 in ways that we're seeing even more today.

16 I think -- I started my career many  
17 years ago in non-profits, I also moved into print  
18 media and digital media, including having served  
19 as in marketing for Discovery Communications. So  
20 I've had quite a diverse past. I'm also known as  
21 a serial entrepreneur, so I bring that to the  
22 table along with my LGBT Tech experience.

1           I run with my husband currently a  
2 global e-commerce business, and so I really  
3 understand the benefit, the benefits and the  
4 challenges that have -- of being connected or not  
5 being connected can really bring, what prosperity  
6 and economics it can bring to an individual,  
7 especially those that are marginalized, and the  
8 opportunities that it can provide.

9           I also live in rural America, about  
10 two and a half hours outside of Washington, D.C.  
11 I'm also a foster who adopts parents. So I bring  
12 many facets to the table, and I'm very honored  
13 and excited to be here, as well as serve as a  
14 chair for the Working Group. Ladies, thank you  
15 so much for having me and appointing me as the  
16 Chair.

17           VICE CHAIR TURNER LEE: And if I could  
18 say something, because Chris served on my  
19 committee and we're so happy you have a formal  
20 title now, because Chris was the quasi-deputy to  
21 everybody for the last three years, so  
22 congratulations.



1 CHAIR GATE: Thank you. Thank you  
2 very much, Chris.

3 MEMBER BANKS: Hey Heather, this is  
4 -- Heather, this is Clayton. Can I just quickly  
5 give a disclosure? I'm forgot to give you that  
6 --

7 CHAIR GATE: Yes.

8 MEMBER BANKS: -- disclosure, that I am  
9 serving on a board which is called the Hope  
10 Community. It's an advisory board, but they are  
11 focused on affordable housing. I also serve on  
12 the See Better Foundation, which is a non-profit  
13 that focuses on African-American women  
14 entrepreneurs, and the third one is the Greater  
15 Harlem Chamber, the Greater Harlem Chamber of  
16 Commerce.

17 CHAIR GATE: Okay, sounds good. Thank  
18 you Clayton for those disclosures. And now  
19 before we go to break, I just want to check on  
20 Brian Scarpelli, to see if you have some audio  
21 before we take a brief break.

22 MEMBER SCARPELLI: Ah, there we go.

1 Can you hear me?

2 VICE CHAIR TURNER LEE: Hey Brian.

3 CHAIR GATE: There you are.

4 MEMBER SCARPELLI: Hey, yeah. I  
5 apologize. I think I'm using the browser, so it  
6 didn't -- it doesn't show me like my account  
7 anyway. Thank you, thank you so much, and I can  
8 give a super-brief intro, especially if I'm the  
9 last person standing between us and a break. But  
10 yes, Brian Scarpelli, senior Global Policy  
11 counsel of the ACT/The App Association. We're a  
12 not-for-profit trade association for thousands of  
13 small businesses in the software development and  
14 technology development fields across consumer and  
15 enterprise context.

16 Extremely excited and honored for our  
17 community to be able to participate and  
18 contribute in any way that we can. We've served  
19 on previous iterations of this Committee, so it's  
20 just even more exciting to be back and we really  
21 appreciate that. The very deep commitment that  
22 we have for advancing equity, including with

1 respect to some of the core areas, broadband  
2 adoption, etcetera, as well as tech workforce  
3 diversity is a big priority for us and many other  
4 issues.

5           So yeah, I guess if there were one --  
6 I'm not sure if I need to make the disclosure or  
7 not, but I also serve on the board of the World  
8 Institute of Disabilities. I don't think that  
9 there would be an intersection, but just to make  
10 sure. Thank you so much.

11           CHAIR GATE: Thank you. Thank you so  
12 much. I believe that wraps up our member  
13 introduction.

14           MS. JOHNSON: Excuse me, Heather?

15           CHAIR GATE: Yes.

16           MS. JOHNSON: I'm sorry, this is  
17 Jamila. I believe Robert Brooks was able to join  
18 us, if Robert is here, if you would acknowledge  
19 him. Thank you so much.

20           CHAIR GATE: Thank you Jamila.  
21 Robert, please turn on your camera and jump on to  
22 the floor.

1                   MEMBER BROOKS: Okay, I'll see. I  
2 think my camera's coming on. Can you hear me?

3                   CHAIR GATE: Yes we can.

4                   VICE CHAIR ALLEN: Hi Robert.

5                   MEMBER BROOKS: Hi, how are you doing?  
6 Hi everybody. You know first of all, thank you  
7 for yeah, inviting me back in. I mean that's the  
8 first thing. Last year was my first time being a  
9 member of this Committee. It was very -- I was  
10 very excited then, I'm very excited now. I'm  
11 very happy about the expansion of what it's going  
12 to embrace or engulf now.

13                   My current status at work were at WHUR  
14 as a Digital Solutions Specialist, which is the  
15 station owned by Howard University. Background  
16 is a mix of working corporate and work as free-  
17 lance, cities from all over from New York to St.  
18 Louis to Dallas even --

19                   You know it's funny, because some of  
20 the people I've met here like Skip Dillard had a  
21 -- who I was nice to meet, I just remember  
22 listening to music that he was overseeing in New

1 York while I was working on productions.

2 So it was like really fascinating  
3 meeting Mr. Roberts. You know, I shared with him  
4 that he and his brother were one of the reasons  
5 why I moved to St. Louis, when I found out about  
6 them. So it was being able to be around that,  
7 this collective is very, I'm very appreciative of  
8 that. So I look forward to continuing to  
9 contribute, and thank you for the opportunity.

10 HG Thank you so much. Thank you.  
11 Thank you Robert. So Jamila, are we good to go  
12 on a 15 minute break?

13 MS. JOHNSON: I believe so. I think  
14 whenever you are ready to adjourn for a break,  
15 and then we can come back at the appointed time,  
16 whenever you want people to come back.

17 CHAIR GATE: Okay. We are about seven  
18 minutes behind our schedule, and so Vice Chairs,  
19 are we good with returning at 12:05?

20 VICE CHAIR TURNER LEE: Yes.

21 VICE CHAIR ALLEN: 12:05 would be  
22 fine.

1                   VICE CHAIR TURNER LEE:  And Madam  
2                   Chairwoman, and with the help of Jamila Bess  
3                   Johnson, can you let people know the protocol?  
4                   Are they to keep their cameras off, mute off, are  
5                   they to log back in before people actually are  
6                   dismissed?

7                   CHAIR GATE:  So when we -- if you  
8                   don't have to log off, please stay on just for  
9                   the sake of expediency, so we don't have people  
10                  coming in as we return.  Please keep your cameras  
11                  off at the beginning.  We are going to go through  
12                  some discussions that are formal around -- we're  
13                  going to have some FCC staff talk to us for a  
14                  little while.

15                  So keep your cameras on and your audio  
16                  off until I come back and let you know the  
17                  protocol for when we start having discussions  
18                  around our previous working group discussions.  
19                  At that point, we will open the floor for  
20                  discussion, and everybody is welcome to turn  
21                  their camera on.

22                  But we would love it if you would

1 raise your hand if you are ready to make a  
2 comment for the sake of order, as we make sure  
3 that everybody's heard in this format. But  
4 12:05, please come back. Jamila could we -- do  
5 we need to do roll call or can we just come back?

6 MS. JOHNSON: It's fine Heather if we  
7 just come back, since we're not requiring a  
8 quorum today.

9 CHAIR GATE: Okay.

10 MS. JOHNSON: But if everyone could  
11 come back, that would be greatly appreciated  
12 because the Office of General Counsel and the  
13 Office of the Managing Director have very  
14 important information to share with everyone. So  
15 please, please do come back.

16 CHAIR GATE: Okay. So you -- we will  
17 see you all at 12:05, and I believe Jeff will  
18 give me the notice for us to -- for us to go live  
19 again at that point, and Jamila will do the  
20 introductions and we'll move to the next item on  
21 our agenda. Anything else from Nicol or Susan?

22 VICE CHAIR ALLEN: Nope.

1 CHAIR GATE: Perfect. That's a good  
2 start.

3 VICE CHAIR TURNER LEE: A great start,  
4 great start.

5 CHAIR GATE: Okay.

6 VICE CHAIR ALLEN: All right, thank  
7 you.

8 CHAIR GATE: All right. We'll see you  
9 at 12:05.

10 (Whereupon, the above-entitled matter  
11 went off the record at 11:50 a.m. and resumed at  
12 12:06 p.m.)

13 CHAIR GATE: Welcome back to the  
14 inaugural meeting of the CEDC. We have reached  
15 the second part of our meeting where we get to  
16 invite important people from the FCC to tell us  
17 what we should and shouldn't do. So I am going  
18 to go ahead and hand over the floor to Jamila, so  
19 she can introduce us to OGC. Jamila?

20 MS. JOHNSON: Thank you, Heather.  
21 This is the really important part of the meeting  
22 and the only part for which there will be a test



1 later. We will have a presentation, and I will  
2 invite all of you to pay close attention to two  
3 of our internal trusted advisors.

4 We're going to be hearing from Paula  
5 Silberthau, attorney advisor in the Office of  
6 General Counsel, and unfortunately her title  
7 doesn't convey really what she does. Paula keeps  
8 all of us straight on the FACA rules, ethics  
9 rules, and everything governing the work that we  
10 do.

11 And we're also going to hear from  
12 Darice Gamble, who is Senior Records Information  
13 Management Specialist with the Office of the  
14 Managing Director. And as you may know, there  
15 are many rules and regulations pertaining to the  
16 operation of federal advisory committees, and  
17 these rules come from the General Services  
18 Administration.

19 And so Paula and Darice are going to  
20 guide us through a conversation on that, and we  
21 turn the meeting over to them. Paula?

22 MS. SILBERTHAU: Sorry, I just muted

1 myself by mistake. Yep, actually Darice is going  
2 to go first. She's here?

3 MS. GAMBLE: Yep, I'm here. Good  
4 morning, everyone. Thank you everyone for giving  
5 us this time. I am Darice Gamble. I am the  
6 Senior Records and Information Management  
7 Specialist. Tony McGowan is the Records Officer  
8 for the FCC and I work hand in hand with her, I'm  
9 here today to talk about, a little bit about the  
10 records management responsibilities.

11 So the National Archives and Records  
12 Administration oversees all federal agencies  
13 records management programs, and they have very  
14 specific guidance and laws and regulations that  
15 we need to follow. So federal advisory  
16 committees specifically, records of federal  
17 advisory committees are to be maintained in  
18 accordance with the General Records Schedule 6.2,  
19 Federal Advisory Committee Records.

20 And what that is is basically a  
21 listing of all of the types of committee records  
22 that come out of -- you know, your important

1 work, so that you know how long to keep them,  
2 where to file them and eventually those records,  
3 because they are important enough and they're  
4 documenting the important business that you do,  
5 they get transferred over to the National  
6 Archives.

7 I will make sure to get a copy of that  
8 General Records Schedule to you all, and there's  
9 also a disposition authority. There's a  
10 checklist that outlines, you know, all of the  
11 different types of documentation that's required  
12 for us to transfer those records over to NARA at  
13 the end of your committee or the termination,  
14 when you retire or whichever comes first.

15 So basically I'm not going to take up  
16 a whole lot of time, but just to overview. The  
17 actual disposition schedule, the GRS 6.2 is  
18 media-neutral, meaning it applies to all records,  
19 regardless of their format whether they're paper  
20 records, audiovisual records, electronic records.  
21 I do want to note there is a -- to comply with a  
22 December 31st, 2022 NARA deadline, all

1 documentation going forward is to be electronic,  
2 with the exception of any meetings that are  
3 recorded like this one.

4 Those will be in a digital format that  
5 complies with NARA and our AV Department is aware  
6 of these requirements and they work with us to  
7 make sure that those get over there correctly.  
8 So we've tried to make this relatively easy. We  
9 basically work very closely with Deborah Klein,  
10 the CMO and your DFO, right.

11 So all you're required to do from a  
12 recordkeeping perspective is ensure that you're  
13 keeping complete, accurate records that document  
14 the Committee's deliberations and decisions. And  
15 so your Committee members have to copy the DFO on  
16 all emails pertaining to the business of the  
17 committee or its working groups, and also copy  
18 the FACA-specific mailbox for your committee.

19 I think one's already set up for you  
20 guys. It's in the -- it's in the Outlook global  
21 listing. So the DFO will make sure to send out a  
22 copy of the GRS schedule and the checklist, and

1 copy that mailbox so you guys all know and it's  
2 very clear. We also talk about or ask for file  
3 plans. What's a file plan? Each spring, we're  
4 going to ask for your committee to basically give  
5 us a listing of what you have as far as records  
6 that are coming out of this committee, and that  
7 we can keep track of what needs to go to the  
8 National Archives and when, and what can be  
9 deleted.

10 We've done pretty much all of the work  
11 for you. So again, all you need to do is copy,  
12 make sure that mailbox is copied and then once a  
13 year we'll check in with you and make sure that,  
14 you know, you have identified those records, met  
15 their retention period and make sure everything  
16 is copied into that mailbox.

17 It sounds simple, it sounds  
18 repetitive, but again it's something that we do  
19 need the follow, because again the work that  
20 you're doing is very important and the National  
21 Archives wants to have a record of that  
22 permanently, you know, for posterity and history

1 and all that good stuff.

2 If you have questions along the way,  
3 you can always refer them to myself or Tony  
4 McGowan, and again we work closely with Deborah  
5 Klein and your DFO to make sure that all of this  
6 stuff is captured and accessioned appropriately.

7 I think that's all I have. If you  
8 have any questions, again you know how to reach  
9 me. If there's nothing else, I'm going to go  
10 ahead and turn it over to Paula.

11 MS. SILBERTHAU: Hi. Thanks so much.  
12 Whoever's doing the slides, if you could go to  
13 the next page, that's good. Right. So in case  
14 you didn't know and I believe most of you do know  
15 this, we operate -- we're governed by the Federal  
16 Advisory Committee Act, which we call FACA, and  
17 that covers the operations of most committees  
18 unless a committee is exempted by statute.

19 There are a couple of guiding  
20 principles which will explain the rules, which  
21 are openness in government, very important to  
22 have a diverse and balanced membership, including

1 membership being balanced on the working groups,  
2 and ultimately there is public accountability.

3 Next slide. We have to give timely  
4 notice of committee meetings, not working groups  
5 meetings but full committee meetings in the  
6 Federal Register, generally 15 days in advance  
7 and for us that often means getting things in 21  
8 days in advance or even longer in advance,  
9 because of the backups in part due to COVID that  
10 will register publication.

11 So we give -- if people are thinking  
12 of changing a meeting date for some reason,  
13 please don't do that at the last minute. Let's  
14 see, and our meeting notices are also posted on  
15 the website and Internet postings and probably  
16 other media. Meetings can include  
17 videoconferencing like this and teleconferences.  
18 It's not limited to in-person meetings.

19 Next slide. So all meetings must be  
20 open to the public with sort of advance  
21 permission. Written statements are sometimes  
22 accepted by third parties subject to reasonable

1 regulations.

2 Next slide. But under certain limited  
3 circumstances, which conceivably could come up in  
4 the case of your meetings, some portions of  
5 meetings may be closed with the approval of the  
6 agency head and provided we give prior notice in  
7 the Federal Register. This could include, you  
8 know, foreign policy matters which your group  
9 wouldn't cover, but also, you know, trade secrets  
10 confidential to a particular entity.

11 So one never knows necessarily in  
12 advance when that will occur. But we -- once the  
13 meeting's started and there's no notice that a  
14 portion will be closed, it has to remain -- the  
15 meeting will remain open.

16 Next slide. So documents, we keep  
17 minutes of meetings and a record of people who  
18 are present, and we record that and that's part  
19 of the records that Darice was just talking  
20 about. But also all documents that are committee  
21 documents will be available for public inspection  
22 and copying, since we're not at a headquarters.



1                   Now that could be by, you know,  
2                   request to the DFO, and I would just note that if  
3                   there are FOIA exemptions, they can be claimed by  
4                   the agency.

5                   Next slide. Okay. Next slide. Okay.  
6                   Roles of the committee chair and vice chair.  
7                   Committee chairs and vice chairs are, serve as a  
8                   focal point for committee members. So if you  
9                   have questions, informal questions, you can ask  
10                  your chairs and also if they're not aware of the  
11                  answer, they would bump up the question to your  
12                  DFO. And chairs are often very helpful in  
13                  helping to make recommendations on what working  
14                  groups should be set up, and also as you've seen,  
15                  the chairs or vice chairs conduct any meetings  
16                  and often suggest meeting agendas.

17                  Next, next slide. The Designated  
18                  Federal Officer Jamila, have a lot of duties to  
19                  carry out, and this includes the meetings,  
20                  approving the agendas, attending meetings,  
21                  maintaining the committee members and just to  
22                  emphasize as Darice said, the DFO should be

1 copied on all emails pertaining to the business  
2 of the committee or the working groups, in  
3 addition to copying the general mailbox that's  
4 been set up.

5           Okay, next slide. We can skip that.  
6 That's just about the records. Good, thank you.  
7 So a big topic is the informal working groups and  
8 their roles, and some do's and some don't do's.  
9 So working groups can gather information. They  
10 can develop work plans. Working groups can  
11 create draft reports with preliminary findings,  
12 and very importantly the informal working groups  
13 have the flexibility to meet without public  
14 notice.

15           So you can meet more frequently, you  
16 can get your work done. In this regard, our  
17 working groups do not have a quorum of the full  
18 committee members, which is what enables you to  
19 meet informally and to not be the same as the  
20 parent committee. And ultimately the goal is for  
21 the working groups to follow their agendas and  
22 make recommendations to the parent FAC.

1           Next slide. So here are some of the  
2           cannots. An informal working group cannot  
3           function as the de facto parent advisory  
4           committee. So that means that the working groups  
5           cannot speak on behalf of the full Committee  
6           without prior approval and consent. They cannot  
7           make direct recommendations to the FCC.

8           So whatever working group, whatever a  
9           working group does should be followed up by a  
10          formal vote by the full committee, because the  
11          working group alone doesn't otherwise speak for  
12          the full Committee. In that regard, once the  
13          recommendations move up to the full committee,  
14          there should be, you know, an ample discussion by  
15          those of you who are not working group, of what  
16          the recommendations involve, and you should be  
17          free to ask any questions you have about the  
18          stuff that you get from the working group.

19          So in short, the working group  
20          recommendations should not be rubber-stamped but  
21          they should be -- you know, I'm sure they'll be  
22          good, but they should also be subject to a full

1 review by the rest of you as members of the FAC.

2 Okay, next one. Something that comes  
3 up occasionally is surveys and just please  
4 remember, working groups and the FAC itself  
5 cannot conduct surveys because surveys, which are  
6 I think ten or more people ask identical  
7 questions. That would be a survey.

8 The working groups and the FACA are  
9 subject to these Paperwork Reduction Act. So if  
10 you need to get more information from the general  
11 public or even from specific people, but it would  
12 be ten or more people, please get in touch with  
13 your -- with Jamila or any of the other liaisons.

14 Let them know that you really would  
15 like to get some information, you know, from the  
16 public or from like a bunch of people more than  
17 ten, ten or more, and then they will work with  
18 some folks in the General Counsel's office to try  
19 to see if there are other appropriate ways for  
20 you to get that information.

21 For example, in the past we've issued  
22 like public notices, either by the Bureau or

1 through the FACA website.

2 Next page please, and right. And  
3 sometimes people are able to formulate questions  
4 and direct them so that they're like nine or  
5 fewer people getting the questions and just  
6 divide the questions up by different groups of  
7 people, but do things in a way. The key thing is  
8 to not trigger the Paperwork Reduction Act  
9 because that would require OMB approval and it  
10 takes a long time.

11 By the time OMB has approved your  
12 outreach efforts, it's probably too late to get  
13 the information in in a timely manner. Okay. As  
14 I mentioned before, informal working group  
15 meetings are not subject to the public notice and  
16 public participation requirements of the Advisory  
17 Committee Act, and to be consistent with that the  
18 number of committee members serving on any one  
19 working group should be less than a quorum of the  
20 full committee.

21 Next meeting, next slide. Just again  
22 in terms of participation, I might say this

1 later, but that doesn't mean that if you're a  
2 member -- if you are a member of the parent  
3 advisory committee but you're not a member of a  
4 particular working group, to keep informed about  
5 what's going on or just if you're curious, it's  
6 okay for you to sort of attend as an observer the  
7 meetings of a working group of which you're not a  
8 member.

9           That's perfectly okay, but what you  
10 can't do is participate. So if you do want to  
11 find out what some other working group is doing,  
12 because maybe it relates to what your working  
13 group is doing, that's fine. But you can't talk  
14 at that meeting. You can't debate, you can't  
15 offer opinions, you can't vote. It's merely a  
16 matter of you can attend to find out what's  
17 happening.

18           Also the agendas for the working  
19 groups are set by the DFO, and we do that just to  
20 help keep things on track. So if you have an  
21 assignment, the agenda should be to discuss  
22 things relating to that assignment, as opposed to

1 sort of taking a different route.

2 Okay, next one. And of course I think  
3 most of you know this, but there are really great  
4 experts in different areas, where you just might  
5 want a different perspective. It's fine to  
6 invite third parties to make presentations at a  
7 group's closed meetings. However, once that  
8 person has completed the presentation and  
9 answered all your questions, they will need to  
10 leave the meeting because the meetings are closed  
11 except as noted to the membership and to the  
12 invited third parties.

13 Okay, next slide. Next slide.  
14 Whoops, ex parte rules, first page. Yep. Just  
15 so you know, many of you are aware the Commission  
16 has ex parte rules, which essentially require  
17 when you're talking to decisionmakers or people  
18 involved in a proceeding, and you buttonhole  
19 them. Well, in the old days you could talk to  
20 them in the hallways. Now, I guess it would be  
21 virtually.

22 But if you do make presentations to

1 people in your role as a FACA member, that would  
2 trigger the ex parte rules. However, typically  
3 and I think that's the case for you folks.  
4 Typically your DFO and the Bureau will issue an  
5 exemption from the ex parte rules for matters in  
6 which you've spoken to people in your capacity as  
7 an advisory committee member.

8 So let's see the next slide. Right.  
9 Next slide. So just to be clear, if you  
10 represent the company but you happen to be a  
11 committee member, if you have an ex parte  
12 presentation you may on behalf of your  
13 organization, your personal organization, that  
14 would still be subject to the ex parte rules.

15 But if you make a presentation, let's  
16 say you're the vice chair of the FACA and you  
17 want to explain to a Commissioner the basis for  
18 the recommendations, that communication on behalf  
19 of the FACA would be within the exception.

20 Okay, next slide. Occasionally radio  
21 stations, media, all the things you guys are  
22 actually involved with would ask someone from the



1 committee or working groups to communicate their  
2 views about what's going on with the committee,  
3 what's pending, what's happened, what should  
4 happen.

5           So in those situations, we merely ask  
6 that you make clear that you're speaking as an  
7 individual member, and what you're doing is  
8 giving your individual views, perhaps about what  
9 should be voted. If something of course is  
10 public and they're just saying what's on the  
11 agenda or when's that happening, that's fine.  
12 That's public information.

13           So it could be tricky sometimes,  
14 because you get involved in giving, you know, the  
15 presentation, either to the media live or in a  
16 letter. But please try to make clear the  
17 distinctions between what you're saying that's  
18 public information and it represents the views or  
19 recommendations voted by the advisory committee,  
20 versus your own views and your own  
21 recommendations.

22           Next slide. Okay. So this is just

1 reiterating that if you identify yourself as  
2 being part of the committee, you do want to also  
3 say and my presentation or my opinion letter or  
4 whatever represents my personal views, not those  
5 necessarily of the full CEDC.

6 Next slide. Okay, we've covered this.  
7 Next slide. Aha, and just one little reminder.  
8 To the extent -- well basically members are  
9 appointed to represent the perspective of their  
10 employers or their organizations.

11 So if in the future you're no longer  
12 employed or associated with the organization  
13 you've been chosen to represent, then please  
14 immediately advise the DFO, so that alternative  
15 arrangements can be made, and it could be if you  
16 leave one organization for another, then the new  
17 organization could make a request to have you  
18 appointed as a member representing them.

19 It's also possible that the original  
20 organization -- sorry. That the original  
21 organization would be able to appoint a new  
22 member to serve in your stead. But the key thing

1 here is that if you do switch jobs, you know, or  
2 are going to switch jobs soon, please get in  
3 touch with Jamila so that appropriate  
4 arrangements can be made.

5 And that's really it. That's what I  
6 have to say. Does anyone have any questions? No  
7 hands? Okay. Thanks for listening and good luck  
8 with the work of your Committee.

9 VICE CHAIR TURNER LEE: Paula and  
10 Darice, thank you so very much. It's always good  
11 to get a refresher on the do's, and as you say  
12 Paula, the cannot do's, because it's the cannot  
13 do's that we have been really, really successful  
14 in avoiding, and we'd like to continue to do  
15 that.

16 So on behalf of the Bureau and the  
17 full council membership, thank you Paula, thank  
18 you Darice and we will certainly touch base with  
19 you throughout the charter if we have any  
20 questions, or if we run into any issues.

21 (Simultaneous speaking.)

22 MS. SILBERTHAU: Thanks very much.

1                   VICE CHAIR TURNER LEE: Clayton has a  
2 question.

3                   MEMBER BROOKS: Just a question, that  
4 we ought to (audio interference) the designation  
5 on a website or any other place (audio  
6 interference).

7                   MS. SILBERTHAU: Did someone -- for  
8 some reason that came across to me as blurred.  
9 I'm not sure what he --

10                  CHAIR GATE: Nicol. What Clayton  
11 asked is this available somewhere on a website or  
12 access to in terms of the rules, or is there a  
13 PowerPoint presentation?

14                  MS. SILBERTHAU: The rules are pretty  
15 extensive, and I can get you the -- I don't have  
16 the citation offhand, but they're GSA rules. So  
17 they're under the GSA -- geez. They're under the  
18 GSA Code of Federal Regulations, and I can get  
19 that to Jamila, and she can, you know, she could  
20 send out an email on that to you guys.

21                  MS. JOHNSON: Yeah. We might, we  
22 might be able to put together sort of a thumbnail

1 document for you all to use, kind of a high  
2 level, and we may be able to extrapolate from the  
3 PowerPoint presentation also, just so that you  
4 all will have it front of you.

5 MS. SILBERTHAU: I also have something  
6 (audio interference) I call a FACA Primer, and  
7 but that basically is just a shorthand version of  
8 what you just heard of this PowerPoint  
9 presentation. But you know, that's fine if  
10 Jamila wants to distribute that.

11 MS. JOHNSON: Great. So we can do  
12 that Clayton. We can get you all a document that  
13 gives you the overview of what Paula discussed.  
14 You're welcome.

15 MEMBER BROOKS: Thank you. That would  
16 be very helpful.

17 MEMBER BANKS: Thank you again Paula.  
18 I have -- with your permission, the DFO team will  
19 not proceed to do our brief overview.

20 CHAIR GATE: Thank you, Jamila.  
21 Continue.

22 MS. JOHNSON: Thank you very much.

1 Okay. So that was a great overview of the FACA  
2 rules and the records management issues, and  
3 we'll check in on those issues from time to time.  
4 So now we just wanted to take a few moments,  
5 Rashann, Keyla and I, to share with you some  
6 things that you may find useful, and again as we  
7 break out into the respective working groups,  
8 we'll go over things again and again.

9 But the working groups, just for your  
10 information, meet primarily by telephone. They  
11 meet often from twice a week, I'm sorry not twice  
12 a week, twice a month to once every week. We had  
13 one working group last year that had a standing  
14 call on Friday mornings. Needless to say, they  
15 got quite a lot done.

16 But the decisions about how often  
17 you'll meet will be up to you all once you have  
18 that initial first meeting and you sort of lay  
19 out what you think your overarching goals and  
20 missions will be over the course of the two-year  
21 charter. We do need regular attendance at the  
22 working group meetings in order to get this work

1 done well, and to get it done efficiently.

2           So we do ask that you make it a  
3 priority to attend these meetings, and if you're  
4 not going to be available to please let us know.  
5 We take minutes at these meetings, so that we  
6 know what we're talking about, what we're doing  
7 and what we're accomplishing, and as Paula  
8 mentioned these meetings are not open to the  
9 public.

10           We do need for members to willingly  
11 take assignments as part of the working group  
12 structure. That is actually how the work gets  
13 done, and so we do need, in addition to your  
14 attendance at the meetings, we need for you to  
15 accept some responsibility for the work and how  
16 it gets done.

17           So if you're asked to do something,  
18 please follow through on it, or even better  
19 volunteer to take on an assignment. The work may  
20 involve research, it may involve writing and  
21 drafting, or it may involve planning workshops  
22 and symposia. So each member of this Council

1 will be assigned to a working group, and has been  
2 mentioned, we will have three working groups,  
3 Innovation and Access, Digital Empowerment and  
4 Inclusion and Diversity and Equity.

5 And now Rashann will give us an  
6 overview of how the assignment to the working  
7 group will be handled. Rashann.

8 MS. DUVALL: Sure, good afternoon  
9 everyone. As Jamila mentioned -- okay. As  
10 Jamila mentioned, the CEDC will have three  
11 working groups. How we'll determine the working  
12 groups, I will be emailing everyone a ballot in  
13 the next couple of days, and on the ballot you  
14 will mark your first and second choice for  
15 working group selections.

16 Please note that we will try our best  
17 to give everybody their first choice, we may need  
18 to assign people to different working groups from  
19 their first choice, just to balance out the needs  
20 of the groups. We ask that you return your  
21 ballots to me by no later than November 10th, and  
22 then we will let the members know the working



1 group assignments soon thereafter.

2 So then you'll receive an email from  
3 me with the ballots that you'll respond to, and  
4 if you have any questions about the working  
5 groups or the ballots you can directly email as  
6 well when you receive that email. And Jamila,  
7 turn it back over to you.

8 MS. JOHNSON: Thank you so much  
9 Rashann. So as you see, this process we're going  
10 to ramp up pretty, pretty quickly. So when you  
11 see Rashann's email, please do your level best to  
12 respond to it, let us know which working group  
13 you'd like to be on, and then Rashann is going to  
14 take it from there. Thank you again Rashann.  
15 Now Keyla will provide some information on the  
16 CEDC website, which is a very rich location  
17 online, and we hope that you all will visit it  
18 and acquaint yourselves with the materials there.  
19 Keyla.

20 MS. HERNANDEZ-ULLOA: Thank you  
21 Jamila. So all information about the work of  
22 this Committee and its working groups, including

1 information about all previous meetings of the  
2 Advisory Committee, information about previous  
3 Advisory Committee on Diversity and Digital  
4 Empowerment or ACDDE reports, recommendations,  
5 public notices and statements, will be posted on  
6 the website. That is address is  
7 fcc.gov/communications-equity-and-diversity-  
8 council.

9 Public comments on the work and issues  
10 before the CEDC can be found using the FCC's  
11 electronic comment filing system otherwise known  
12 as ECFS, at the website [www.fcc.gov/ecfs/filings](http://www.fcc.gov/ecfs/filings).  
13 When filing, please use GN Docket 17-208. Thank  
14 you and back to you Jamila.

15 MS. JOHNSON: Thank you so much,  
16 Keyla. That's a lot of useful information, and  
17 as Keyla mentioned it's really a repository of  
18 what this Committee has done, and it also -- when  
19 you go to that website, it will also if you  
20 desire link you to archived locations of earlier  
21 iterations of the FCC's diversity advisory  
22 committee work.

1                   So now we're just going to do very  
2 briefly an introduction of the three working  
3 groups. Each of them are distinct. There's a  
4 little bit of overlap because we are adhering to  
5 the Presidential executive order regarding  
6 diversity, equity and inclusion. So you will see  
7 those as touch points in each of the working  
8 group mission statements, but each working group  
9 is kind of a thing unto itself.

10                   So the first working group is  
11 Innovation and Access. Thank you. Thank you,  
12 Keyla. So the definition for this working group,  
13 its mission and its goal over the two-year period  
14 is to recommend solutions to reduce entry  
15 barriers and encourage ownership and management  
16 of media, digital, communication services and  
17 next generation technology properties and start-  
18 ups to encourage viewpoint diversity by a broad  
19 range of voices, including people of color,  
20 women, LGBTQ, we lost our screen -- all right.  
21 I'm going to pull up my -- oh thanks. We got it  
22 back. I don't have to pull up my version, and

1 the persons with disabilities, among others.

2 Secondly, it's to study successful  
3 approaches to fostering diversity, equity and  
4 non-discrimination in video, media and technology  
5 ownership, management and distribution.

6 Thirdly, it's to make recommendations  
7 on how to accelerate the entry of small  
8 businesses, including those owned by women and  
9 people of color, into the media digital news and  
10 information, and audio and video programming  
11 industries including as owners, suppliers and  
12 employees.

13 Fourthly, it's to examine issues  
14 surrounding access to capital, financing and  
15 participation or small, diverse businesses in the  
16 media and technology sectors, and lastly this  
17 working group is to evaluate the impact of new  
18 technologies, including algorithms, on diverse  
19 consumers.

20 So that's Innovation and Access, and  
21 now Rashann will give us an overview of the  
22 Digital Empowerment and Inclusion Working Group.

1 MS. DUVALL: Thanks Jamila. So in  
2 terms of the Digital Empowerment and Inclusion  
3 Working Group, the working group definition for  
4 this group is identify innovative solutions and  
5 provide recommendations for how to -- sorry, I  
6 thought my camera was off -- how to accelerate  
7 the equitable deployment of broadband access in  
8 all communities, including those communities that  
9 comprise people of color and others who have been  
10 historically underserved, marginalized, and are  
11 virtually affected by persistent poverty and  
12 inequality in access to technology, communication  
13 services and next generation networks, which have  
14 resulted in negative impacts in education and  
15 employment.

16 Provide recommendations for reducing  
17 and removing regulatory barriers to the equitable  
18 deployment of and investment in broadband access  
19 and adoption in all communities, including  
20 tribal, rural and historically marginalized  
21 communities. Provide recommendations for  
22 strengthening existing networks and developing

1 new ones, and make recommendations for addressing  
2 digital redlining and other barriers to impact  
3 equitable access to emerging technology in  
4 underserved and under-connected communities  
5 including among people of color, persons with  
6 disabilities and LGBTQ Plus. And Keyla will  
7 introduce our final working group.

8 MS. HERNANDEZ-ULLOA: Hello everyone.  
9 I am going to provide an overview of the  
10 Diversity and Equity Working Group, which will  
11 study the under-representation, under-employment  
12 and challenges to the advancement of diverse  
13 employees in the media, communications and  
14 technology sectors, that serve as barriers to  
15 equal opportunity.

16 It will also identify practices to  
17 encourage participation, upscaling, development,  
18 promotion and advancement opportunities for  
19 historically under-represented groups in these  
20 sectors, including people of color, women,  
21 persons with disabilities, veterans, tribal  
22 citizens and LGBTQ Plus.

1           It will also propose solutions and  
2 approaches on how the FCC can affirmatively  
3 advance equity, civil rights, racial justice and  
4 equal opportunity in the telecommunications  
5 industry, including government not-for-profit  
6 sectors and for-profit businesses, to address  
7 inequalities in workplace employment, policies  
8 and programs. It will highlight best practices  
9 of industry leaders in training and employment  
10 diversity in the media, communications and  
11 technology fields, and develop recommendations  
12 for innovative training programs in science,  
13 technology, engineering and math.

14           MS. JOHNSON: Super. Thank you so  
15 much Keyla and Rashann. So that gives you all an  
16 idea of the kind of work we'll be engaged in, and  
17 certainly hopefully the public that is watching,  
18 and again we invite the public. If you are  
19 interested in participating in this work, as  
20 Keyla mentioned, you are more than welcome to  
21 file comments in our Docket GN17-208.

22           And now we'll turn the meeting back

1 over to Chair Heather Gate, who will introduce  
2 the Working Group chairs for their remarks.  
3 Heather?

4 CHAIR GATE: Thank you Jamila and  
5 thank you to all the FCC staff for helping to set  
6 the stage for us. And now I would like to  
7 introduce our working group chairs. I know that  
8 they were announced yesterday, so we fully don't  
9 expect them to have the agenda figured out.

10 But Robert Brooks, if you can turn  
11 your camera on. Robert will be chairing the  
12 Innovation and Access Working Group. Robert, are  
13 you still on?

14 MEMBER BROOKS: Yeah, I'm here. Wait,  
15 my camera's giving me a moment, so I apologize.  
16 But yeah, thank you for the opportunity. Yeah, I  
17 don't have much to say other than just being very  
18 humbled and appreciative of the opportunity.  
19 We'll make sure we get it done.

20 CHAIR GATE: Yeah, and thank you.  
21 Thank you very much for accepting this challenge.  
22 We look forward to your leadership and we will



1 definitely look forward to continuing to work  
2 with you. All right, and now I would like to  
3 introduce Dr. Dominique Harrison, who will be  
4 chairing the Digital Empowerment and Inclusion  
5 Working Group.

6 MEMBER HARRISON: Hi there again. So  
7 really excited about this work and really excited  
8 that we'll be able to make in this working group.  
9 We just released from the Joint Center about  
10 three weeks ago a report called Availability and  
11 Affordability: Expanding Broadband in the Black  
12 Rural South, and one of the recommendations that  
13 we actually talked about is providing local  
14 leaders with the kind of policies and programs,  
15 and models and best practices to ensure that  
16 digital redlining does not occur in communities,  
17 you know, based on income, zip code or color.

18 So I'm really excited about this work,  
19 and I think the -- again, the impact that we will  
20 make will be large, and so I hope you will join  
21 this group and I look forward to working  
22 together.

1                   CHAIR GATE: Thank you Dominique.  
2                   Last, I would like to welcome Chris Wood, who  
3                   will be chairing the Diversity and Equity Working  
4                   Group. As Nicol said earlier, Chris provided,  
5                   supported leadership in more than one. I know in  
6                   my working group, he played a key role in  
7                   providing, supporting and leading. So I'm glad  
8                   that you are now official.

9                   MEMBER WOOD: Thank you so much. I'm  
10                  really excited to lead this group, and I'm  
11                  excited to have many of you join me. This is  
12                  something that's very passionate, I'm very  
13                  passionate about and very near and dear to my  
14                  heart. Having worked and now running businesses  
15                  that really work to try to hire diverse  
16                  individuals, and see those individuals excel in  
17                  their individual fields, I think this is  
18                  extremely important.

19                  I know that these conversations have  
20                  been happening for many years. Many of them I've  
21                  been part of, from the founding and the beginning  
22                  of LGBT Tech. So I'm really excited about

1 bringing together the working group and ensuring  
2 that there is true change for individuals and  
3 ensuring that we can raise all ships here for  
4 everyone, those that are under-represented, those  
5 that are under-employed and making sure that  
6 we're moving those barriers.

7 So I look forward to getting my group  
8 together and look forward to the work ahead.  
9 Thanks.

10 CHAIR GATE: Thank you. Thank you,  
11 Chris, and Jamila, I think we -- are we good to  
12 move into the issue discussion?

13 MS. JOHNSON: Absolutely. Take it  
14 away.

15 CHAIR GATE: Thank you, and now I  
16 would like to welcome Nicol and Susan back on  
17 camera, so we can lead this discussion, and for  
18 housekeeping sake, once we're done with our  
19 introductory comments on the formal working  
20 groups, you are welcome to turn on your cameras  
21 and if you wish to offer a comment, please just  
22 raise your hands and we'll recognize you.

1                   And also what I would like to do,  
2                   since we have so many returning members, I urge  
3                   you to support the discussion around your former,  
4                   your former working group. Since you gave us  
5                   those recommendations, this is your chance to  
6                   make sure that this new Council understands the  
7                   goals and the intentions of that former  
8                   committee. All right. Audio check for my fellow  
9                   chairs. Are you good, Susan and Nicol?

10                   VICE CHAIR TURNER LEE: All right.

11                   CHAIR GATE: Okay, awesome. So here  
12                   we go. So the goal of this discussion is really  
13                   to bridge the gap between the last committee and  
14                   this committee, so that this Council can consider  
15                   picking up some of the recommendations of the  
16                   last committee, where we left off, pick up the  
17                   bread crumbs and continue with that work.

18                   At the same time, we fully expect new  
19                   and innovative ideas. As Chairwoman Rosenworcel  
20                   said, we should think big. So this is our  
21                   opportunity to think big. There is a lot of  
22                   funding, a lot of movement, and a lot of

1 attention to these matters that we care about.

2 So again as I said in my opening, now is the  
3 moment for us to make big and broad  
4 recommendations.

5 So in that last committee, we had  
6 three critical working groups. The first working  
7 group was the Access to Capital Working Group  
8 that was led by Caroline Beasley. The second one  
9 was the Diversity and Tech Working Group that was  
10 led by our own Dr. Nicol Turner Lee, and the  
11 third one was Digital Empowerment and Inclusion  
12 that was led by Rudy Brioche, and Susan Allen  
13 played a critical role in leading one of the  
14 workstreams, along with S. Jenell Trigg.

15 So I think that those working groups  
16 are well-represented to actually provide some  
17 opening comments on that. So in June, on the  
18 24th of June, the full Committee unanimously and  
19 adopted all the recommendations, the reports and  
20 the submissions of every working group.

21 This was great. In fact, Commissioner  
22 Starks called us one of the most productive

1 working groups, and that was a compliment for all  
2 the work that the returning members did, and as  
3 leadership. And so not only do we submit these  
4 recommendations to the FCC, we also recommended  
5 that the FCC share these recommendations with  
6 other federal agencies, including the Department  
7 of Commerce and Agriculture, IMLS and the White  
8 House.

9           And so, as required by our charter, we  
10 did a lot of work. We spoke to a lot of people,  
11 learned a lot of information, collected best  
12 practices as I said earlier, facilitated events,  
13 partnered with other important entities such as  
14 ALA and a lot of other, The Internet Association  
15 and many, many groups that came in to support our  
16 work over the two year period.

17           And so what I want to do is I want to  
18 begin by talking about -- I know the agenda has  
19 you Nicol up first, but we're going to move that  
20 around and talk about the Digital Empowerment  
21 Inclusion, since Susan and I will partner in that  
22 discussion.

1                   So the Digital Empowerment and  
2                   Inclusion Working Group was a continued working  
3                   group from the previous iteration of the advisory  
4                   committee, and in the previous committee the  
5                   advisory group really focused on issues related  
6                   to deployment. And so one of the recommendations  
7                   that we had in that committee was that the next  
8                   committee should focus on issues related to  
9                   adoption. And so the Committee really took a  
10                  lead in looking at the human aspect of the  
11                  digital divide, and not just the infrastructure  
12                  aspects.

13                  In addition to that, the Digital  
14                  Empowerment and Inclusion Working Group also  
15                  focused on supplier diversity in what we call  
16                  digital empowerment, and that was looking at the  
17                  access for small and diverse businesses, the  
18                  economic opportunities in the tech sector.

19                  And so COVID happened after we had set  
20                  our agenda and were getting to go. So we had to  
21                  shift our focus a little bit, even though our  
22                  work was still relevant, we had to fix our

1 approach a little bit so that we could address  
2 the issue that was right there in front of us.  
3 And so the Digital Empowerment Group that was led  
4 by Susan and S. Jenell examined the plight of  
5 small and diverse communications businesses  
6 during the economically distressing period at the  
7 beginning of the lockdowns, and looked at issues  
8 of inequalities resulting from the pandemic, and  
9 those that preceded the pandemic as well.

10 From the adoption side of things, the  
11 working group examined the efforts of public  
12 libraries, non-profits and private business,  
13 technology companies to advance adoption in  
14 response to the COVID-19 crisis. The goal was  
15 twofold, to gather information on what was  
16 happening in response to COVID, but to also  
17 gather best practices that we could share with  
18 other stakeholders moving forward.

19 So we really worked closely and  
20 examined the role of U.S. and tribal-serving  
21 libraries and community-based organizations  
22 throughout our tenure, and some of our primary



1 insights from that information gathering included  
2 the fact that we needed to clarify the term  
3 adoption, and made sure that the term adoption  
4 really encompasses a broader view beyond just  
5 subscription.

6 And so looking at digital adoption  
7 from the lens of not only subscription but the  
8 availability of affordable devices, digital  
9 relatedness, digital literacy and job skills. We  
10 also looked at libraries and the need to continue  
11 to prioritize digital skills training for  
12 underserved and low income communities.

13 We also looked at the need of digital  
14 adoption resource map to make sure even though  
15 there were all these programs, there seemed to be  
16 a disconnect between the availability of those  
17 programs and the people that need those programs.  
18 We also discussed the need to better coordinate  
19 resources and services between federal, state and  
20 local agencies, and we discussed the need to  
21 assess the emergency response measures that have  
22 been and continue to take place, and look at

1 their impact and consider, consider keeping  
2 those, some of those emergency programs in the  
3 long run based on the fact -- based on whether  
4 they worked or they did not work.

5 But also the need to really look at  
6 some of the changes that we rapidly made, that we  
7 felt maybe two-three years ago we couldn't  
8 achieve, and yet some of them we were able to do  
9 in the short run. And yet I'm sure Nicol can  
10 attest to some of these needs that we've been  
11 fighting for.

12 So we realized that we can do these  
13 things, and so we don't want to return to the way  
14 things were before COVID. We want to make sure  
15 that we keep the programs that worked, and we  
16 changed the ones that still need to be changed.  
17 We also addressed the importance of community and  
18 public/private partnerships. The issue of  
19 digital divide is not one that one federal agency  
20 can solve. It takes a village. It takes all of  
21 us to bridge the digital divide, the private  
22 sector, government, local communities, parents.

1 We all have a role to play in these things.

2 And so in terms of recommendations, we  
3 recommended the consideration or the evolution of  
4 some of the key terms and definitions when it  
5 comes to adoption. For example, digital  
6 adoption, we thought it's just -- it's more than  
7 just subscription to broadband at home. It is  
8 use and participation in digital readiness,  
9 digital literacy, skills training, and it  
10 comprises a range of engagements with digital  
11 technology, content, platforms and services that  
12 are designed to meet the needs of the individual  
13 user.

14 We also recommended that the processes  
15 be simplified and be better -- there be better  
16 coordination between government agencies to  
17 support connectivity and technology constraints  
18 for organizations such as libraries, and to  
19 prioritize digital adoption. We also recommended  
20 that this Committee be part of the process of  
21 reviewing what's worked and what's not worked as  
22 far as best practices and interventions that were

1 triggered by the pandemic.

2 We also recommended revisiting tribal,  
3 the role and challenge of tribal libraries, and  
4 the challenges they face with funding  
5 eligibility, definition and accessing (audio  
6 interference) which are critical to increasing  
7 broadband adoption on tribal lands.

8 And so I will stop there and ask my  
9 esteemed vice chair to talk a little bit about  
10 the other workstream for the Digital Empowerment  
11 and Inclusion Working Group, which was the  
12 additional empowerment/supply diversity stream.

13 VICE CHAIR ALLEN: Thank you Heather.  
14 Thank you very much. Heather has given a great,  
15 wonderful background of where we came from in the  
16 last two years, particularly after 2020s January  
17 when COVID-19 came onto our shores. I'm here to  
18 talk about the digital empowerment through supply  
19 diversity and speaking from the Chamber of  
20 Commerce, the National Asian American Chamber of  
21 Commerce that crosses, as I said earlier, the  
22 barrier and worked with the Hispanic Chamber, the

1 Black Chamber, the LGBTQ Plus, Disability:IN,  
2 veterans and women.

3 I can tell you that since President  
4 Biden signed Executive Order 13985, instructing  
5 all federal agencies to increase its annual spend  
6 on procurement of products and services that the  
7 federal government contracts with the outside  
8 from five percent to 15 percent a year, that was  
9 truly great news for us all.

10 But we have to make sure the  
11 government, hold the government agency  
12 accountable, to live up to the President's  
13 expectation. Because if the government pays  
14 attention and implements what the President wants  
15 them to do, corporation will follow suit.  
16 Corporation will, because they always look to the  
17 cooperation, the government's movements.

18 So I'm here to talk about supply  
19 diversity, which in the government's sector is  
20 called small business program. In the small  
21 government sector, it is the Small Business  
22 Administration's program that implement the 8(a)

1 program for economically and socially  
2 disadvantaged individuals, and minorities are  
3 presumed to be economically disadvantaged.

4 But there are others, women and others  
5 who if they can prove that they have been  
6 discriminated because of their inability to  
7 obtain loan or contracts through the normal  
8 process, they could also apply for that status.

9 And first of all, I'm going to reiterate again.

10 I had a wonderful tenure with S. Jenell Trigg the  
11 last two years as she brought a lot of energy,  
12 ideas and it's her, the women who I call the  
13 Woman of All Seasons that can come through for  
14 us.

15 In supply diversity, we want to make  
16 sure that all communities of color have the  
17 opportunity of a level playing field. So our  
18 goals was to develop ways to ensure these  
19 communities and businesses are not denied the  
20 wide range of educational, economic, health care  
21 and civic participation opportunities enabled by  
22 advanced communication technology.

1           We wanted that to happen because of  
2           our experience in COVID-19. It put into sharp  
3           focus why broadband is important, and that's why  
4           I'm looking forward to the infrastructure bill  
5           being passed, because if it passes we will have a  
6           potential of \$800 billion of broadband budget to  
7           spend, and this -- we hope that FCC and this  
8           Committee to do our level best to bring those  
9           opportunities to the community that we talk about  
10          so often.

11           Last year, we focused on an  
12          examination of the plight of small and diverse  
13          communication businesses during the rise of the  
14          economic distress and inequality resulting from  
15          the pandemic, and the efforts of public  
16          libraries, non-profit organizations and  
17          information which hasn't been talked about. We  
18          also reaffirmed our mission and issued two public  
19          statements by the Advisory Committee, ACDDE, to  
20          address civil rights demonstrations and the  
21          racial divide, and I was grateful that the  
22          Committee was sensitive and sensible enough to

1 also issue a public statement to condemn the  
2 violence against Asian Americans and Pacific  
3 Islanders.

4 You know, that truly brought tears to  
5 my eyes when you all did that. I didn't ask for  
6 it, you volunteered, came together and crafted a  
7 statement that touched our hearts and our souls.  
8 Talk about this, I still feel a bit emotional.  
9 So thank you.

10 And our goal was to bridge the divide  
11 of access to economic opportunities for small,  
12 diverse communication businesses, and as Jenell  
13 very fondly called them DCBs, and the DCBs  
14 include small businesses under the U.S. Small  
15 Business Administration's, a state agency or the  
16 FCC's size standard, women-owned businesses,  
17 minority and ethnic-owned businesses, LGBTQ Plus  
18 owned or veteran owned or disability people  
19 owned.

20 We held two events in our last year,  
21 the Technology Supply Diversity Opportunity  
22 Showcase, and the Technology and Communications



1 Diversity Opportunity Symposium and virtual fair.  
2 We had -- for the Technology Supply Diversity  
3 Opportunity Showcase, we had 170-some registrants  
4 and 131 attended, actual attendance.

5 We held two substantive sessions. The  
6 tag line was #showmethemoney, traditional and  
7 alternative sources of capital and the second  
8 session was well how to pivot in a COVID 10  
9 world, opportunities and reinvention strategies  
10 for diverse communications businesses.

11 In total, we had 407 registrants and  
12 291 participants. For us, it was quite a feather  
13 in our cap, the whole committee, because you all  
14 came together and helped. For the TAC and  
15 Communications Diversity Opportunities Symposium  
16 and virtual fair, we had 230 registrants for the  
17 symposium and 160 attended.

18 Ten panelists came and speak for two  
19 substantive sessions, one, Your Tax Dollars at  
20 Work: Government Programs and Initiatives That  
21 Could Help You; the second, For We Have Promises  
22 to Keep, the private sector programs initiatives

1 that also help our diverse businesses. Our  
2 social media campaign was very, very successful.  
3 It generated, listen 2,746,800 potential impacts.

4 In them, we have 880,000 plus  
5 potential reach, 82 original tweets, 40 total  
6 contributions and 880,000 followers per  
7 contributor. For that accomplishment, I must tip  
8 my hat and curtsy to Heather Gate, our Chair and  
9 Chris Wood from the LGBT Committee. Thank you  
10 very much.

11 All of that could not have been  
12 possible and could not have been broadcast to the  
13 public, and the let the wider public know what we  
14 have done but for the social media campaign, and  
15 the work of the entire committee, pulling people  
16 together and attend this event, during COVID-19.

17 Our virtual fair provided one on one  
18 networking sessions for 80 diverse communications  
19 businesses to meet 14 corporate, government and  
20 non-profit entities who were looking for diverse  
21 communication business suppliers and vendors, and  
22 who had financial support, uh-uh, and

1 opportunities in -- let me -- I missed my -- I'm  
2 going to have to go back.

3 The two events. Go to my hard copy  
4 here to get it. Bear with me.

5 CHAIR GATE: Susan?

6 VICE CHAIR ALLEN: Yes, are you there?

7 CHAIR GATE: Yeah. While you're on  
8 that thought, I know you haven't got to your  
9 recommendation. Do you mind very much if we move  
10 to Nicol and come back to you, because she has to  
11 leave for another -- Nicol's so important, she  
12 has three or four meetings happening at the same  
13 time.

14 VICE CHAIR ALLEN: Okay.

15 CHAIR GATE: So do you want --

16 VICE CHAIR ALLEN: Nicol, go ahead.  
17 I was just about to finish.

18 (Simultaneous speaking.)

19 VICE CHAIR TURNER LEE: Well Susan, if  
20 you have just a couple of minutes, then I  
21 apologize.

22 VICE CHAIR ALLEN: No, just a couple

1 of sentences.

2 VICE CHAIR TURNER LEE: Okay, okay.

3 VICE CHAIR ALLEN: We were talking  
4 about the 14 entities we brought together, met  
5 the 80 diverse businesses who just those 14  
6 entities were looking for supplies in our space,  
7 right, and they also offered training,  
8 educational or consulting program initiatives  
9 for them.

10 They have discounted or special  
11 services and products for them, and they have  
12 mentoring, incubator or apprenticeship program  
13 initiatives for them, and employment  
14 opportunities for them and their employees. So  
15 finally our virtual fair also had the 14  
16 participants and more than 80 PCPs who wanted to  
17 participate.

18 All in all, we had a very successful  
19 years. Thanks to all the Committee members and  
20 the FCC team who helped to make this possible.  
21 It is the feather in our cap, but our  
22 recommendation for this year's council is stay on

1 supply diversity, don't let it go because the  
2 opportunities there under President Biden's  
3 executive order and the Congressional bill that's  
4 going to go through very quickly I hope, and then  
5 we have some money to invest in the community  
6 that we care so much about, that you have all  
7 fought so hard about.

8 I am just the new kid on the block,  
9 okay. You'll have to hold my hand, tell me how  
10 high to jump, not just me, my team in the office  
11 is ready to work with you. Thank you.

12 CHAIR GATE: Thank you. Thank you so  
13 much, Susan. Nicol go. I know you have to go.

14 VICE CHAIR TURNER LEE: Yes. No, and  
15 I apologize. When Heather changed the order, I  
16 kind of got put down towards the tail end of a  
17 previous commitment that was scheduled. So I j  
18 just want to say a couple of things. First and  
19 foremost, I was honored to serve as the  
20 Chairwoman of the Diversity and Tech Working  
21 Group.

22 That working group, I think, did great

1 work under the guise of our working group  
2 chairpeople, which were Rosa Mendoza-Davila, Dr.  
3 Ron Johnson and Dr. Fallon Wilson. Each of those  
4 groups actually submitted recommendations that  
5 were a continuation of the previous subgroup,  
6 which focused on diversity and tech.

7 That previous subgroup worked  
8 specifically on a report where they tapped into  
9 Silicon Valley companies to determine why was it  
10 that we weren't seeing the type of representation  
11 or over-representation in the tech sphere.

12 As you all know, the Federal  
13 Communications Commission does not always have  
14 direct jurisdiction over these entities, but what  
15 was nice about our work last year, as we  
16 continued the fervor of the previous working  
17 group, we were able to come up with what I think  
18 were pragmatic solutions that are all available  
19 within the FCC's public record of the June 24th  
20 meeting.

21 With that being the case, I would like  
22 to just share, as we go into these new

1 constitution of working groups, that this  
2 particular subgroup, the Diversity and Tech  
3 Subgroup, which was chartered by the FCC, really  
4 did delve into workforce development, the tech  
5 entrepreneurship ecosystem, as well as supply and  
6 diversity, and in particular around the areas of  
7 burgeoning industries like IG and what needed to  
8 be done to calibrate the type of representation.

9           So I think the purpose of this  
10 discussion is to really leave all of you, as you  
11 think about the constitution of new working  
12 groups which have unfinished business. So I will  
13 use this, my remaining couple of minutes and then  
14 I know Heather will go into the final  
15 presentation of the broadcast group, just to  
16 highlight I think some of the open items that we  
17 would urge this new constitution of this new  
18 committee to take on.

19           In the area of workforce development,  
20 a couple of things that I would like to  
21 highlight, is that this group really talked about  
22 the facilitation of opportunities and

1 coordination and partnerships that actually help  
2 us to advance young people entering these fields.

3 In a workshop that was publicly put on  
4 by this subgroup, we actually had high school  
5 students that came, that knew nothing about the  
6 range of technology and telecommunications  
7 careers.

8 The recommendations from this group  
9 headed by Rosa, who's actually on this Committee  
10 now, really were about institutionalizing  
11 Commissioner Stark's program that actually  
12 encourages early career staff development of  
13 students of color, forming relationships with  
14 historically black colleges, Hispanic-serving  
15 institutions and predominantly black  
16 institutions, to actually encourage more young  
17 people to pursue careers in these spaces in the  
18 communications sector, but also thinking about  
19 ways to actually institutionalize and bring  
20 together chief diversity offices who are  
21 responsible for the human resources of their  
22 particular companies, whether in tech or telecom.



1           I would urge this Committee to  
2           continue to look at those recommendations,  
3           because what we found is we've got to actually  
4           hit the entire pipeline, and that pipeline means  
5           from the beginning to where people are in terms  
6           of their professional or early or mid-careers,  
7           because there is enough room for everybody to  
8           participate.

9           In the supply diversity can maybe be  
10          led by Dr. Johnson, the key thing is we have  
11          these new industries like 5G that are not only  
12          going to expedite our ability to be more  
13          seamlessly connected, but they are going to  
14          require people to work in those jobs, and they're  
15          going to require minority-owned and woman-owned  
16          businesses to be the suppliers of those  
17          particular industries, those industries that are  
18          now among us that have the potential to actually  
19          advance our communications network ecosystem.

20          Dr. Johnson's group actually came up  
21          with I think some very interesting and almost  
22          controversial findings last year around trying to

1 engage in some volunteer relationships with the  
2 FCC, and with telecom companies to really expose  
3 and understand the type of needs that they have,  
4 both from a supply and diversity side, as well as  
5 the workforce side.

6 They held some series of workshops  
7 around that. A survey was actually put together,  
8 and I think what we found is we were very excited  
9 the Commission under the chairmanship of Ajit  
10 Pai, allowed us to assert I think a statement, a  
11 formal statement that any monies that are taken  
12 from federal, state or local entities really  
13 should have implications for supplier diversity  
14 or workforce development.

15 So it's sort of an intersection with  
16 our own internal subgroup, but also with the work  
17 of Susan and S. Jenell and Rudy Briche on the  
18 digital empowerment side. And then lastly, Dr.  
19 Fallon Wilson, who is of MMTC, who's with MMTC,  
20 led our tech diversity group when it came to  
21 looking at the tech entrepreneurship ecosystem.

22 She coined I think for this group

1 something that I actually still use today, which  
2 is how to do we ensure that tech entrepreneurs  
3 are not subjected to the digital divide as they  
4 were in the pandemic. There were just as many  
5 people disconnected there as there were students  
6 out of school. But also what do we need to do to  
7 ensure that public policy pays attention?

8 So I'm proud to say that some of the  
9 recommendations that they had in addition to a  
10 handbook, a guidebook that came out of that -- a  
11 resource guide that came out of that group on  
12 some additional resources that we need to put  
13 towards entrepreneurs that are of color, come  
14 from tribal communities, are LGBTQ background or  
15 from the disabilities community, really who need  
16 the funding and the support and obviously the  
17 public policy recognition that there work  
18 matters.

19 So some of the recommendations that  
20 came out of that also available in the PowerPoint  
21 of June 24th of the last meeting, were the  
22 convening of an inter-agency working group, as

1 well as some partnership with the Small Business  
2 Administration to help in the public policy  
3 efforts.

4 I share these points rapidly because  
5 I know we're also nearing the end of the meeting,  
6 but I share that to say to all of you who have  
7 taken on the leadership of the new subgroups, as  
8 well as all of you who are participating in this  
9 Committee, there was some unfinished business  
10 that we actually left behind.

11 I think it's good that we build upon  
12 that unfinished business that came during the  
13 midst of a pandemic, but we also figure out ways  
14 that we can expand upon some of the tech learning  
15 that many of the subgroups had. It also gives  
16 you an indication that this group does entail  
17 some work.

18 So in addition to the workshops and  
19 the white papers and the recommendations that you  
20 heard from all three of us so far, it means that  
21 people are listening and the impact that we have  
22 are both pragmatic as well as future-proofing our

1 ability to participate increasing in this  
2 ecosystem. So Madam Chairman, I will leave the  
3 group with that, and again direct them to the  
4 PowerPoint, and I apologize for my having to  
5 leave just a little bit early, but I am very  
6 grateful for the ability to serve.

7 CHAIR GATE: Thank you. Thank you,  
8 thank you so much Nicol. So I wanted to go ahead  
9 and move on to the Access to Capital Working  
10 Group before I open the floor for discussion with  
11 the full group, and like I said earlier, I  
12 encourage members of those working groups to  
13 speak up and provide more context or information.

14 Unfortunately Caroline Beasley  
15 couldn't be with us because of some travel  
16 airline changes, so she is in the air right now.  
17 So she sent me her notes, so I hope I do justice  
18 to her in telling you what she sent me.

19 So she said the Access to Capital  
20 Working Group was, their goal was to develop  
21 recommendations on how to improve access to  
22 capital for minorities, and also how to operate

1 once you have capital and own a property, and  
2 finally they also focused on government  
3 legislation that could improve opportunities for  
4 minorities as far as in media ownership.

5 And so they divided their workstream  
6 into three subgroups. The Lender Finance  
7 Subgroup disseminated materials that they had  
8 generated from a symposium that they hosted,  
9 outlining access, capital access. So for this  
10 working group, for this committee, they would  
11 like this new committee, at least their  
12 recommendation to the FCC was that this new  
13 committee continue to engage with lawmakers to  
14 help diverse broadcasters stay abreast of  
15 evolving challenges around financing.

16 So and they also recommended diverse  
17 ownership via an incubator program, to encourage  
18 other broadcasters to do business with diverse  
19 media groups. They, the last thing that the  
20 subgroup recommended was that the FCC seek  
21 policies and programs to encourage more lenders  
22 to loan to small and diverse broadcasters.

1                   The second working group was the  
2 Broadcast Subgroup, and they recommended that  
3 should the committee be rechartered, they should  
4 update the advertising best practices guide that  
5 that subgroup created, and make sure that it is  
6 publicly available. They said also the FCC  
7 should consider ongoing dialogue with Nielsen, to  
8 better understand the changing technology and  
9 methodology that may hinder, help or hinder  
10 minority broadcast ownership.

11                   The FCC should work with Nielsen to  
12 continue to update the toolkit that the working  
13 group had begun. They said the FCC should  
14 consider a formal study of the current state of  
15 minority Broadcasters to give insight on how to  
16 better address barriers to entry issues.

17                   Then the last subgroup was the  
18 Political Subgroup, and they recommended that  
19 continued support of the Butterfield bill,  
20 H.R.3957, that is currently in Congress or to  
21 substitute it. They recommend amendments to  
22 direct the FCC to determine a safe harbor percent

1 of debt equity and voting power for diverse  
2 control of stations, to make them eligible for  
3 reestablishing, the reestablished tax  
4 certificate.

5 Then the last recommendation from the  
6 Political Subgroup was that the -- was for the  
7 support of donor eligibility for tax certificate  
8 for donations to a station, to a non-profit  
9 training school to train members of diverse  
10 communities on broadcast ownership. So I'm  
11 hoping more members of that Access to Capital  
12 Group can put their hands up and provide more  
13 input, since we couldn't have the benefit of  
14 Caroline.

15 And now I welcome everybody to turn on  
16 the camera and let me know by raising your hand  
17 if you'd like to provide comments. I see David's.

18 MEMBER HONIG: Okay, thanks. Can I  
19 speak for just a minute?

20 CHAIR GATE: David, the floor is all  
21 yours.

22 MEMBER HONIG: I wanted to especially



1 commend you for pointing out at the beginning of  
2 these presentations the urgency of ensuring that  
3 when a recommendation is made and voted on and  
4 one, that it doesn't just get forgotten in the  
5 transition even just by forgetfulness, not for  
6 bad faith. Just a new commission or a new staff  
7 comes in, and these recommendations wind up on  
8 the website, nothing happens.

9 Two quick examples. Supplier  
10 diversity recommendations were made unanimously  
11 on the 2008 diversity committee, and they're  
12 still sitting there 7 dockets later, even though  
13 best practices were put into a book that the 2004  
14 committee got funded to publish and published it.  
15 Those best practice recommendations were  
16 subsequently ignored, and it's been what, you  
17 know, 20-something years.

18 So the first thing that I think  
19 anybody that's created, it was just new and  
20 although it is a continuation it is new, ought to  
21 do is be sure that someone in the Chairman's  
22 office will look at this vast array of adopted

1 recommendations that are on the website under  
2 adopted recommendations, reports and resource  
3 guides from the (audio interference) of 2017.

4 There are over 40 that have been  
5 ignored in this way, and just bring everyone up  
6 to speed on which ones have the potential for  
7 fulfilling the mission of the new body and should  
8 be looked at again or are ready to be voted on by  
9 the Commission or ready for an MPRM or even an  
10 NLI. Otherwise, everyone who is always  
11 volunteers will have volunteered in vain.

12 CHAIR GATE: Thank you. Thank you  
13 David for those insights. Your camera was  
14 frozen, so I didn't know if you were still going.  
15 But thank you for that reminder, that we do have  
16 to look in and not miss on very good ideas and  
17 insights and hard work of other committees that  
18 are -- and really now is the time to bring them  
19 up front and make sure that we address them when  
20 we have the opportunity.

21 So I want to move on to Chris. I see  
22 your hand's up.

1                   MEMBER WOOD: Thank you so much, and  
2 I do agree. I'm excited to dig into this. I  
3 want to ask a point of clarification based on the  
4 working group definition. Bullet 3 for the  
5 Diversity and Equity Committee actually talks  
6 about proposing solutions and approaches of how  
7 the FCC can affirmatively advance equality, civil  
8 rights, racial justice and equal opportunity in  
9 the telecommunications industry.

10                   But in every other bullet, it talks  
11 about media communications and technology sector.  
12 So for a point of clarification, I just wanted to  
13 make sure that we can also propose solutions and  
14 approaches of how the FCC can affirmatively  
15 advance equality in civil rights, you know,  
16 racial justice, equality and opportunity across  
17 the other points that are outlined within our  
18 working group definition.

19                   CHAIR GATE: I don't see any issue  
20 with that. Jamila, I would defer to you on that.

21                   MS. JOHNSON: No, I don't see an issue  
22 with that either. I think it wasn't meant to be

1 exclusive in the wording, because as Chairwoman  
2 Rosenworcel says, at every turn we're enlarging  
3 our territory. So yes, I think that's  
4 appropriate and then as you all attempt to get  
5 more granular in your working group meetings, you  
6 all can make some decisions about which direction  
7 you want to go in. Thanks Chris.

8 MEMBER WOOD: Thank you so much for  
9 that clarification.

10 CHAIR GATE: Okay. Any more comments,  
11 questions, statements of outrage?

12 MEMBER ROBERTS: Yeah. Steve Roberts,  
13 how are you guys?

14 CHAIR GATE: Hi Steve.

15 MEMBER ROBERTS: Yeah, hi. I'm going  
16 to try not to do a spoiler, but NABOB and BIA and  
17 a number of black broadcasters and my  
18 information-based broadcasters are working on a  
19 significant report that will discuss the  
20 inequalities for particularly minority-owned  
21 broadcasters in the United States.

22 And somewhere in the future, Madam

1 Chair, we almost need to devote a session on  
2 that, because no one has ever done an extensive  
3 report like this one.

4 And so the preliminary numbers that I  
5 see, because I'm a part of the team writing it,  
6 is pretty frightening, and it's something that  
7 this board needs to be aware of, because probably  
8 the majority of folks don't understand how bad it  
9 is out here for, particularly black-owned  
10 broadcasters today in 2021.

11 So as we -- as this develops, I would  
12 hope Jamila that we can create an opportunity to  
13 discuss this with the Committee or do a workshop  
14 on it. We can go either way with it.

15 CHAIR GATE: Absolutely, and those are  
16 the type of activities that we want to be doing,  
17 to make sure that we're really gathering data and  
18 understanding the issues using studies that are  
19 really relevant to today. And so I urge the  
20 working group chairs as they develop their  
21 agenda, to make sure that you are really creating  
22 a platform for these conversations.

1                   We also want to use the full  
2                   Committee's platform to bring forth speakers and  
3                   presenters that can really give us a picture of  
4                   where things are, because I think things are  
5                   moving so fast right now, and I don't -- we  
6                   should not -- we should not make assumptions and  
7                   we should be, we should be on top of what's  
8                   happening and what's being said and what's being  
9                   released right now.

10                   So I think thank you for letting us  
11                   know, and because one of the biggest challenges  
12                   we've always had in digital equity particularly  
13                   sometimes is that the data and the discussions  
14                   that we're looking at are two years ago, and in  
15                   the world of technology two years is a long time.  
16                   The kids, connectivity for kids in January and  
17                   December of 2020 was completely different, and  
18                   it's already moved again, you know, when schools  
19                   opened. It's a whole different situation.

20                   So one of the things that I talked  
21                   about with Jamila was not -- my preference is  
22                   that we don't wait till the very end to make our

1 recommendations, that we target, you know, being  
2 part of the conversation and part of the solution  
3 as things are happening right now, because  
4 waiting until 2023 to drop all our  
5 recommendations, we may miss a window that is  
6 open right now.

7 So I'm very excited to meet you at the  
8 working group chair so we can create frameworks,  
9 and get everybody to work. And I believe, Jamila  
10 did you leave? We're all hoping that the working  
11 groups can have at least one meeting before the  
12 end of the year.

13 (Laughter.)

14 MS. JOHNSON: Yes, exactly.  
15 Absolutely. No, I was going to make that point  
16 as we were wrapping up. But as you all probably  
17 saw in the charter when we emailed it out to you,  
18 Chairwoman Rosenworcel has asked this group to  
19 meet at least three times a year publicly, kind  
20 of in the way we're meeting right now.

21 So that means the work will go apace,  
22 and so that means we probably need to have each

1 of the three working groups meet before the end  
2 of the year, and we will certainly turn around  
3 your balance as quickly as possible. So if we  
4 don't get them back pretty quickly, you know,  
5 Rashann is probably going to ping you and ask you  
6 for it.

7 So yeah, we wholly support Heather's  
8 thinking that recommendations should be made on  
9 an ongoing basis, and we're happy to support that  
10 work.

11 CHAIR GATE: Okay, thank you Jamila.  
12 I think one more thing that I would like to point  
13 out from a procedural housekeeping perspective is  
14 that I feel our first meeting in 2022 should be  
15 an opportunity for the working groups to at least  
16 present a framework of their workstreams and what  
17 they're going to do.

18 So one thing that we're going to do is  
19 sort of get with the working group chairs and  
20 give them a framework to populate with ideas and  
21 things that we want to achieve.

22 I think with a group like ours, we



1 want to be very deliberate and this is -- I'm a  
2 project manager by trade, so I'm a task master.  
3 So just having those frameworks which are the  
4 living, breathing documents, meaning we can  
5 change them. But as long as we have them in  
6 front of us, it's going to be a guiding light for  
7 us for the next couple of years.

8 So I think that will be really,  
9 really, really a great opportunity. Susan, go  
10 ahead.

11 VICE CHAIR ALLEN: Yes. Time goes so  
12 fast, and we have a limited number of public, of  
13 together meeting. We had talked about this a  
14 couple of weeks ago, that perhaps we, you, Nicol  
15 and I and of course Jamila, will meet with the  
16 working group chairs, have a small meeting and  
17 figure out, find out what is in their mind and  
18 their members' mind, and even if the polling  
19 comes, the questionnaire comes back later.

20 But with the chairs hearing from us  
21 again as to what we think is important based upon  
22 our experience, so that when they meet with their

1 members, they have some idea of what is urgent  
2 for us based upon the --.

3 But of course there are a lot of  
4 veteran members here who's been -- who predate  
5 many of us and have the experience of getting all  
6 the work done, recommendation, nothing. There's  
7 no movement, it sit on shelf like a lot of the  
8 research papers sit on a university shelf, right?  
9 If we could do that, then we can start 2022  
10 really ready to run.

11 CHAIR GATE: Yes.

12 VICE CHAIR ALLEN: If we do something  
13 like that.

14 CHAIR GATE: Yes, definitely. We  
15 fully intend to engage with the working group  
16 chairs prior to the full working group first  
17 meeting.

18 VICE CHAIR ALLEN: In the meantime,  
19 the working group chairs could also, to the best  
20 they could as they know who their members are,  
21 begin to talk to them, because this beginning  
22 part will pave the foundation of our knowledge

1 base of who the members are, what their interests  
2 are, what they'd like to see, and then we can  
3 also see whether they could really help us to  
4 continue the work that we've done the last two  
5 years, not just the last two, for all of these  
6 years in the past and with some good results.

7 CHAIR GATE: Okay. Thank you. Thank  
8 you to all the members. Jamila, I'm happy to  
9 move to the Public Comment section of our agenda.  
10 Do we have any comments or questions?

11 MS. JOHNSON: That's fine. I don't  
12 think we have any questions.

13 CHAIR GATE: Uh-huh.

14 MS. JOHNSON: Or comments. Hold on one  
15 second. Let me double-check my email. Thank you.

16 CHAIR GATE: Okay.

17 (Pause.)

18 MS. JOHNSON: Okay, no. That was a  
19 personal question for me. So I will answer that  
20 offline. Thank you. No, we have no public  
21 comments or questions Heather.

22 CHAIR GATE: Okay. So before we adjourn

1 the meeting, any matters, any other matters we  
2 need to address? One more time Jamila?

3 MS. JOHNSON: Thank you so much,  
4 Heather. Thank you all so much. Well, I've  
5 enjoyed the meeting. I really hope you all have.  
6 I've enjoyed hearing the introductions again of  
7 people I know well and regard highly, and I've  
8 certainly enjoyed getting to know those of you  
9 who are new to the Council, and just truly  
10 thankful that you were nominated by your  
11 organization and you all sound very, very ready  
12 to engage in this process, so I'm excited.

13 So I wanted to thank a number of  
14 people because you really cannot do a meeting  
15 like this without many, many hands. And so I  
16 wanted to thank the FCC Media Bureau Chief,  
17 Michelle Carey, wanted to thank Media Bureau  
18 Deputy Chief Hillary DeNigro, Media Bureau  
19 Industry and Analysis Division Chief Brenda  
20 Holland.

21 The Commission meeting room team of  
22 Jeff Riordan, Steve Balderson and Greg Huff,

1 thank you all so much. The FCC Office of General  
2 Counsel, Sharon Kelley, Richard Williams and  
3 Paula Silberthau. Office of the Managing  
4 Director, Deborah Klein and Darice Gamble, who  
5 you all heard from today.

6 Media Bureau staff Brenda Lewis and  
7 Christina Gavin, and of course again we want to  
8 thank Chairwoman Rosenworcel, Commissioner Starks  
9 and Commissioner Simington for their engagement  
10 with this Council. And just as a final reminder,  
11 Rashann is going to send those ballots out. We  
12 just ask you to make your selection as quickly as  
13 your schedule will allow.

14 We're going to put the list together.  
15 We're going to let you know which committee  
16 you're on, we're going to let the working group  
17 chair know who's on his or her committee, and  
18 then we're looking again, as Heather mentioned,  
19 for everyone to set a meeting date before  
20 December 31st, so that we can have a conversation  
21 and get started on this.

22 So again, my sincere thanks to

1 everyone for attending today, for listening, for  
2 sharing your remarks and to indicating for all  
3 the public to see your dedication and commitment  
4 to diversity, equity and inclusion. So thank you  
5 Heather, and thank you Nicol and thank you Susan.  
6 Heather, back to you.

7 CHAIR GATE: Thank you. Thank you  
8 Jamila, and our co-DFOs. Thank you so much to  
9 Esther Millisted (phonetic), to all the FCC staff  
10 that worked really hard to put this together.  
11 And again, thank you to Chairwoman Rosenworcel  
12 for bringing us together so we can continue this  
13 important work, and thank you all for accepting  
14 this challenge and being here. This is in  
15 addition to your regular job, so that's not lost  
16 on us.

17 And so I apologize in advance before  
18 we get you to work. So thank you again for  
19 bringing your expertise and I look forward to a  
20 good two years. May we, may we succeed in  
21 bridging the digital divide and bringing business  
22 owners opportunities, and making this world just

1 a little bit better for those that have found  
2 themselves on the tougher side of life.

3 And on that note, I just want to make  
4 sure my co-chair, Susan, doesn't have any closing  
5 comments and we can adjourn.

6 VICE CHAIR ALLEN: Well Heather, thank  
7 you very much. Welcome to all of you, and I  
8 can't wait to meet you all in your committee  
9 chair seats and the committee members' slots.  
10 There's a lot to learn, a lot to do and a lot to  
11 offer because the money's there.

12 We just have to follow the money and  
13 take it into our community of underserved, under-  
14 represented and build America with a future of  
15 youngster who can actually make us the most,  
16 again competitive economy in the world. We need  
17 them.

18 CHAIR GATE: Thank you. With that,  
19 I officially adjourn the first meeting of the  
20 CEDC. I hope you all have a good day.

21 (Whereupon, the above-entitled matter  
22 went off the record at 1:42 p.m.)

A			
<b>a.m</b> 1:11 4:2 104:11	99:18	<b>adversely</b> 28:20	<b>Airband</b> 88:8
<b>Aama</b> 2:9 48:6	<b>acknowledging</b> 84:1	<b>advertising</b> 61:20 167:4	<b>airline</b> 165:16
<b>ability</b> 161:12 165:1,6	<b>acquaint</b> 20:17 129:18	<b>advice</b> 6:1 69:10	<b>Ajit</b> 162:9
<b>able</b> 14:19 26:9,14 27:3	<b>Act</b> 3:13 68:8 110:16	<b>advise</b> 122:14	<b>ALA</b> 142:14
27:8 29:10 30:11	116:9 117:8,17	<b>advised</b> 68:11	<b>algorithmic</b> 65:22
69:12 81:12 92:13	<b>ACT/The</b> 2:12 98:11	<b>advisor</b> 67:14 80:20	<b>algorithms</b> 132:18
98:17 99:17 101:6	<b>acting</b> 83:20	105:5	<b>alive</b> 66:17
117:3 122:21 124:22	<b>action</b> 24:8 56:17	<b>advisors</b> 105:3	<b>Allen</b> 1:17 4:17 8:17
125:2 137:8 146:8	<b>activist</b> 33:6	<b>advisory</b> 3:12 11:19	15:8 17:10 22:10 25:5
158:17	<b>activities</b> 173:16	17:11 25:22 29:19	31:20 37:15,17 50:9
<b>above-entitled</b> 104:10	<b>actual</b> 107:17 153:4	38:9 57:12 66:19 92:3	63:21 81:17 84:11,17
183:21	<b>Adams-Morgan</b> 55:12	97:10 105:16 106:15	85:18,22 88:6 93:12
<b>abreast</b> 166:14	<b>add</b> 39:18 84:17	106:17,19 110:16	100:4 101:21 103:22
<b>absolute</b> 71:14 72:4	<b>addition</b> 8:18 16:2	115:3 117:16 118:3	104:6 141:12 148:13
<b>Absolutely</b> 53:14	114:3 127:13 143:13	120:7 121:19 130:2,3	155:6,14,16,22 156:3
139:13 173:15 175:15	163:9 164:18 182:15	130:21 143:3,5	177:11 178:12,18
<b>accelerate</b> 6:2 13:16	<b>additional</b> 67:12 70:2	151:19	183:6
14:5 132:7 133:6	148:12 163:12	<b>advocacy</b> 62:13 91:5	<b>Alliance</b> 91:4
<b>accept</b> 88:17 127:15	<b>address</b> 8:3 11:1 14:16	<b>advocate</b> 22:19 25:13	<b>allow</b> 83:16,16 181:13
<b>accepted</b> 22:21 32:4	36:17 80:6 130:6	87:13 91:11	<b>allowed</b> 162:10
111:22	135:6 144:1 151:20	<b>advocates</b> 64:11	<b>allowing</b> 37:11 73:21
<b>accepting</b> 24:14,21	167:16 170:19 180:2	<b>Affairs</b> 19:21 74:7	90:7
136:21 182:13	<b>addressed</b> 146:17	<b>affirmatively</b> 135:2	<b>ALLvanza</b> 2:8 78:6,7
<b>access</b> 9:6 13:9 14:17	<b>addressing</b> 134:1	171:7,14	<b>ally</b> 33:17
16:3 17:17 18:8,22	<b>Adelstein</b> 69:19	<b>afford</b> 11:2	<b>alongside</b> 17:2 37:6
21:15 27:10 28:5,17	<b>adhering</b> 131:4	<b>Affordability</b> 137:11	59:17 60:15 68:11
28:17 30:11 64:16,18	<b>adjourn</b> 101:14 179:22	<b>affordable</b> 97:11 145:8	84:11 88:12 93:2 95:6
65:22 87:14 88:14	183:5,19	<b>afforded</b> 30:1	<b>alternative</b> 122:14
92:15,20 124:12	<b>Adjournment</b> 3:18	<b>African-American</b>	153:7
128:3 131:11 132:14	<b>adjunct</b> 75:22	72:16 97:13	<b>alum</b> 75:11 89:21
132:20 133:7,12,18	<b>Administration</b> 105:18	<b>afternoon</b> 128:8	<b>amazing</b> 88:21
134:3 136:12 141:7	106:12 164:2	<b>age</b> 66:11	<b>amendments</b> 167:21
143:17 152:11 165:9	<b>Administration's</b> 38:19	<b>agencies</b> 106:12 142:6	<b>America</b> 1:1 41:7,10
165:19,21 166:9,9	149:22 152:15	145:20 147:16 149:5	96:9 183:14
168:11	<b>admire</b> 44:6	<b>agency</b> 7:1 8:10 9:19	<b>America's</b> 1:21 40:3
<b>accessibility</b> 7:4 68:6	<b>ado</b> 5:2 22:22	61:20 112:6 113:4	58:18 89:17
<b>accessing</b> 148:5	<b>adopted</b> 141:19 169:22	146:19 149:11 152:15	<b>American</b> 15:9 17:16
<b>accessioned</b> 110:6	170:2	<b>agenda</b> 16:5 19:10 51:2	27:21 29:13 39:16
<b>accommodation</b> 53:16	<b>adoption</b> 15:2 22:20	103:21 118:21 121:11	40:8,11 79:17 148:20
<b>accomplish</b> 26:9 57:17	28:13 65:22 88:14	136:9 142:18 143:20	<b>Americans</b> 16:8 17:19
78:4	99:2 133:19 143:9	173:21 179:9	68:7 152:2
<b>accomplished</b> 61:20	144:10,13 145:3,3,6	<b>agendas</b> 113:16,20	<b>amount</b> 82:16
88:21	145:14 147:5,6,19	114:21 118:18	<b>ample</b> 115:14
<b>accomplishing</b> 127:7	148:7	<b>aging</b> 33:20	<b>Analysis</b> 180:19
<b>accomplishment</b> 154:7	<b>adopts</b> 96:11	<b>ago</b> 5:21 8:21 31:14	<b>and/or</b> 13:18
<b>account</b> 98:6	<b>adore</b> 89:12	53:20 58:15 68:7	<b>Angela</b> 76:9
<b>accountability</b> 65:21	<b>adults</b> 90:22	86:15 95:17 137:10	<b>Anna</b> 2:2 4:19 8:18 26:5
111:2	<b>advance</b> 16:7 17:14	146:7 174:14 177:14	26:5,6 31:22 45:21
<b>accountable</b> 149:12	61:10 75:5 91:6 111:6	<b>agree</b> 81:21 171:2	63:8 65:6 69:9 93:1
<b>accurate</b> 108:13	111:8,8,20 112:12	<b>agreed</b> 4:14 19:15	<b>Anna's</b> 71:11
<b>ACDDE</b> 3:16 15:3,11	135:3 144:13 160:2	<b>Agriculture</b> 142:7	<b>announced</b> 136:8
16:15 26:5 130:4	161:19 171:7,15	<b>Ah</b> 97:22	<b>announcement</b> 81:22
151:19	182:17	<b>Aha</b> 122:7	<b>annual</b> 149:5
<b>achieve</b> 68:3 146:8	<b>advanced</b> 150:22	<b>ahead</b> 43:18,22 51:17	<b>answer</b> 3:14 10:13
176:21	<b>advancement</b> 27:2	51:21 74:1 104:18	113:11 179:19
<b>achievements</b> 24:6	134:12,18	110:10 139:8 155:16	<b>answered</b> 119:9
<b>acknowledge</b> 77:4	<b>advancing</b> 13:8 22:12	165:8 177:10	<b>Antonio</b> 2:15 49:16,22
	74:20 98:22	<b>air</b> 165:16	91:16 93:10



**anybody** 169:19  
**anymore** 59:6  
**anyway** 80:2 98:7  
**apace** 175:21  
**apologize** 98:5 136:15  
 155:21 157:15 165:4  
 182:17  
**App** 2:12 98:11  
**Appalachian** 18:11,12  
 18:15,17  
**apparently** 64:1  
**applies** 107:18  
**apply** 150:8  
**appoint** 122:21  
**appointed** 37:20 95:10  
 101:15 122:9,18  
**appointee** 70:7  
**appointing** 23:12 64:6  
 96:15  
**appointment** 31:13  
 81:15 82:5 88:19  
**appreciate** 20:14 25:12  
 53:16 57:9 66:6 98:21  
**appreciated** 83:22  
 103:11  
**appreciation** 20:10  
 23:11 88:18  
**appreciative** 101:7  
 136:18  
**apprenticeship** 156:12  
**approach** 144:1  
**approaches** 132:3  
 135:2 171:6,14  
**appropriate** 12:2  
 116:19 123:3 172:4  
**appropriated** 28:12  
**appropriately** 110:6  
**approval** 112:5 115:6  
 117:9  
**approved** 117:11  
**approving** 113:20  
**archived** 130:20  
**Archives** 106:11 107:6  
 109:8,21  
**area** 70:14 72:17  
 159:19  
**areas** 29:5 36:3 73:14  
 87:2 99:1 119:4 159:6  
**arenas** 12:12  
**arm** 18:1,1  
**arrangements** 122:15  
 123:4  
**array** 169:22  
**article** 92:16  
**articulated** 35:14  
**arts** 94:20  
**ashamed** 88:12  
**Asian** 27:21 40:8,11

148:20 152:2  
**asked** 66:22 69:22 70:6  
 85:12 124:11 127:17  
 175:18  
**aspect** 82:10 143:10  
**aspects** 22:13 73:17  
 143:12  
**assert** 162:10  
**asserted** 28:4  
**assess** 145:21  
**assets** 34:22 35:1  
**assign** 128:18  
**assigned** 128:1  
**assignment** 118:21,22  
 127:19 128:6  
**assignments** 127:11  
 129:1  
**assisting** 28:1  
**associate** 75:21  
**associated** 122:12  
**association** 2:3,7,10,12  
 2:13,15 64:9 69:18  
 80:12 89:16 98:11,12  
 142:14  
**assume** 74:4  
**assumptions** 174:6  
**assure** 29:9  
**attempt** 172:4  
**attend** 118:6,16 127:3  
 154:16  
**attendance** 82:4 126:21  
 127:14 153:4  
**attended** 153:4,17  
**attending** 113:20 182:1  
**attention** 29:22 63:3  
 105:2 141:1 149:14  
 163:7  
**attest** 146:10  
**attorney** 76:3 105:5  
**AU** 1:17  
**audio** 41:19 66:13,15  
 66:16 78:13,15,18,22  
 79:17 80:1 97:20  
 102:15 124:4,5 125:6  
 132:10 140:8 148:5  
 170:3  
**audio-video** 14:8  
**audiovisual** 107:20  
**aunt** 90:14,15  
**authority** 70:8 107:9  
**AV** 9:20 108:5  
**availability** 18:8 137:10  
 145:8,16  
**available** 85:14 112:21  
 124:11 127:4 158:18  
 163:20 167:6  
**average** 18:16  
**avoiding** 123:14

**Award** 82:15  
**award-winning** 25:13  
**aware** 108:5 113:10  
 119:15 173:7  
**awesome** 47:3 76:22  
 85:17 140:11  
**awful** 83:9

---

**B**


---

**B** 55:22 56:1  
**babies** 25:7  
**back** 26:7 37:8 41:20  
 42:11 44:18 45:14,17  
 46:22 48:6,8,17 50:15  
 50:15 55:18,19 57:16  
 58:1 61:18 62:5 68:18  
 70:11,16 71:13,18  
 84:2 86:7 87:8 98:20  
 100:7 101:15,16  
 102:5,16 103:4,5,7,11  
 103:15 104:13 129:7  
 130:14 131:22 135:22  
 139:16 155:2,10  
 176:4 177:19 182:6  
**background** 60:11  
 100:15 148:15 163:14  
**backups** 111:9  
**bad** 169:6 173:8  
**balance** 128:19 176:3  
**balanced** 110:22 111:1  
**Balderson** 2:20 180:22  
**ballot** 128:12,13  
**ballots** 128:21 129:3,5  
 181:11  
**Banks** 1:18 42:1,2,4  
 51:22 52:2,3 53:7  
 97:3,8 125:17  
**Bar** 2:2 64:8  
**barrier** 148:22  
**barriers** 13:19 27:2  
 29:2 131:15 133:17  
 134:2,14 139:6  
 167:16  
**base** 123:18 179:1  
**based** 56:6,7 137:17  
 146:3,3 171:3 177:21  
 178:2  
**basic** 11:14  
**basically** 106:20 107:15  
 108:9 109:4 122:8  
 125:7  
**basis** 13:11 18:10  
 120:17 176:9  
**Bauer** 1:18 43:1,2 55:8  
 55:9,10  
**bear** 12:18 47:22 155:4  
**Beasley** 43:8 141:8  
 165:14

**beginning** 12:13 22:17  
 27:13 76:6 77:6  
 102:11 138:21 144:7  
 161:5 169:1 178:21  
**begun** 167:13  
**behalf** 4:21 23:9 82:8  
 115:5 120:12,18  
 123:16  
**beige** 31:20  
**belief** 28:4  
**believe** 43:8,9 57:5  
 67:14 99:12,17  
 101:13 103:17 110:14  
 175:9  
**beloved** 93:19  
**benefit** 9:1 96:3 168:13  
**benefits** 94:14 95:4  
 96:3  
**Bess** 2:18 9:13 19:13  
 20:5 24:14 31:10  
 50:15 64:1 72:4 79:3  
 102:2  
**best** 61:21 71:9,14 72:5  
 87:22 128:16 129:11  
 135:8 137:15 142:11  
 144:17 147:22 151:8  
 167:4 169:13,15  
 178:19  
**better** 31:17 39:22  
 44:10,19 47:3 59:16  
 78:20,20,21 97:12  
 127:18 145:18 147:15  
 147:15 167:8,16  
 183:1  
**beyond** 10:9 11:22  
 145:4  
**BIA** 172:16  
**Biden** 149:4  
**Biden's** 157:2  
**big** 8:15 10:19 92:16  
 99:3 114:7 140:20,21  
 141:3  
**bigger** 6:17  
**biggest** 174:11  
**bill** 151:4 157:3 167:19  
**billion** 151:6  
**bit** 18:7 44:11 47:1 57:3  
 79:21 106:9 131:4  
 143:21 144:1 148:9  
 152:8 165:5 183:1  
**black** 2:14,14,15 35:20  
 40:14 65:13,20 79:15  
 90:1 91:8,9,13 137:11  
 149:1 160:14,15  
 172:17  
**black-owned** 173:9  
**block** 157:8  
**blood** 72:19

**blurred** 124:8  
**board** 10:12 12:6 68:12  
 70:1 75:7 86:10 91:3  
 97:9,10 99:7 173:7  
**body** 67:1 88:20 170:7  
**bonded** 90:10  
**bonds** 10:5  
**book** 169:13  
**books** 24:4  
**born** 39:12 67:7  
**boss** 81:9  
**boundless** 4:20  
**Bowen** 2:10  
**brand** 74:10  
**Branson** 1:19 43:10,11  
 43:13 59:3,4,7 75:11  
**bread** 140:17  
**break** 29:1 50:17 53:12  
 97:19,21 98:9 101:12  
 101:14 126:7  
**breaking** 27:1  
**breathing** 177:4  
**Brenda** 180:19 181:6  
**Brian** 2:12 49:5,5,6  
 97:20 98:2,10  
**bridge** 140:13 146:21  
 152:10  
**bridging** 182:21  
**brief** 22:2 59:8 77:3  
 97:21 125:19  
**briefly** 131:2  
**bring** 40:11,20 58:19  
 60:12 62:18 95:21  
 96:5,6,11 151:8  
 160:19 170:5,18  
 174:2  
**bringing** 12:16 24:13  
 52:16 63:3 139:1  
 182:12,19,21  
**Brioche** 141:12 162:17  
**broad** 14:15 16:5  
 131:18 141:3  
**broadband** 13:15,17,21  
 15:1 18:15,19 28:12  
 28:16,18 56:13 65:21  
 78:17 80:6 83:3 88:14  
 92:15 99:1 133:7,18  
 137:11 147:7 148:7  
 151:3,6  
**broadcast** 6:7 14:12  
 73:15 87:17 154:12  
 159:15 167:2,10  
 168:10  
**broadcasters** 2:13,16  
 27:11 72:16,18 73:4,9  
 89:16,18,19 166:14  
 166:18,22 167:15  
 172:17,18,21 173:10

**Broadcasting** 86:7 87:5  
**broadened** 39:4  
**broadening** 17:13  
**broader** 6:18 12:1  
 14:11 23:17 26:3  
 145:4  
**Broderick** 2:6 46:17,18  
 47:5,8 53:10,15 54:17  
 54:18,18,20,22 55:2,4  
 55:5,7  
**broken** 8:8 24:4  
**Brookings** 15:8 33:2,13  
**Brooks** 1:20 9:5 24:20  
 44:19 59:11 99:17  
 100:1,5 124:3 125:15  
 136:10,14  
**brother** 101:4  
**brought** 6:20 150:11  
 152:4 156:4  
**brown** 35:21  
**browser** 98:5  
**bubbling** 56:16  
**budget** 151:6  
**build** 16:14,16 60:4  
 164:11 183:14  
**building** 29:7  
**builds** 63:5,5  
**built** 16:15 87:2  
**bullet** 171:4,10  
**bump** 113:11  
**bunch** 116:16  
**Bureau** 4:6,22 9:20  
 19:20,22 20:13 21:14  
 24:12 116:22 120:4  
 123:16 180:16,17,18  
 181:6  
**burgeoning** 159:7  
**Burling** 53:21  
**business** 38:19 61:5  
 68:2 72:20 96:2 107:4  
 108:16 114:1 144:12  
 149:20,21 152:15  
 154:21 159:12 164:1  
 164:9,12 166:18  
 182:21  
**businesses** 6:3 14:5  
 16:1 25:14 33:21  
 38:16 87:12 98:13  
 132:8,15 135:6  
 138:14 143:17 144:5  
 150:19 151:13 152:12  
 152:14,16,17 153:10  
 154:1,19 156:5  
 161:16  
**busy** 62:4  
**Butterfield** 167:19  
**buttonhole** 119:18

---

**C**


---

**C** 2:11  
**cable** 74:9  
**calibrate** 159:8  
**call** 3:7,10 23:4 24:8  
 31:20 41:17,22 42:15  
 43:9,10 44:18 49:9  
 51:5,17 52:12 64:10  
 82:3 87:9 93:16 103:5  
 110:16 125:6 126:14  
 143:15 150:12  
**called** 97:9 137:10  
 141:22 149:20 152:13  
**camera** 41:19,22 53:12  
 61:14 63:10 67:9  
 78:17 92:7 99:21  
 102:21 133:6 136:11  
 139:17 168:16 170:13  
**camera's** 100:2 136:15  
**cameras** 102:4,10,15  
 139:20  
**campaign** 154:2,14  
**Campbell** 76:10  
**candidates** 21:17  
**cannots** 115:2  
**cap** 153:13 156:21  
**capacity** 25:22 37:11  
 120:6  
**capital** 14:17 27:10  
 29:14 87:14 132:14  
 141:7 153:7 165:9,19  
 165:22 166:1,9  
 168:11  
**Capitol** 89:22  
**captured** 110:6  
**care** 29:22 141:1  
 150:20 157:6  
**career** 55:12,16 89:20  
 95:16 160:12  
**careers** 30:8 160:7,17  
**Carey** 4:3,6 11:8 16:20  
 19:7 20:14 24:9 64:7  
 180:17  
**Carolina** 56:7,16  
**Caroline** 43:7,8 141:8  
 165:14 168:14  
**carriers** 55:21  
**carries** 113:19  
**case** 110:13 112:4  
 120:3 158:21  
**catalyst** 91:1  
**Caucus** 90:1  
**Cecelia** 2:3 46:4,4  
**CEDC** 3:8,9,11,14 8:22  
 11:19 13:7 14:2 16:14  
 17:6,10 20:9 21:13,16  
 21:18 22:6,18 25:20  
 104:14 122:5 128:10

129:16 130:10 183:20  
**CEDC's** 13:16 19:3 75:6  
**ceiling** 24:4  
**celebrate** 24:5  
**Center** 1:18 2:4 33:3,8  
 55:14 56:6 65:10  
 137:9  
**Centers** 76:8  
**central** 13:3  
**CEO** 52:4 62:12 67:1,22  
 69:20 78:6  
**certain** 112:2  
**certainly** 12:2 16:9  
 52:19 72:4,8 73:22  
 123:18 135:17 176:2  
 180:8  
**certainty** 7:13  
**certificate** 168:4,7  
**chaired** 57:15  
**chairing** 136:11 137:4  
 138:3  
**chairman** 11:8 31:13  
 55:17 57:13,20 71:19  
 165:2  
**Chairman's** 169:21  
**chairmanship** 24:3  
 162:9  
**chairpeople** 158:2  
**chairs** 3:15 4:16 8:14  
 9:5 17:9 22:10 24:20  
 30:22 59:19,20 63:20  
 66:7 71:4 78:2 81:16  
 88:5 101:18 113:7,7  
 113:10,12,15,15  
 136:2,7 140:9 173:20  
 176:19 177:16,20  
 178:16,19  
**Chairwoman** 1:13 5:3,5  
 17:3 19:8 20:10 23:8  
 31:3,8 35:8 36:22  
 37:20,22 51:4 53:6  
 64:5 81:3 84:1 88:5  
 88:16 94:4 102:2  
 140:19 157:20 172:1  
 175:18 181:8 182:11  
**chairwomen** 94:6  
**challenge** 136:21 148:3  
 182:14  
**challenges** 6:17 12:3  
 27:14 28:8,10 30:4  
 35:12 39:5 83:6 94:15  
 95:3 96:4 134:12  
 148:4 166:15 174:11  
**challenging** 14:16 40:7  
 40:22  
**Chamber** 15:9 39:17  
 40:13,14,15 97:15,15  
 148:19,20,22 149:1

- champion** 25:10 39:18  
**chance** 72:9 140:5  
**Chaney** 1:20 44:21,22  
 45:2 59:12,13,22  
**change** 10:21 87:10  
 90:21 91:1 139:2  
 177:5  
**changed** 6:19 146:16  
 146:16 157:15  
**changes** 146:6 165:16  
**changing** 111:12 167:8  
**chapter** 12:14  
**charges** 32:7  
**Charlyn** 2:13 49:10  
 89:7,14 90:9,10  
**charter** 2:8 15:20 16:5  
 26:13 31:18 74:7  
 76:13 123:19 126:21  
 142:9 175:17  
**chartered** 66:15 159:3  
**check** 97:19 109:13  
 126:3 140:8  
**checklist** 107:10  
 108:22  
**chief** 4:6 20:13 75:17  
 160:20 180:16,18,19  
**child** 25:9 33:5  
**children** 35:18  
**China** 39:12  
**choice** 63:18 128:14,17  
 128:19  
**chosen** 8:4 14:20  
 122:13  
**Chris** 9:9 24:21 46:15  
 46:16 93:19 96:18,20  
 97:2 138:2,4 139:11  
 154:9 170:21 172:7  
**Christina** 181:7  
**Christopher** 2:16 50:11  
**circumstances** 112:3  
**citation** 124:16  
**cities** 100:17  
**citizens** 52:6 134:22  
**City** 2:1 61:17 62:12  
**civic** 2:14 7:18 91:9  
 150:21  
**civil** 27:17,18 33:7  
 36:16 67:3 76:6 91:10  
 135:3 151:20 171:7  
 171:15  
**claimed** 113:3  
**clarification** 171:3,12  
 172:9  
**clarify** 145:2  
**Clarke** 90:2  
**Clayton** 1:18 42:1,21,22  
 51:22 52:3 53:1 97:4  
 97:18 124:1,10  
 125:12  
**clean** 44:4  
**clear** 109:2 120:9 121:6  
 121:16  
**clerking** 76:7  
**clients** 77:15  
**Clipper** 1:21 45:3,4  
 58:8,9,11,12  
**close** 31:6 60:3 105:2  
**closed** 32:11 112:5,14  
 119:7,10  
**closely** 19:2 84:19  
 108:9 110:4 144:19  
**closing** 32:18 54:8 60:9  
 183:4  
**Clyburn** 8:9 80:19 81:9  
 83:21  
**CMO** 108:10  
**co-** 90:20  
**co-captain** 31:19  
**co-chair** 21:19 37:15  
 183:4  
**co-chairs** 15:7 87:20  
**co-deputy** 21:12 22:5  
 24:16  
**Co-Designated** 2:19,19  
**co-DFOs** 182:8  
**co-Vice** 37:12  
**Coalition** 2:14 91:9  
**Cober** 1:22 45:6,7,8  
 60:18,19,22  
**code** 93:6 124:18  
 137:17  
**coined** 162:22  
**collaborate** 83:12  
**collaborative** 91:5  
**colleague** 8:9  
**colleagues** 10:1 37:6,9  
 70:16 75:5 88:17  
**collected** 142:11  
**collective** 101:7  
**collectively** 79:22  
**colleges** 160:14  
**color** 6:4,8 11:4 13:12  
 14:7 29:4 60:10  
 131:19 132:9 133:9  
 134:5,20 137:17  
 150:16 160:13 163:13  
**Colorado** 55:13 56:15  
**Columbia** 75:22  
**combine** 15:14  
**Comcast** 2:6 53:19,21  
 54:10  
**come** 10:20 33:1,5 37:3  
 37:8 38:4 53:13 60:10  
 69:6 73:8 76:16 85:14  
 101:15,16 102:16  
 103:4,5,7,11,15  
 105:17 106:22 112:3  
 150:13 155:10 158:17  
 163:13  
**comes** 34:5,6,7 83:5  
 107:14 116:2 147:5  
 169:7 177:19,19  
**coming** 35:11 40:3  
 46:22 62:11 84:2  
 100:2 102:10 109:6  
**commend** 169:1  
**comment** 103:2 130:11  
 139:21 179:9  
**comments** 3:17 130:9  
 135:21 139:19 141:17  
 168:17 172:10 179:10  
 179:14,21 183:5  
**Commerce** 15:10 39:17  
 40:14,14,15 90:3  
 97:16 142:7 148:20  
 148:21  
**commercial** 76:2  
**commission** 1:2 2:18  
 8:7 12:4 13:8 14:4  
 17:5 18:1,12 38:5  
 64:22 77:15 119:15  
 158:13 162:9 169:6  
 170:9 180:21  
**Commission's** 12:10  
 14:12  
**Commissioner** 1:14,14  
 3:4,6 5:16,16 11:10  
 11:10,12 13:4 16:21  
 16:22 17:1,3 19:7,9  
 20:11,12 24:7 31:8  
 69:19 70:10 120:17  
 141:21 160:11 181:8  
 181:9  
**Commissioners** 1:12  
 37:1 38:1 54:11  
**commitment** 23:14  
 25:21 28:1 98:21  
 157:17 182:3  
**committed** 40:2 74:16  
 88:22  
**committee's** 5:21 15:12  
 108:14 174:2  
**committees** 52:15  
 57:16 66:14,18,19  
 67:6 71:22 77:6 86:9  
 105:16 106:16,17  
 110:17 170:17  
**communicate** 121:1  
**communication** 13:9  
 17:15 120:18 131:16  
 133:12 150:22 151:13  
 152:12 154:21  
**communications** 1:2,4  
 1:10 2:8 4:5 5:7 8:6  
 11:18 16:9 17:4 20:6  
 22:14 23:5 27:2 29:2  
 30:13 34:4 38:12 39:6  
 64:19 72:2 74:8 76:14  
 79:13 81:7 89:2 90:3  
 95:19 134:13 135:10  
 144:5 152:22 153:10  
 153:15 154:18 158:13  
 160:18 161:19 171:11  
**communities** 6:2,12  
 7:10,21 13:18 17:19  
 17:19 18:3 26:18 28:3  
 28:19 33:20 38:20  
 41:8 60:10 64:17  
 65:13 74:14,19 87:16  
 95:14 133:8,8,19,21  
 134:4 137:16 145:12  
 146:22 150:16,19  
 163:14 168:10  
**community** 29:5 33:6  
 33:19 38:17 39:21  
 62:20 63:2 64:17  
 65:20 93:8 94:11  
 95:14 97:10 98:17  
 146:17 151:9 157:5  
 163:15 183:13  
**community-based**  
 144:21  
**community-serving**  
 75:13  
**companies** 2:11 55:21  
 95:1 144:13 158:9  
 160:22 162:2  
**company** 2:9 58:12  
 74:9 79:15,16 80:1  
 86:20 87:1,5 120:10  
**compassion** 37:4  
**Competition** 21:14  
**competitive** 40:4  
 183:16  
**complete** 108:13  
**completed** 119:8  
**completely** 174:17  
**compliance** 75:17  
**complies** 108:5  
**compliment** 142:1  
**comply** 107:21  
**comprise** 133:9  
**comprises** 147:10  
**conceivably** 112:3  
**concerned** 44:2  
**concerning** 27:20  
**concerns** 36:4  
**condemn** 152:1  
**conduct** 113:15 116:5  
**conducted** 29:17  
**confident** 16:11  
**confidential** 112:10

- confused** 55:3  
**congratulate** 14:21  
 68:21 79:2  
**congratulations** 24:2  
 46:10 48:3 59:18  
 66:11 71:1,5 78:1  
 81:15 87:19 96:22  
**Congress** 167:20  
**Congressional** 90:1  
 157:3  
**Congresswoman** 90:1  
**connect** 14:21 18:2  
 93:8  
**connected** 23:10 32:12  
 52:13 96:4,5 161:13  
**Connecting** 17:18  
**connection** 10:8 18:19  
**connections** 10:6 17:18  
 18:22  
**connectivity** 18:6,9  
 74:8 147:17 174:16  
**consent** 115:6  
**consequences** 6:9  
**consider** 140:14 146:1  
 146:1 167:7,14  
**consideration** 147:3  
**considered** 18:20  
**consistent** 73:6 117:17  
**consistently** 7:8  
**constituencies** 39:19  
**constituency** 12:16  
**constitution** 28:6 159:1  
 159:11,17  
**constitutional** 28:5  
**constraints** 147:17  
**consulting** 156:8  
**consumer** 18:8 19:21  
 98:14  
**consumers** 132:19  
**contact** 85:14  
**content** 147:11  
**context** 98:15 165:13  
**continuation** 15:18  
 158:5 169:20  
**continue** 4:20 8:22 11:2  
 14:2 17:11 19:16 24:5  
 25:17,22 26:11 29:15  
 39:7 49:9 59:1 64:2  
 82:19 87:13 123:14  
 125:21 140:17 145:10  
 145:22 161:2 166:13  
 167:12 179:4 182:12  
**continued** 143:2 158:16  
 167:19  
**continues** 9:13 16:14  
 64:14 83:22  
**continuing** 101:8 137:1  
**contracts** 149:7 150:7
- contribute** 44:11 63:21  
 98:18 101:9  
**contributing** 56:21  
**contribution** 26:2  
**contributions** 12:9  
 154:6  
**contributor** 154:7  
**control** 168:2  
**controlled** 87:4  
**controversial** 161:22  
**convening** 163:22  
**conversation** 105:20  
 175:2 181:20  
**conversations** 138:19  
 173:22  
**convey** 105:7  
**conviction** 37:4  
**Cooke** 77:14  
**Cooper** 45:10  
**cooperation** 149:17  
**coordinate** 145:18  
**coordination** 147:16  
 160:1  
**copied** 109:12,16 114:1  
**copy** 107:7 108:15,17  
 108:22 109:1,11  
 155:3  
**copying** 112:22 114:3  
**core** 99:1  
**Corp** 55:22 56:1  
**corporate** 76:2,3,4  
 100:16 154:19  
**corporation** 2:6 149:15  
 149:16  
**correct** 50:17  
**correctly** 108:7  
**cost** 18:7  
**costs** 17:21  
**council** 1:4,10,11,15,16  
 1:17,17,19 4:5,15 5:8  
 10:16 11:18,21 14:20  
 16:4 17:5 20:7,19  
 21:4 22:22 23:6,17  
 25:6 26:2,3 28:14,22  
 29:19 33:11 37:1,21  
 38:20 39:6 40:17,21  
 43:14 53:18 57:19,21  
 66:6 68:13 72:2 74:21  
 75:4,9 76:14 79:14  
 82:4,14,17 89:19 91:7  
 123:17 127:22 130:8  
 140:6,14 156:22  
 180:9 181:10  
**Council's** 8:16 12:8  
 15:16  
**counsel** 67:13 75:16,17  
 79:14 98:11 103:12  
 105:6 181:2
- Counsel's** 116:18  
**counties** 18:14,17  
**country** 7:22 19:1 26:10  
 29:8 41:8 75:20 94:17  
**country's** 72:13,15  
**County** 70:7  
**county-by-county**  
 18:10  
**couple** 25:17 53:19  
 57:4 73:13 82:7 83:1  
 110:19 128:13 155:20  
 155:22 157:18 159:13  
 159:20 177:7,14  
**course** 10:14 11:16,19  
 13:5,22 14:3 15:6,20  
 16:17 17:20 63:22  
 68:22 69:9 71:2 72:1  
 79:2 81:8,16 92:18  
 119:2 121:9 126:20  
 177:15 178:3 181:7  
**cover** 112:9  
**covered** 122:6  
**covers** 110:17  
**COVID** 26:19 27:14  
 32:5 35:12 111:9  
 143:19 144:16 146:14  
 153:8  
**COVID-19** 144:14  
 148:17 151:2 154:16  
**Covington** 53:20  
**crafted** 152:6  
**create** 73:5,8 114:11  
 173:12 175:8  
**created** 167:5 169:19  
**creating** 73:5,9,18  
 173:21  
**crisis** 92:18,19 144:14  
**critical** 12:5,18 17:18  
 23:21 25:2 39:1 141:6  
 141:13 148:6  
**crosses** 148:21  
**crumbs** 140:17  
**crying** 41:10  
**culture** 92:13  
**curious** 118:5  
**current** 100:13 167:14  
**currently** 96:1 167:20  
**curtsy** 154:8  
**customers** 74:10  
**cut** 16:10 38:21
- 
- D**
- 
- D** 3:1  
**D.C** 55:4,11 65:12 96:10  
**Dallas** 100:18  
**dance** 25:11  
**Darice** 2:21 105:12,19  
 106:1,5 112:19
- 113:22 123:10,18  
 181:4  
**data** 173:17 174:13  
**date** 111:12 181:19  
**dating** 55:19 71:18  
**daughter** 90:14  
**David** 2:5 33:12 46:8,12  
 66:9,9 67:5,9,13,18  
 75:11 76:10 77:4  
 168:20 170:13  
**David's** 168:17  
**day** 28:8 32:6 39:7 65:1  
 67:3 183:20  
**days** 61:8 111:6,8  
 119:19 128:13  
**DCBs** 152:13,13  
**de** 115:3  
**deadline** 107:22  
**deal** 12:4  
**dear** 89:11 138:13  
**debate** 118:14  
**Deborah** 108:9 110:4  
 181:4  
**debt** 168:1  
**decade** 75:15  
**decades** 31:5 36:21  
 66:21 88:11  
**December** 107:22  
 174:17 181:20  
**decided** 82:19  
**decisionmakers** 119:17  
**decisions** 7:16 108:14  
 126:16 172:6  
**dedicated** 4:7 12:15  
 20:21  
**dedication** 16:7 182:3  
**deep** 63:21 87:7 98:21  
**defer** 171:20  
**definitely** 34:6 40:11  
 89:13 137:1 178:14  
**definition** 131:12 133:3  
 148:5 171:4,18  
**definitions** 147:4  
**degree** 54:8  
**deleted** 109:9  
**deliberate** 177:1  
**deliberations** 12:20  
 108:14  
**delighted** 4:7 17:2 20:8  
 63:14,15 79:12  
**delivers** 64:4  
**delve** 159:4  
**demonstration** 27:18  
**demonstrations** 27:17  
 151:20  
**denied** 150:19  
**DeNigro** 180:18  
**Denver** 56:9

**Department** 108:5  
142:6  
**depend** 85:1  
**depending** 62:21  
**deploy** 23:18 34:22  
**deploying** 56:14  
**deployment** 13:17  
28:12,16 29:12 30:13  
74:19 133:7,18 143:6  
**depth** 63:17  
**deputies** 9:16  
**deputies'** 64:2  
**deputy** 19:19 21:6  
31:14 81:16 94:5  
180:18  
**described** 16:5  
**deserve** 9:21  
**design** 35:6 36:9  
**Designated** 2:18 9:14  
20:6 21:6 22:6 24:15  
24:17 72:5 94:8  
113:17  
**designation** 54:5 124:4  
**designed** 21:12 23:19  
27:12 147:12  
**desire** 26:17 30:17  
130:20  
**details** 27:10  
**determine** 128:11 158:9  
167:22  
**determined** 26:16  
**develop** 13:22 65:19  
114:10 135:11 150:18  
165:20 173:20  
**developing** 91:1 133:22  
**development** 29:20,21  
36:10 56:11 70:8  
92:12 98:13,14  
134:17 159:4,19  
160:12 162:14  
**develops** 173:11  
**devices** 145:8  
**devote** 173:1  
**DFO** 19:12 31:11 50:17  
64:2 108:10,15,21  
110:5 113:2,12,22  
118:19 120:4 122:14  
125:18  
**DFOs** 19:19 24:17  
31:14  
**dialogue** 167:7  
**Diasbility:IN** 68:2  
**Diercks** 77:14  
**different** 12:17 25:16  
71:18 73:14 87:2  
107:11 117:6 119:1,4  
119:5 128:18 174:17  
174:19

**differently** 35:18  
**difficult** 93:7,7  
**dig** 171:2  
**diginets** 73:15  
**Digit** 66:3  
**digital** 9:8 11:1,20 13:9  
14:7 15:4,19 17:12,14  
17:17 18:13,22 22:13  
22:19 23:15 25:10  
28:2 29:2 30:18 31:6  
32:11 33:15,22 36:2,6  
38:9 54:2,4,7,8 56:13  
56:13 60:3,6,9 61:2,5  
68:5 73:12 74:18  
81:14 88:9 89:2 95:18  
100:14 108:4 128:3  
130:3 131:16 132:9  
132:22 133:2 134:2  
137:4,16 141:11  
142:20 143:1,11,13  
143:16 144:3 145:6,8  
145:9,11,13 146:19  
146:21 147:5,8,9,10  
147:19 148:10,18  
162:18 163:3 174:12  
182:21  
**diligently** 52:5  
**Dillard** 2:1 45:11,11,12  
45:16 61:13,16  
100:20  
**direct** 115:7 117:4  
158:14 165:3 167:22  
**direction** 172:6  
**directly** 129:5  
**director** 33:3 65:9  
103:13 105:14 181:4  
**directors** 86:10  
**disabilities** 29:6 68:8  
68:13 99:8 132:1  
134:6,21 163:15  
**disability** 13:13 40:16  
68:3 152:18  
**Disability:IN** 2:5 67:22  
149:1  
**disadvantaged** 6:1  
150:2,3  
**disclose** 75:7 86:11  
**disclosure** 67:12 69:16  
70:4 97:5,8 99:6  
**disclosures** 90:19  
97:18  
**disconnect** 145:16  
**disconnected** 163:5  
**discounted** 156:10  
**Discovery** 95:19  
**discriminated** 150:6  
**discrimination** 13:11  
36:18

**discuss** 118:21 172:19  
173:13  
**discussed** 125:13  
145:18,20  
**discussion** 3:16 5:15  
102:20 115:14 139:12  
139:17 140:3,12  
142:22 159:10 165:10  
**discussions** 102:12,17  
102:18 174:13  
**dismissed** 102:6  
**disposition** 107:9,17  
**disseminate** 27:8  
**disseminated** 166:7  
**distinct** 131:3  
**distinction** 15:11  
**distinctions** 121:17  
**distinguished** 31:19  
88:20  
**distress** 151:14  
**distressing** 144:6  
**distribute** 125:10  
**distributing** 94:16  
**distribution** 132:5  
**diverse** 16:1 26:21  
27:11 28:2 29:16 30:5  
30:11 35:9 38:14,16  
39:21 40:13 87:16  
91:6 95:20 110:22  
132:15,18 134:12  
138:15 143:17 144:5  
151:12 152:12 153:10  
154:1,18,20 156:5  
166:14,16,18,22  
168:1,9  
**diversity** 1:4,10 4:5 5:7  
5:12 6:9,15 7:3,9,21  
9:10 11:18,20 12:6,11  
12:16 13:3 16:3 17:5  
17:12 20:7 23:6,15  
29:3 30:3 38:9 39:6,9  
40:5 44:2 57:12 58:13  
58:14 65:14 66:13  
70:12 72:14 74:14  
77:5,9 79:14 81:7  
84:12,12 89:2 90:4  
93:22 94:2 95:10 99:3  
128:4 130:3,21 131:6  
131:18 132:3 134:10  
135:10 138:3 141:9  
143:15 148:12,19  
149:19 150:15 152:21  
153:1,2,15 157:1,20  
158:6 159:2,6 160:20  
161:9 162:4,13,20  
169:10,11 171:5  
182:4  
**divide** 18:13 27:18,19

31:6 56:13 60:3,9  
61:2,5 117:6 143:11  
146:19,21 151:21  
152:10 163:3 182:21  
**divided** 166:5  
**divides** 54:8  
**Division** 21:15 180:19  
**do's** 114:8,8 123:11,12  
123:13  
**Docket** 130:13 135:21  
**dockets** 169:12  
**document** 42:17 108:13  
125:1,12  
**documentation** 107:11  
108:1  
**documenting** 107:4  
**documents** 112:16,20  
112:21 177:4  
**doing** 7:1 36:19 43:5  
56:3 61:3 69:11 73:11  
77:19 100:5 109:20  
110:12 118:11,13  
121:7 127:6 173:16  
**Dollars** 153:19  
**domestic** 75:19  
**Dominique** 2:4 9:7  
24:21 46:5 65:7,9  
66:8 137:3 138:1  
**donations** 168:8  
**donor** 168:7  
**door** 68:9,9  
**doors** 11:3  
**double-check** 179:15  
**doubt** 17:8  
**Dr** 4:16 8:17 9:7 22:10  
24:20 25:4 31:1 32:22  
42:10 63:20 65:9  
68:15 70:19 137:3  
141:10 158:2,3  
161:10,20 162:18  
**draft** 114:11  
**drafting** 127:21  
**dream** 93:18  
**drive** 10:20  
**driving** 91:20 92:6  
**drop** 46:21 175:4  
**due** 111:9  
**duly** 51:5  
**duties** 113:18  
**Duvall** 2:19 9:17 19:19  
21:4,8,12 24:17 128:8  
133:1  
**dynamos** 6:21

---

**E**

---

**E** 3:1  
**e-commerce** 96:2  
**eager** 16:10

**earlier** 43:10 68:18  
 130:20 138:4 142:12  
 148:21 165:11  
**early** 160:12 161:6  
 165:5  
**easy** 32:4 108:8  
**ECFS** 130:12  
**echo** 84:8  
**economic** 2:4 7:18 27:2  
 33:8 65:11,14 70:8  
 143:18 150:20 151:14  
 152:11  
**economically** 144:6  
 150:1,3  
**economics** 96:6  
**economy** 29:8 33:9  
 183:16  
**ecosystem** 35:8,16  
 38:13 91:7 159:5  
 161:19 162:21 165:2  
**EDT** 1:11  
**educate** 26:22  
**education** 15:10 39:17  
 52:5 61:6 92:11 94:22  
 133:14  
**educational** 92:18  
 150:20 156:8  
**effective** 92:14  
**effectively** 17:10 41:12  
**efficiently** 127:1  
**effort** 6:14 11:6 61:8  
**efforts** 14:11 54:7  
 117:12 144:11 151:15  
 164:3  
**either** 32:15 66:12  
 116:22 121:15 171:22  
 173:14  
**elated** 69:12  
**electronic** 107:20 108:1  
 130:11  
**eligibility** 148:5 168:7  
**eligible** 168:2  
**Ellis** 2:2 45:18,19 62:8  
 62:9,11 95:7  
**email** 124:20 129:2,5,6  
 129:11 179:15  
**emailed** 175:17  
**emailing** 128:12  
**emails** 10:14 108:16  
 114:1  
**embrace** 100:12  
**emerge** 41:2  
**emergency** 145:21  
 146:2  
**emerging** 64:16 65:18  
 134:3  
**emeritus** 4:19 8:21 26:8  
 46:4 57:20 67:4 71:12

**Emma** 2:10  
**emotional** 152:8  
**empaneled** 57:13  
**emphasize** 113:22  
**employed** 122:12  
**employees** 14:9 74:13  
 83:5 132:12 134:13  
 156:14  
**employers** 122:10  
**employment** 12:12  
 30:12 133:15 135:7,9  
 156:13  
**empower** 6:1 68:2  
**empowering** 16:8 28:2  
 29:3  
**empowerment** 9:8  
 11:20 15:4,19 17:12  
 28:6 38:10 66:3 91:13  
 128:3 130:4 132:22  
 133:2 137:4 141:11  
 142:20 143:1,14,16  
 144:3 148:10,18  
 162:18  
**empowerment/supply**  
 148:12  
**empowers** 90:22  
**empty** 34:19  
**enable** 16:4  
**enabled** 150:21  
**enables** 114:18  
**encompasses** 145:4  
**encourage** 10:17 18:5  
 131:15,18 134:17  
 160:16 165:12 166:17  
 166:21  
**encourages** 160:12  
**encouraging** 38:3  
**energy** 41:5 53:4 63:22  
 80:16 90:2 150:11  
**engage** 27:4 36:9 162:1  
 166:13 178:15 180:12  
**engaged** 135:16  
**engagement** 181:9  
**engagements** 147:10  
**engineering** 94:20  
 135:13  
**English** 48:1  
**engulf** 100:12  
**enjoy** 60:11 69:7  
**enjoyed** 180:5,6,8  
**enlarging** 172:2  
**ensure** 12:11 28:15,17  
 32:10 33:14 35:7  
 36:16 64:18 108:12  
 137:15 150:18 163:2  
 163:7  
**ensuring** 14:14 34:8  
 36:5 52:7 94:22 139:1

139:3 169:2  
**entail** 164:16  
**entering** 160:2  
**enterprise** 98:15  
**enthusiasm** 4:20 63:22  
**entire** 154:15 161:4  
**entities** 142:13 154:20  
 156:4,6 158:14  
 162:12  
**entity** 38:8 112:10  
**entrepreneur** 95:21  
**entrepreneurs** 33:21  
 97:14 163:2,13  
**entrepreneurship**  
 159:5 162:21  
**entrusted** 41:14  
**entry** 6:2 14:5 131:14  
 132:7 167:16  
**equal** 36:17 64:18  
 134:15 135:4 171:8  
**equality** 68:3 171:7,15  
 171:16  
**equalizer** 95:13  
**equally** 15:8 36:7 63:15  
 71:11  
**equitable** 28:16 91:12  
 133:7,17 134:3  
**equities** 18:6  
**equity** 1:4,10 4:5 5:7,12  
 7:3 9:10 11:18 12:6  
 13:2,8,15 16:4 17:4  
 17:14,17 20:7 22:12  
 23:5,15 25:10 28:2  
 30:18 33:15,22 34:4  
 36:3,6 39:6,9 40:6  
 52:8 54:2,4,7 60:6  
 61:10 72:14 79:13  
 81:14 88:9 89:2 90:3  
 91:11 94:2 98:22  
 128:4 131:6 132:3  
 134:10 135:3 138:3  
 168:1 171:5 174:12  
 182:4  
**equity-related** 39:2  
**especially** 15:15 22:9  
 60:13 95:14 96:7 98:8  
 168:22  
**essentially** 119:16  
**esteemed** 46:3 49:8  
 56:20 75:4 76:9 148:9  
**Esther** 182:9  
**etcetera** 99:2  
**ethic-owned** 152:17  
**ethics** 24:12 57:18  
 66:22 68:11 69:21  
 77:11 105:8  
**evaluate** 132:17  
**event** 154:16

**events** 26:14,15,22  
 27:5,7 142:12 152:20  
 155:3  
**eventually** 107:2  
**Everett** 33:12  
**everybody** 43:5 44:15  
 45:13 46:2 51:5 63:14  
 82:2 96:21 100:6  
 102:20 128:17 161:7  
 168:15 175:9  
**everybody's** 103:3  
**evidence** 7:7  
**evolution** 147:3  
**evolving** 166:15  
**ex** 119:14,16 120:2,5,11  
 120:14  
**exacerbated** 92:20  
**exactly** 175:14  
**examination** 151:12  
**examine** 18:5 132:13  
**examined** 144:4,11,20  
**example** 18:21 116:21  
 147:5  
**examples** 169:9  
**excel** 138:16  
**exception** 108:2 120:19  
**exchanged** 38:15  
**excited** 5:14 11:13  
 15:13 16:10 21:16  
 22:21 31:15,21 32:14  
 34:2,11,20 56:19  
 59:18 62:16 66:4  
 68:10 69:3 71:11,14  
 72:8 73:22 94:1 95:11  
 96:13 98:16 100:10  
 100:10 137:7,7,18  
 138:10,11,22 162:8  
 171:2 175:7 180:12  
**exciting** 59:20 98:20  
**exclusive** 172:1  
**exclusively** 65:12  
**Excuse** 99:14  
**executive** 53:22 54:2,6  
 131:5 149:4 157:3  
**exemplary** 31:11  
**exempted** 110:18  
**exemption** 120:5  
**exemptions** 113:3  
**existing** 13:21 133:22  
**expand** 64:16 88:13  
 164:14  
**expanded** 5:11 6:20  
 11:21 75:6 79:13  
**expanding** 15:22 28:2  
 88:9 137:11  
**expansion** 12:14  
 100:11  
**expect** 136:9 140:18

**expectation** 149:13  
**expediency** 102:9  
**expedite** 161:12  
**experience** 39:11,15  
 40:12,19,20 87:6  
 95:22 151:2 177:22  
 178:5  
**experienced** 27:19  
 35:20  
**expert** 71:21  
**expertise** 9:1 15:13  
 41:6 63:17 182:19  
**experts** 4:8 26:20 38:11  
 119:4  
**explain** 110:20 120:17  
**explore** 65:18  
**expose** 162:2  
**express** 23:11  
**extensive** 124:15 173:2  
**extent** 122:8  
**extraordinarily** 20:20  
**extraordinary** 58:20  
**extrapolate** 125:2  
**extremely** 26:8 98:16  
 138:18  
**eyes** 152:5

---

**F**


---

**fabulous** 19:12 31:11  
**FAC** 114:22 116:1,4  
**FACA** 105:8 110:16  
 116:8 117:1 120:1,16  
 120:19 125:6 126:1  
**FACA-specific** 108:18  
**face** 12:3 26:11 35:13  
 148:4  
**faces** 21:10,10 59:15  
 62:16 76:16 80:18  
**facets** 96:12  
**facilitate** 26:14 91:4  
**facilitated** 142:12  
**facilitation** 159:22  
**facing** 23:22 26:18  
**fact** 31:5 35:15 52:19  
 141:21 145:2 146:3  
**facto** 115:3  
**fair** 35:9 72:7 153:1,16  
 154:17 156:15  
**Fairfax** 70:7  
**faith** 169:6  
**Fallon** 158:3 162:19  
**Fame** 86:15  
**familiar** 21:9 53:4 59:15  
 68:1 74:11 76:15  
 80:18  
**families** 23:21  
**family** 89:10  
**far** 11:5 85:16 109:5

147:22 164:20 166:4  
**fascinating** 101:2  
**fast** 174:5 177:12  
**faster** 7:19  
**FCC** 7:3 9:12 10:11,13  
 19:18 20:7 23:18 24:3  
 24:10 26:1 28:1,15  
 29:1 36:14,19 42:16  
 57:18 66:20 69:19  
 81:5 83:21 85:6 86:22  
 87:6,7 88:15,16 92:3  
 102:13 104:16 106:8  
 115:7 135:2 136:5  
 142:4,5 151:7 156:20  
 159:3 162:2 166:12  
 166:20 167:6,11,13  
 167:22 171:7,14  
 180:16 181:1 182:9  
**FCC's** 5:7 16:6 130:10  
 130:21 152:16 158:19  
**fcc.gov/communicati...**  
 130:7  
**fearless** 4:15  
**feather** 153:12 156:21  
**federal** 1:2 2:18,19,19  
 3:12 8:6 9:14 20:6  
 21:6 22:6 24:15 94:8  
 95:1 105:16 106:12  
 106:15,16,19 110:15  
 111:6 112:7 113:18  
 124:18 142:6 145:19  
 146:19 149:5,7  
 158:12 162:12  
**feel** 41:18 152:8 176:14  
**Felicia** 50:2,3 93:13  
**fellow** 33:2 41:5 140:8  
**felt** 61:19 146:7  
**female** 42:15 83:20  
**fervor** 158:16  
**fewer** 18:18 83:4 117:5  
**field** 34:12 38:11 81:13  
 86:17 150:17  
**fields** 94:19 98:14  
 135:11 138:17 160:2  
**fierce** 25:13  
**fight** 25:8 31:6 33:14  
 34:4,5,7  
**fighting** 25:8 33:13  
 146:11  
**figure** 164:13 177:17  
**figured** 136:9  
**file** 107:2 109:2,3  
 135:21  
**filing** 130:11,13  
**fill** 41:9  
**final** 134:7 159:14  
 181:10  
**finally** 4:18 7:12 64:21

156:15 166:2  
**finance** 55:17 76:3  
 166:6  
**financial** 154:22  
**financing** 132:14  
 166:15  
**find** 6:22 8:2 35:15,16  
 36:1 118:11,16 126:6  
 177:17  
**findings** 30:2 114:11  
 161:22  
**fine** 68:16 101:22 103:6  
 118:13 119:5 121:11  
 125:9 179:11  
**finish** 155:17  
**finished** 39:14 51:4,4  
**fired** 51:10  
**firm** 53:20 64:3 72:7  
 77:13  
**first** 5:9 7:5 8:5 11:14  
 11:15,17 23:5 31:7  
 32:21 37:19 42:15  
 53:22 54:15 57:14  
 70:22 71:20 81:21  
 82:4 83:20 87:3 90:10  
 94:12 95:5,9 100:6,8  
 100:8 106:2 107:14  
 119:14 126:18 128:14  
 128:17,19 131:10  
 141:6 142:19 150:9  
 157:18 169:18 176:14  
 178:16 183:19  
**five** 70:1 149:8  
**fix** 143:22  
**flexibility** 114:13  
**flight** 43:9  
**floor** 30:21 31:1 37:16  
 58:8 99:22 102:19  
 104:18 165:10 168:20  
**Floyd** 32:8  
**focal** 113:8  
**focus** 5:11 11:21 13:15  
 40:2 52:7 56:14 60:8  
 65:12,13 76:3 92:11  
 143:8,21 151:3  
**focused** 39:8 52:9  
 56:11 88:9 97:11  
 143:5,15 151:11  
 158:6 166:2  
**focuses** 78:7 97:13  
**FOIA** 113:3  
**folks** 59:16 81:12 83:16  
 116:18 120:3 173:8  
**follow** 51:17 106:15  
 109:19 114:21 127:18  
 149:15 183:12  
**followed** 115:9  
**followers** 154:6

**following** 19:2 59:20  
 92:21  
**fondly** 152:13  
**fooled** 85:11  
**for-profit** 135:6  
**forefront** 35:7  
**foreign** 112:8  
**foremost** 32:21 157:19  
**Forest** 56:7  
**forever** 63:10  
**forge** 10:5  
**forget** 81:2  
**forgetfulness** 169:5  
**forgot** 11:14 97:5  
**forgotten** 169:4  
**form** 25:15 55:22  
**formal** 96:19 102:12  
 115:10 139:19 162:11  
 167:14  
**formally** 31:7  
**format** 103:3 107:19  
 108:4  
**formed** 56:6  
**former** 8:9 38:8 69:19  
 81:9 88:16 140:3,4,7  
**forming** 160:13  
**formulate** 117:3  
**forth** 83:22 174:2  
**fortunate** 20:20  
**forward** 4:22 9:2 13:4  
 13:20 16:13,18 19:2  
 21:1,20 22:11 26:1,11  
 37:2 42:17 43:4 44:7  
 46:22 52:14,17 53:2  
 54:12 56:20 58:11,21  
 60:2,15 61:9 62:3  
 65:3 69:1,2,14 70:15  
 70:17 74:22 77:10,18  
 80:2 87:18 89:12 90:5  
 101:8 108:1 136:22  
 137:1,21 139:7,8  
 144:18 151:4 182:19  
**foster** 96:11  
**fostering** 132:3  
**fought** 33:22 157:7  
**found** 101:5 130:10  
 161:3 162:8 183:1  
**foundation** 2:11,15  
 15:10 16:15 39:17  
 92:10 97:12 178:22  
**founder** 90:21  
**founding** 138:21  
**four** 5:20 38:6,7 39:3  
 44:1 66:20,21 70:2  
 82:14 155:12  
**Fourthly** 132:13  
**Fowler** 57:13  
**framework** 73:8 176:16

176:20  
**frameworks** 175:8  
 177:3  
**free** 41:18 115:17  
**free-** 100:16  
**frequently** 114:15  
**fresh** 24:20  
**Friday** 126:14  
**friend** 50:16 81:17  
**friends** 33:18 36:15  
 43:12 59:15 87:20  
 89:11  
**frightening** 173:6  
**front** 7:14 68:9,9 125:4  
 144:2 170:19 177:6  
**fronts** 74:22  
**frozen** 170:14  
**FTC** 71:19  
**fulfilling** 170:7  
**full** 7:21,22 19:10 28:5  
 34:18 64:21 69:16  
 70:4 71:22 90:19  
 111:5 114:17 115:5  
 115:10,12,13,22  
 117:20 122:5 123:17  
 141:18 165:11 174:1  
 178:16  
**fullest** 37:6  
**fully** 44:15 88:22 136:8  
 140:18 178:15  
**function** 115:3  
**fundamental** 28:7  
 82:10  
**funded** 169:14  
**funding** 16:1 28:11  
 29:13,14 140:22  
 148:4 163:16  
**funny** 100:19  
**further** 5:2 22:22  
**future** 5:8 36:4 41:8  
 43:13 52:16 60:21  
 80:3 122:11 172:22  
 183:14  
**future-proofing** 164:22

---

**G**


---

**G** 3:1  
**Gamble** 2:21 73:1  
 105:12 106:3,5 181:4  
**gap** 23:22 140:13  
**Gates** 17:9 22:9 88:5  
**Gates'** 41:4  
**gather** 114:9 144:15,17  
**gathering** 145:1 173:17  
**gavel** 22:22  
**Gavin** 181:7  
**geez** 124:17  
**Genachowski** 31:13

**gender** 60:13  
**general** 62:22 67:13  
 73:2 75:16,17 88:7  
 103:12 105:6,17  
 106:18 107:8 114:3  
 116:10,18 181:1  
**generally** 111:6  
**generate** 72:17  
**generated** 154:3 166:8  
**generation** 36:16  
 131:17 133:13  
**generations** 66:20  
**gentle** 64:3  
**Geoffrey** 1:14 3:4  
**George** 32:8  
**Georgetown** 76:7  
**getting** 24:11 52:14,18  
 61:9 62:4 68:9 90:6  
 111:7 117:5 139:7  
 143:20 178:5 180:8  
**give** 4:18 5:4 70:4 97:5  
 97:5 98:8 103:18  
 109:4 111:3,11 112:6  
 128:5,17 132:21  
 167:15 174:3 176:20  
**given** 13:14 148:14  
**gives** 71:13 125:13  
 135:15 164:15  
**giving** 69:10 106:4  
 121:8,14 136:15  
**GLAAD** 2:2  
**glad** 5:15 9:15 26:7  
 43:12 45:16 48:8  
 62:13 63:2 95:7 138:7  
**glass** 8:7 24:4 30:15  
 34:18  
**global** 68:4 73:1 88:8  
 96:2 98:10 108:20  
**GN** 130:13  
**GN17-208** 135:21  
**goal** 7:2 20:16 34:22  
 81:8 82:11 114:20  
 131:13 140:12 144:14  
 152:10 165:20  
**goals** 15:16 26:16 75:5  
 126:19 140:7 150:18  
**Gomez** 2:2 4:19 8:19  
 26:6 31:22 45:22 46:1  
 63:9,13  
**goodness** 46:1  
**Gordon** 2:3 46:4,4  
**gotten** 19:14  
**governance** 76:4  
**governed** 110:15  
**governing** 105:9  
**government** 89:15  
 110:21 135:5 146:22  
 147:16 149:7,11,11

149:13,21 153:20  
 154:19 166:2  
**government's** 149:17  
 149:19  
**Governmental** 19:21  
**Graduate** 75:22  
**Graham** 2:1 45:11  
**grammarian** 85:3  
**granular** 172:5  
**grateful** 8:22 9:22 19:15  
 151:21 165:6  
**greater** 63:5 97:14,15  
**greatest** 42:10  
**greatly** 44:5 84:13  
 103:11  
**Greetings** 61:16  
**Greg** 180:22  
**group's** 119:7  
**groups** 3:16 15:12,17  
 16:3 25:1 26:16,21  
 30:6,11 108:17 111:1  
 111:4 113:14 114:2,7  
 114:9,10,12,17,21  
 115:4 116:4,8 117:6  
 118:19 121:1 126:7,9  
 128:2,11,12,18,20  
 129:5,22 131:3  
 134:19 139:20 141:6  
 141:15 142:1,15  
 158:4 159:1,12  
 165:12 166:19 175:11  
 176:1,15  
**grow** 11:3 59:16 73:11  
**growing** 7:19  
**growth** 83:6  
**GRS** 107:17 108:22  
**GSA** 124:16,17,18  
**guess** 49:8 77:11 99:5  
 119:20  
**guidance** 33:11 106:14  
**guide** 105:20 163:11  
 167:4  
**guidebook** 163:10  
**guides** 170:3  
**guiding** 64:3 110:19  
 177:6  
**guise** 158:1

---

**H**


---

**H.R.3957** 167:20  
**half** 18:19 34:18,18  
 56:9 96:10  
**Hall** 86:14  
**hallways** 119:20  
**hand** 103:1 104:18  
 106:8,8 157:9 168:16  
**hand's** 170:22  
**handbook** 163:10

**handled** 128:7  
**hands** 64:3 123:7  
 139:22 168:12 180:15  
**happen** 9:21 120:10  
 121:4 151:1  
**happened** 121:3 143:19  
**happening** 63:4 118:17  
 121:11 138:20 144:16  
 155:12 174:8 175:3  
**happens** 24:22 169:8  
**happy** 19:22 22:4,7  
 28:13 42:14 44:10  
 49:12,14 50:6,7 52:11  
 61:17 70:11 72:21  
 76:12 78:3 83:11  
 89:21 91:13 96:19  
 100:11 176:9 179:8  
**harbor** 167:22  
**hard** 16:7 155:3 157:7  
 170:17 182:10  
**Harlem** 1:18 52:4 97:15  
 97:15  
**harness** 57:16  
**Harris** 77:14  
**Harrison** 2:4 9:7 24:21  
 46:5,6 65:8,9 137:3,6  
**hat** 154:8  
**hats** 53:21  
**HBCUs** 61:7  
**head** 112:6  
**headed** 160:9  
**heading** 9:9  
**headquarters** 112:22  
**health** 150:20  
**hear** 6:10 14:14 42:2  
 59:10 76:15 78:20  
 79:7,11 85:19 98:1  
 100:2 105:11  
**heard** 13:1 19:17 38:14  
 41:1 47:9 72:6 85:19  
 103:3 125:8 164:20  
 181:5  
**hearing** 79:4,9 105:4  
 177:20 180:6  
**heart** 81:5 86:1 138:14  
**heartfelt** 88:17  
**hearts** 152:7  
**Heather** 1:11,16 4:13  
 8:15 14:21 17:9 22:18  
 23:1,2 31:3,4 32:21  
 33:9 34:21 35:14 36:1  
 37:9,17,22 41:4 42:11  
 43:2 46:2,9 48:2,7  
 49:19 50:16,18 51:2,3  
 57:9 58:2 63:15 67:11  
 68:22 71:1,10 72:11  
 74:6 77:2 78:2 83:18  
 86:5 87:19 89:12



93:15 97:3,4 99:14  
 103:6 104:20 136:1,3  
 148:13,14 154:8  
 157:15 159:14 179:21  
 180:4 181:18 182:5,6  
 183:6  
**Heather's** 22:19 63:16  
 176:7  
**heavy** 84:10  
**held** 152:20 153:5  
 162:6  
**hello** 43:2,3 46:9 49:4  
 55:9 66:10 74:5 79:8  
 90:18 93:20 134:8  
**helm** 15:5  
**help** 6:22 9:22 10:12  
 11:1,3 12:18 15:14  
 27:12,13 29:9 35:3  
 39:18 61:3 64:15  
 102:2 118:20 153:21  
 154:1 160:1 164:2  
 166:14 167:9 179:3  
**helped** 26:22 55:22  
 153:14 156:20  
**helpful** 113:12 125:16  
**helping** 19:3 23:21  
 24:11 61:10 69:10  
 73:16 113:13 136:5  
**Henry** 2:10 48:15 57:6,6  
 58:4 77:4  
**heritage** 2:15 64:13  
 92:10  
**Hernandez-** 19:20  
**Hernandez-Ulloa** 2:19  
 9:17 21:5 22:1,5  
 24:18 129:20 134:8  
**Hey** 49:16,18 50:14  
 97:3 98:2,4  
**HG** 101:10  
**hi** 43:2 45:1,2 46:6,18  
 49:3,19 51:2 55:9  
 59:13 62:9,10 65:8  
 80:10 86:4,5,6 91:17  
 100:4,5,6 110:11  
 137:6 172:14,15  
**high** 17:21 39:14 52:5  
 125:1 157:10 160:4  
**highlight** 135:8 159:16  
 159:21  
**highlights** 65:20  
**highly** 74:12 180:7  
**Hill** 65:14 89:22  
**Hillary** 180:18  
**hinder** 167:9,9  
**hire** 138:15  
**Hispanic** 2:2,15 40:13  
 64:8,10,13 72:17  
 92:10 148:22

**Hispanic-serving**  
 160:14  
**historic** 42:16 52:16  
**historically** 28:20  
 133:10,20 134:19  
 160:14  
**history** 5:20 72:13  
 86:19 109:22  
**hit** 161:4  
**HNBA** 64:9  
**hold** 149:11 157:9  
 179:14  
**Holland** 180:20  
**home** 147:7  
**homework** 23:22  
**honestly** 36:13  
**Hong** 39:12  
**Honig** 2:5 33:12 46:8,9  
 66:9,10 67:14 75:11  
 76:11 168:18,22  
**honor** 25:21 26:6 42:13  
 53:18 67:22 87:8 89:9  
 94:4,6,8  
**honored** 37:19 42:8  
 43:3 48:3 63:7 66:2  
 93:21 94:3 96:12  
 98:16 157:19  
**hope** 39:11 44:11 53:7  
 58:19 60:21 64:14  
 97:9 129:17 137:20  
 151:7 157:4 165:17  
 173:12 180:5 183:20  
**hopeful** 57:17 73:20  
**hopefully** 5:8 43:13  
 60:4 135:17  
**hoping** 168:11 175:10  
**horizon** 39:4  
**hosted** 166:8  
**Houghton** 2:5 46:12,13  
 67:20,21  
**hour** 56:9  
**hours** 84:20,22 96:10  
**House** 90:2 142:8  
**households** 18:18  
**housekeeping** 41:18  
 139:18 176:13  
**housing** 97:11  
**Howard** 1:20 100:15  
**hub** 90:21  
**Huff** 180:22  
**huge** 32:7  
**hugs** 71:14  
**huh** 51:20  
**human** 143:10 160:21  
**humble** 62:5 82:1 89:3  
**humbléd** 37:19 40:9  
 89:18 136:18  
**humbly** 37:5 38:4

**humility** 82:1  
**hundreds** 94:16  
**husband** 96:1

---

**I**

---

**iconic** 42:15  
**idea** 135:16 178:1  
**ideas** 10:20 38:15 40:21  
 140:19 150:12 170:16  
 176:20  
**identical** 116:6  
**identified** 109:14  
**identify** 64:15 122:1  
 133:4 134:16  
**IG** 159:7  
**ignored** 169:16 170:5  
**illustrated** 23:16 30:3  
**imbalance** 18:22  
**IMLS** 142:7  
**immediately** 122:14  
**immigrant** 39:12 40:8  
**immigration** 39:15  
**impact** 65:18 75:14  
 92:19 132:17 134:2  
 137:19 146:1 164:21  
**impacts** 133:14 154:3  
**implement** 149:22  
**implementation** 56:12  
**implements** 149:14  
**implications** 162:13  
**importance** 36:20  
 64:12 72:13 73:3 95:3  
 146:17  
**important** 6:5 9:1 10:3  
 12:20 32:19,19 34:16  
 34:17 35:11 36:7,7  
 43:6 65:4 73:15,19  
 74:17,21 75:5 78:4  
 81:1 82:18 103:14  
 104:16,21 106:22  
 107:3,4 109:20  
 110:21 138:18 142:13  
 151:3 155:11 177:21  
 182:13  
**importantly** 32:3  
 114:12  
**impressive** 15:1  
**improve** 65:19 81:6  
 165:21 166:3  
**improved** 79:6  
**in-person** 111:18  
**in-sourced** 74:13  
**inability** 150:6  
**inaugural** 4:4 5:15  
 36:12 104:14  
**include** 11:22 111:16  
 112:7 152:14  
**included** 10:11 145:1

**includes** 34:12 79:16  
 113:19  
**including** 6:3 12:5 14:6  
 14:8,17 25:8 27:9  
 29:13 38:15 42:10  
 64:17 66:14 74:18,22  
 75:15 88:14 95:18  
 98:22 110:22 129:22  
 131:19 132:8,11,18  
 133:8,19 134:5,20  
 135:5 142:6  
**inclusion** 7:4 9:8 15:2,4  
 15:19 22:20 30:18  
 36:6 44:3 60:6 61:11  
 68:3 72:14 74:19 81:7  
 81:14 128:4 131:6  
 132:22 133:2 137:4  
 141:11 142:21 143:2  
 143:14 148:11 182:4  
**inclusive** 35:9 40:5  
**inclusivity** 34:7  
**income** 29:4 137:17  
 145:12  
**incomparable** 71:3  
**increase** 73:16 89:1  
 149:5  
**increasing** 148:6 165:1  
**incubably** 21:17  
**incubation** 87:15  
**incubator** 156:12  
 166:17  
**independent** 56:10  
**indicating** 182:2  
**indication** 164:16  
**individual** 29:7 96:6  
 121:7,8 138:17  
 147:12  
**individuals** 6:11 8:1  
 94:14,19 138:16,16  
 139:2 150:2  
**industries** 14:8 132:11  
 159:7 161:11,17,17  
**industry** 6:4 18:2 30:8  
 71:21 81:8 87:10  
 135:5,9 171:9 180:19  
**inequalities** 33:15  
 135:7 144:8 172:20  
**inequality** 28:21 133:12  
 151:14  
**inequities** 11:2 32:11  
**inform** 12:19 65:1 67:1  
 94:15,22  
**informal** 113:9 114:7,12  
 115:2 117:14  
**informally** 114:19  
**information** 14:7 26:17  
 26:18 27:9 38:12  
 103:14 105:12 106:6

114:9 116:10,15,20  
 117:13 121:12,18  
 126:10 129:15,21  
 130:1,2,16 132:10  
 142:11 144:15 145:1  
 151:17 165:13  
**information-based**  
 172:18  
**informed** 118:4  
**infrastructure** 2:6  
 13:19 29:18 30:1,7,13  
 34:6 69:18 143:11  
 151:4  
**initial** 126:18  
**initiative** 20:22 88:8  
**initiatives** 91:6 153:20  
 153:22 156:8,13  
**innovation** 9:6 16:3  
 33:4 58:13 90:21  
 128:3 131:11 132:20  
 136:12  
**innovative** 40:4 133:4  
 135:12 140:19  
**input** 10:15 13:16 30:10  
 168:13  
**insight** 167:15  
**insights** 30:10 145:1  
 170:13,17  
**inspection** 112:21  
**instance** 18:12  
**Institute** 2:17 75:18  
 76:8 99:8  
**institution** 33:2,14  
**institutionalize** 160:19  
**institutionalizing**  
 160:10  
**institutions** 75:14  
 160:15,16  
**instructing** 149:4  
**intend** 178:15  
**intent** 35:5  
**intention** 35:6  
**intentions** 140:7  
**inter-agency** 163:22  
**interest** 64:21  
**interested** 68:5,5  
 135:19  
**interesting** 161:21  
**interests** 64:10 179:1  
**interference** 66:13,15  
 66:16 78:13,18,22  
 79:18 80:1 124:4,6  
 125:6 148:6 170:3  
**interior** 19:1  
**internal** 105:3 162:16  
**international** 39:14  
 68:13 80:20  
**Internet** 1:19 2:9 33:11

43:14 57:21 75:9  
 80:12 93:8 111:15  
 142:14  
**intersect** 33:15 60:13  
**intersection** 76:5 94:11  
 99:9 162:15  
**intervene** 23:19  
**interventions** 147:22  
**intrepid** 4:13  
**intro** 59:5 98:8  
**introduce** 5:3 10:4 11:9  
 16:22 37:15 44:16  
 83:17 104:19 134:7  
 136:1,7 137:3  
**introducing** 47:1  
**introduction** 3:15 52:1  
 99:13 131:2  
**introductions** 3:11  
 44:18 46:20 51:1,15  
 51:18 103:20 180:6  
**introductory** 139:19  
**invaluable** 12:9  
**invest** 157:5  
**investment** 13:19 83:6  
 133:18  
**invitation** 19:5 32:4  
**invite** 104:16 105:2  
 119:6 135:18  
**invited** 61:18 119:12  
**inviting** 11:16 100:7  
**involve** 115:16 127:20  
 127:20,21  
**involved** 87:16 94:19  
 119:18 120:22 121:14  
**Islanders** 27:21 152:3  
**issuance** 27:16  
**issue** 73:12 80:6 92:16  
 120:4 139:12 144:2  
 146:18 152:1 171:19  
 171:21  
**issued** 116:21 151:18  
**issues** 5:12 6:14 7:13  
 9:2 12:5,6,20 13:15  
 14:15 15:2 23:22  
 27:14,19 39:2 61:2,6  
 64:11 65:5,21 78:8,15  
 99:4 123:20 126:2,3  
 130:9 132:13 143:5,8  
 144:7 167:16 173:18  
**item** 103:20  
**items** 159:16  
**iteration** 8:20 10:15  
 31:17 32:9 71:8 143:3  
**iterations** 71:18 98:19  
 130:21

---

**J**


---

**j** 157:17

**James** 2:15 46:16,16  
 50:4 76:19  
**Jamila** 2:18 9:13 19:13  
 20:2,5 21:11 23:4  
 24:14 31:10 50:15  
 64:1 67:17,19 72:4,10  
 79:3 81:22 99:17,20  
 101:11 102:2 103:4  
 103:19 104:18,19  
 113:18 116:13 123:3  
 124:19 125:10,20  
 128:9,10 129:6,21  
 130:14 133:1 136:4  
 139:11 171:20 173:12  
 174:21 175:9 176:11  
 177:15 179:8 180:2  
 182:8  
**January** 148:16 174:16  
**Jeff** 103:17 180:22  
**JEFFERY** 2:21  
**Jenell** 82:6,7 84:3,8  
 85:18,22 141:14  
 144:4 150:10 152:12  
 162:17  
**Jessica** 1:13 3:3 5:3  
 37:20 93:2  
**Jl** 60:1  
**Jill** 2:5 46:12 67:19,21  
 68:15  
**Jim** 50:4 66:16  
**job** 8:19 9:13 14:17  
 65:1 67:3 145:9  
 182:15  
**jobs** 32:6 35:15 71:6  
 123:1,2 161:14  
**Johnson** 2:6,6,18 9:13  
 19:13 20:3,5 21:21  
 22:15 24:14 46:17,18  
 47:5,8,10,11 50:18,22  
 51:19 53:10,15 54:17  
 54:18,19,21,22 55:2,4  
 55:7 64:1 67:11,16  
 68:15,16 70:19 72:4  
 75:11 79:3 99:14,16  
 101:13 102:3 103:6  
 103:10 104:20 124:21  
 125:11,22 129:8  
 130:15 135:14 139:13  
 158:3 161:10 171:21  
 175:14 179:11,14,18  
 180:3  
**Johnson's** 161:20  
**Joi** 1:20 44:21 45:1  
 59:11,22  
**join** 20:8 34:2 37:21  
 59:14 99:17 137:20  
 138:11  
**joined** 19:18 53:19

**joining** 20:12 23:7 24:7  
 38:2 77:18  
**Joint** 2:4 33:8 65:10  
 137:9  
**Jonathan** 69:19  
**journey** 25:5 36:16 37:2  
**Joycelyn** 2:14 49:13  
 90:17,19 91:16  
**JulGlo** 2:5 67:1  
**jump** 43:9 49:9 76:20  
 76:20 99:21 157:10  
**jumping** 77:2  
**June** 141:17,18 158:19  
 163:21  
**jurisdiction** 158:14  
**justice** 33:16 92:12  
 135:3 165:17 171:8  
 171:16

---

**K**


---

**Kate** 2:2 45:18,20 62:7  
 95:7  
**keep** 35:7 41:21 87:21  
 102:4,10,15 107:1  
 109:7 112:16 118:4  
 118:20 146:15 153:22  
**keeping** 85:6 108:13  
 146:1  
**keeps** 105:7  
**Kelley** 181:2  
**Kevin** 71:22  
**key** 14:11 30:2 117:7  
 122:22 138:6 147:4  
 161:10  
**Keyla** 2:19 9:17 19:20  
 21:5,22 22:5,15 24:17  
 126:5 129:15,19  
 130:16,17 131:12  
 134:6 135:15,20  
**kick** 5:14  
**kickoff** 20:9  
**kid** 157:8  
**kids** 35:21,21 93:5  
 174:16,16  
**kinds** 6:21  
**Kizart** 2:7,7 47:13,14,17  
 47:18 54:15,22 55:5  
 70:21  
**Klein** 108:9 110:5 181:4  
**knew** 160:5  
**knowing** 90:10  
**knowledge** 12:17 15:14  
 63:22 178:22  
**known** 31:4 52:10  
 66:18 95:20 130:11  
**knows** 85:1 112:11  
**Kong** 39:12

## L

**labor** 29:11 82:2  
**lack** 6:9 30:3  
**ladies** 19:22 44:8 70:13  
 96:14  
**lance** 100:17  
**lands** 17:20 18:4 35:21  
 148:7  
**landscape** 41:6  
**language** 48:1  
**large** 137:20  
**largest** 75:18  
**lastly** 8:4 25:19 132:16  
 162:18  
**late** 117:12  
**Latimer** 60:6  
**Latin-X** 64:17  
**Laughter** 51:11 80:7  
 91:21 175:13  
**launched** 71:20  
**law** 39:15 53:20 76:2,8  
 77:13  
**lawmakers** 166:13  
**laws** 106:14  
**lay** 126:18  
**Lazarre** 2:8 47:19,20,21  
 74:4,5  
**lead** 9:6 54:3,6 63:18  
 65:16 92:21 138:10  
 139:17 143:10  
**leader** 4:15 84:5  
**leaders** 78:3 81:13  
 135:9 137:14  
**leadership** 4:12 14:20  
 25:1 36:21 40:10 41:4  
 42:9 44:8 53:21 59:21  
 66:6 69:1 70:3 136:22  
 138:5 142:3 164:7  
**leading** 8:10,19 25:2,6  
 62:13 72:1,15 138:7  
 141:13  
**League** 1:20 60:1,9  
 75:16  
**learn** 35:18 83:11  
 183:10  
**learned** 38:6,10 39:1  
 61:19 142:11  
**learning** 19:4 35:19  
 83:9,14 164:14  
**leave** 10:21 53:11 57:4  
 76:21 119:10 122:16  
 155:11 159:10 165:2  
 165:5 175:10  
**led** 17:8 27:15 55:21  
 88:20 141:8,10,12  
 144:3 161:10 162:20  
**Lee** 1:17 4:17 8:17 15:8  
 17:9 22:10 25:4 31:1

31:2 32:22 41:5 42:11  
 42:20 49:7,13,16,21  
 50:2,7,10,14,20 51:3  
 51:7,13 53:5,9 54:20  
 55:6 58:3 63:20 67:8  
 67:18 71:3 75:12  
 78:16 79:10,20 80:5  
 83:18 85:10 88:6 89:5  
 90:12 91:19 92:2,8  
 93:14 96:17 98:2  
 101:20 102:1 104:3  
 123:9 124:1 140:10  
 141:10 155:19 156:2  
 157:14  
**left** 18:4 25:9 70:13  
 140:16 164:10  
**legacy** 83:21  
**legal** 64:11 79:14 80:20  
**legislation** 166:3  
**legislators** 95:2  
**lend** 4:20 5:17  
**Lender** 166:6  
**lenders** 166:21  
**lens** 6:15 18:7 145:7  
**lessons** 83:10,13  
**let's** 5:19 30:14 37:6  
 41:15 111:13 120:8  
 120:15  
**letter** 42:15 121:16  
 122:3  
**letting** 174:10  
**level** 28:11 29:22 38:5  
 54:6 87:19 125:2  
 129:11 150:17 151:8  
**Lewis** 60:5 181:6  
**LGBT** 2:16 40:15 94:10  
 94:11,13 95:9,22  
 138:22 154:9  
**LGBTQ** 29:5 33:19  
 62:13,20 95:3,7,14  
 131:20 134:6,22  
 149:1 152:17 163:14  
**liaisons** 116:13  
**libraries** 144:12,21  
 145:10 147:18 148:3  
 151:16  
**licensee** 86:21  
**licenses** 87:1  
**life** 7:17,18 72:19 183:2  
**lift** 37:18 84:10  
**light** 23:19 26:19 67:10  
 67:10 177:6  
**likewise** 58:6,6  
**limited** 111:18 112:2  
 177:12  
**line** 69:4 77:2 87:22  
 153:6  
**link** 130:20

**list** 181:14  
**listen** 154:3  
**listening** 38:6 68:18  
 85:19 100:22 123:7  
 164:21 182:1  
**listing** 106:21 108:21  
 109:5  
**literacy** 145:9 147:9  
**little** 5:20 44:11 57:3  
 79:21 86:18 102:14  
 106:9 122:7 131:4  
 143:21 144:1 148:9  
 165:5 183:1  
**live** 37:18 62:11 96:9  
 103:18 121:15 149:12  
**Lived** 55:11  
**lives** 55:4 65:19  
**living** 29:4 55:13 64:13  
 177:4  
**LLC** 2:5  
**loan** 150:7 166:22  
**lobby** 50:21  
**local** 89:17 95:2 137:13  
 145:20 146:22 162:12  
**located** 65:12  
**location** 129:16  
**locations** 130:20  
**lockdowns** 144:7  
**log** 102:5,8  
**long** 6:8 7:10 10:2 11:5  
 14:22,22 31:12 36:15  
 68:20 76:5 80:16  
 86:17 87:7 107:1  
 117:10 146:3 174:15  
 177:5  
**long-** 13:14  
**long-standing** 54:9  
**long-term** 54:9  
**long-time** 55:10 59:15  
**longer** 82:19 111:8  
 122:11  
**look** 4:22 7:6 13:20  
 16:13,18 19:2 21:1  
 22:11 26:1 43:4 46:22  
 52:17 53:2 54:12  
 56:20 58:11,21 60:2  
 60:14 61:8 65:3 69:1  
 70:17 73:13,18 77:10  
 77:17 80:2 94:13  
 101:8 136:22 137:1  
 137:21 139:7,8  
 145:22 146:5 149:16  
 161:2 169:22 170:16  
 182:19  
**looked** 144:7 145:10,13  
 170:8  
**looking** 6:14 21:19  
 42:17 44:7 52:14 62:3

62:21 70:15 87:18  
 89:12 90:4 143:10,16  
 145:6 151:4 154:20  
 156:6 162:21 174:14  
 181:18  
**lose** 49:7  
**losing** 79:19,21  
**losses** 35:20  
**lost** 131:20 182:15  
**lot** 32:6 37:7 38:6,21  
 40:9,19 43:18,21 61:3  
 61:8,20 70:11 75:1  
 80:17 83:9 86:16  
 107:16 113:18 126:15  
 130:16 140:21,22,22  
 142:10,10,11,14  
 150:11 178:3,7  
 183:10,10,10  
**Louis** 2:9 48:9 80:9,10  
 84:14 86:2 100:18  
 101:5  
**love** 52:19 55:6 58:4  
 82:2 102:22  
**low** 6:8 29:4 145:12  
**luck** 123:7

## M

**M** 2:2,10  
**Madam** 51:4 53:5 67:12  
 102:1 165:2 172:22  
**magic** 24:22  
**mailbox** 108:18 109:1  
 109:12,16 114:3  
**maintained** 106:17  
**maintaining** 113:21  
**majority** 173:8  
**making** 9:21 14:3 40:3  
 74:20 139:5 182:22  
**managed** 32:1  
**management** 12:12  
 76:1 105:13 106:6,10  
 106:13 126:2 131:15  
 132:5  
**manager** 88:7 177:2  
**Managing** 103:13  
 105:14 181:3  
**mandate** 40:5 41:13  
 75:6  
**manner** 117:13  
**map** 145:14  
**marginalized** 95:13  
 96:7 133:10,20  
**mark** 10:22 44:17  
 128:14  
**marketers** 73:1  
**marketing** 95:19  
**Markey** 55:17  
**marks** 12:13

**Martin** 71:22  
**master** 177:2  
**matched** 15:8  
**materials** 27:9 129:18  
 166:7  
**math** 94:20 135:13  
**matter** 26:20 31:5 41:18  
 104:10 118:16 183:21  
**mattered** 32:13  
**matters** 80:21 112:8  
 120:5 141:1 163:18  
 180:1,1  
**Matthew** 1:18 43:1 55:8  
 55:10  
**McGowan** 106:7 110:4  
**mean** 43:17,18 44:9  
 61:18 100:7 118:1  
**meaning** 107:18 177:4  
**meaningful** 10:20 25:2  
 27:5  
**means** 28:13,14 83:7  
 111:7 115:4 161:4  
 164:20 175:21,22  
**meant** 171:22  
**measures** 145:21  
**media** 1:19 2:7,9 4:6,21  
 6:4,10,16 9:19 11:22  
 14:7 20:13 24:12 27:6  
 29:11 33:10 34:1,12  
 43:14 57:21 62:13,14  
 64:20 75:8 79:15  
 95:18,18 111:16  
 120:21 121:15 131:16  
 132:4,9,16 134:13  
 135:10 154:2,14  
 166:4,19 171:11  
 180:16,17,18 181:6  
**media's** 12:11  
**media-neutral** 107:18  
**MediaCo** 2:1  
**meet** 12:2 15:14 16:4  
 28:18 29:10 60:20,21  
 77:8 100:21 114:13  
 114:15,19 126:10,11  
 126:17 147:12 154:19  
 175:7,19 176:1  
 177:15,22 183:8  
**meeting** 1:6 3:2 4:4  
 5:10 11:17 20:9,17,18  
 20:19 22:16 23:1,5,7  
 36:12 43:4 58:17 74:8  
 92:3 101:3 104:14,15  
 104:21 105:21 111:12  
 111:14 112:15 113:16  
 117:21 118:14 119:10  
 126:18 135:22 158:20  
 163:21 164:5 175:11  
 175:20 176:14 177:13

177:16 178:17 180:1  
 180:5,14,21 181:19  
 183:19  
**meeting's** 112:13  
**meetings** 108:2 111:4,5  
 111:5,16,18,19 112:4  
 112:5,17 113:15,19  
 113:20 117:15 118:7  
 119:7,10 126:22  
 127:3,5,8,14 130:1  
 155:12 172:5  
**Melody** 45:9,10  
**members** 1:15 9:12  
 17:6 19:18 21:2,2,4  
 24:10 25:20,21 26:1  
 26:21 38:16 44:14  
 65:3 70:2 74:18 77:16  
 82:12 83:7 108:15  
 113:8,21 114:18  
 116:1 117:18 122:8  
 127:10 128:22 140:2  
 142:2 156:19 165:12  
 168:9,11 178:1,4,20  
 179:1,8  
**members'** 177:18 183:9  
**membership** 110:22  
 111:1 119:11 123:17  
**Mendoza** 2:8 48:1,2  
 77:22 78:5  
**Mendoza-Davila** 158:2  
**mention** 57:18  
**mentioned** 21:11 80:13  
 117:14 127:8 128:2,9  
 128:10 130:17 135:20  
 181:18  
**mentor** 89:11  
**mentoring** 156:12  
**mentors** 89:10  
**mentorship** 76:10  
**mentorships** 87:15  
**merely** 118:15 121:5  
**message** 57:6  
**met** 1:10 33:9 38:10  
 52:18 81:18 90:10  
 100:20 109:14 156:4  
**methodology** 167:9  
**metrics** 18:7  
**Michael** 71:19  
**Michele** 1:22 45:5,7  
 60:17,22 61:12  
**Michelle** 4:6 20:4,14  
 24:9 64:7 180:17  
**Microsoft** 2:12 88:8,19  
**mid-80s** 55:18  
**mid-careers** 161:6  
**midst** 164:13  
**Mignon** 8:9 80:19 81:9  
 83:21

**million** 35:17 64:12  
 74:10  
**millions** 27:6  
**Millisted** 182:9  
**Milt** 58:8,11  
**Milton** 1:21 45:3  
**mind** 7:14 42:16 155:9  
 177:17,18  
**mine** 89:11 90:4  
**minorities** 26:21 150:2  
 165:22 166:4  
**minority** 25:14 38:15  
 72:16 73:9,18 87:12  
 152:17 167:10,15  
**minority-owned** 33:21  
 73:3 86:22 87:4  
 161:15 172:20  
**minute** 49:20 91:19  
 101:12 111:13 168:19  
**minutes** 101:18 112:17  
 127:5 155:20 159:13  
**mirrors** 13:5  
**missed** 77:11 80:15  
 84:13 155:1  
**mission** 5:11 6:20  
 12:14 13:6 16:6 17:13  
 23:17 26:3 39:8 56:5  
 64:4 73:7,7 78:4 81:1  
 85:6 131:8,13 151:18  
 170:7  
**mission-critical** 14:14  
**missions** 126:20  
**mistake** 106:1  
**mix** 100:16  
**MMTC** 33:10 43:15,20  
 67:4,14 70:1,3 86:12  
 86:15 89:20,21  
 162:19,19  
**mobilization** 23:18  
**models** 137:15  
**moment** 15:15 56:18  
 136:15 141:3  
**moments** 126:4  
**momentum** 63:5  
**money** 157:5 183:12  
**money's** 183:11  
**monies** 162:11  
**month** 126:12  
**months** 23:20 24:1  
 53:20 58:15  
**morning** 4:3 5:6,17  
 11:15 17:2 20:3,4  
 21:7,8,10,22 22:1  
 43:11 45:7,9,19,21  
 46:2,3,7,13,15 47:11  
 47:14,15,16,20 48:2,7  
 48:11,20,21 49:1,11  
 49:14 50:5,9,12 53:17

60:19 61:17 62:9  
 63:14 67:20 68:17  
 70:22 74:6 77:22  
 78:12 88:5 89:8 106:4  
**mornings** 126:14  
**mother** 90:14  
**Motors** 73:2  
**move** 9:2 20:16 26:11  
 37:2 41:21 44:17 59:3  
 59:11 70:14 103:20  
 115:13 139:12 142:19  
 155:9 165:9 170:21  
 179:9  
**moved** 95:17 101:5  
 174:18  
**movement** 56:1 140:22  
 178:7  
**movements** 149:17  
**movies** 67:2,3  
**moving** 74:21 139:6  
 144:18 174:5  
**MPRM** 170:9  
**multicultural** 1:19  
 33:10 43:14 57:20  
 67:2 75:8  
**murder** 32:7  
**music** 100:22  
**mute** 102:4  
**muted** 11:11 105:22

---

**N**


---

**N** 3:1  
**NAB** 90:7  
**NABOB** 77:17 86:11  
 172:16  
**Nahuja** 2:9 48:6,7 78:11  
 78:12,14,16,19 79:1,8  
 79:12,22 80:8  
**name** 5:11,21 6:19 20:5  
 21:11 52:3 54:15,16  
 59:22 60:21 67:21  
 78:5 88:6  
**name's** 89:14  
**named** 8:21 63:16  
**names** 21:10 80:18  
**NARA** 107:12,22 108:5  
**narratives** 34:14  
**narrow** 6:17  
**Nathan** 1:14 3:6  
**nation** 6:12 8:2 12:4  
 14:22 23:10  
**national** 1:20 2:2,13,14  
 2:15 13:12 18:16  
 29:18 38:19 39:16  
 40:15 60:1 64:8 75:16  
 89:16 91:9 106:11  
 107:5 109:8,20  
 148:20

**navigate** 24:12 32:1  
**NBC** 53:19  
**near** 138:13  
**nearing** 164:5  
**nearly** 38:7  
**necessarily** 112:11  
 122:5  
**necessary** 12:2 28:6  
 88:13 89:1  
**need** 10:12 29:15 82:9  
 82:13 99:6 103:5  
 106:15 109:11,19  
 116:10 119:9 126:21  
 127:10,13,14 128:17  
 145:10,13,17,18,20  
 146:5,16 163:6,12,15  
 173:1 175:22 180:2  
 183:16  
**needed** 145:2 159:7  
**needle** 70:14  
**Needless** 126:14  
**needs** 28:18 29:11 34:9  
 52:13 95:3 109:7  
 128:19 146:10 147:12  
 162:3 173:7  
**negative** 133:14  
**network** 87:3,3 93:18  
 161:19  
**networking** 154:18  
**networks** 13:21 64:20  
 79:16,17 133:13,22  
**never** 12:21 81:17  
 112:11  
**new** 2:1 4:15 5:11 7:2  
 9:16 10:16 12:13,14  
 13:22 14:21 15:5 16:2  
 16:16 21:2,3,10 22:17  
 25:19 26:1 28:8,8  
 32:16 34:3 35:12,16  
 36:22 39:5 59:16  
 61:17 62:12,16 66:4  
 70:16 75:10 77:8 78:1  
 100:17,22 122:16,21  
 132:17 134:1 140:6  
 140:18 157:8 158:22  
 159:11,17,17 161:11  
 164:7 166:11,12  
 169:6,6,19,20 170:7  
 180:9  
**newly** 62:5  
**newly-chartered** 11:17  
 17:4  
**news** 14:7 132:9 149:9  
**nice** 60:20 100:21  
 158:15  
**Nicol** 1:17 4:16 8:17  
 15:7 17:9 25:4,6  
 32:22 37:14,18 41:5

42:11 49:18 58:4  
 68:18,19 71:3 75:11  
 80:15,15 81:16 87:22  
 89:11 90:11 92:22  
 103:21 124:10 138:4  
 139:16 140:9 141:10  
 142:19 146:9 155:10  
 155:16 157:13 165:8  
 177:14 182:5  
**Nicol's** 155:11  
**Nicole** 2:8 47:19,20  
 74:3,5 76:19  
**Nielsen** 61:22 167:7,11  
**nine** 117:4  
**NLI** 170:10  
**nominated** 180:10  
**nomination** 24:3  
**non-** 56:10  
**non-discrimination**  
 132:4  
**non-profit** 68:4 76:1  
 78:7 97:12 151:16  
 154:20 168:8  
**non-profits** 95:17  
 144:12  
**Nope** 103:22  
**normal** 32:6 150:7  
**North** 56:7,16  
**not-for-profit** 98:12  
 135:5  
**note** 60:7 70:6 76:5  
 107:21 113:2 128:16  
 183:3  
**noted** 51:5 119:11  
**notes** 165:17  
**notice** 103:18 111:4  
 112:6,13 114:14  
 117:15  
**notices** 111:14 116:22  
 130:5  
**November** 1:8 128:21  
**number** 6:6 15:21 56:15  
 74:22 75:4 117:18  
 172:17 177:12 180:13  
**numbers** 173:4

---

**O**

---

**objectives** 75:6  
**observer** 118:6  
**obtain** 150:7  
**obviously** 62:19 163:16  
**occasionally** 116:3  
 120:20  
**occur** 112:12 137:16  
**offer** 57:7 58:8 118:15  
 139:21 183:11  
**offered** 156:7  
**offhand** 124:16

**office** 56:8 67:13 77:11  
 103:12,13 105:5,13  
 116:18 157:10 169:22  
 181:1,3  
**officer** 9:14 20:6 22:6  
 24:15 72:6 75:17  
 106:7 113:18  
**Officers** 21:6,13 94:8  
**offices** 160:20  
**official** 2:18,19,20  
 22:17 138:8  
**officially** 23:4 183:19  
**offline** 25:9 179:20  
**OGC** 104:19  
**old** 28:9 70:16 119:19  
**older** 33:20  
**OMB** 117:9,11  
**once** 62:4 65:8 84:19  
 109:12 112:12 115:12  
 119:7 126:12,17  
 139:18 166:1  
**one's** 108:19  
**ones** 13:22 70:16 134:1  
 146:16 170:6  
**ongoing** 167:7 176:9  
**online** 20:19 129:17  
**open** 3:16 11:3 51:22  
 102:19 111:20 112:15  
 127:8 159:16 165:10  
 175:6  
**opened** 174:19  
**opening** 3:2 30:22  
 81:19 141:2,17  
**openness** 110:21  
**operate** 110:15 165:22  
**operation** 105:16  
**operations** 62:1 110:17  
**operator** 74:9  
**operator-members**  
 83:3  
**opinion** 122:3  
**opinions** 118:15  
**opportunities** 30:12  
 39:22 64:19 96:8  
 134:18 143:18 150:21  
 151:9 152:11 153:9  
 153:15 155:1 156:14  
 157:2 159:22 166:3  
 182:22  
**opportunity** 19:5 30:9  
 44:15 58:2,10,22  
 60:12 72:9,22 73:20  
 84:9 101:9 134:15  
 135:4 136:16,18  
 140:21 150:17 152:21  
 153:1,3 170:20 171:8  
 171:16 173:12 176:15  
 177:9

**opposed** 118:22  
**optimistic** 41:1  
**order** 3:7 9:3 23:4 51:17  
 57:3,10 103:2 126:22  
 131:5 149:4 157:3,15  
**organization** 23:10  
 62:14 68:19 69:20  
 88:18 93:5 94:10 95:7  
 95:9 120:13,13  
 122:12,16,17,20,21  
 180:11  
**organizations** 40:18  
 122:10 144:21 147:18  
 151:16  
**organizer** 34:16  
**origin** 13:12  
**original** 35:5 66:13  
 93:15 122:19,20  
 154:5  
**ought** 124:4 169:20  
**outlined** 171:17  
**outlines** 107:10  
**outlining** 166:9  
**Outlook** 108:20  
**outrage** 172:11  
**outreach** 117:12  
**outside** 96:10 149:7  
**over-representation**  
 158:11  
**overall** 18:9  
**overarching** 126:19  
**overbuilding** 82:10  
**overlap** 131:4  
**overlooked** 7:11  
**overseeing** 100:22  
**oversees** 106:12  
**overview** 3:12,14  
 107:16 125:13,19  
 126:1 128:6 132:21  
 134:9  
**owned** 2:16 6:3,7 14:6  
 100:15 132:8 152:18  
 152:18,19  
**owners** 14:9 73:18  
 132:11 182:22  
**ownership** 6:9 12:12  
 14:13 29:2 34:1,5  
 87:17 131:15 132:5  
 166:4,17 167:10  
 168:10

---

**P**

---

**P-R-O-C-E-E-D-I-N-G-S**  
 4:1  
**p.m** 104:12 183:22  
**Pacific** 27:21 152:2  
**page** 110:13 117:2  
 119:14

- Pai** 162:10  
**Pan-Asian** 15:9 39:16  
**pandemic** 23:20 26:12  
 26:19 27:13 28:9,10  
 32:2,12 61:4 144:8,9  
 148:1 151:15 163:4  
 164:13  
**panelists** 153:18  
**paper** 107:19  
**papers** 164:19 178:8  
**Paperwork** 116:9 117:8  
**parent** 114:20,22 115:3  
 118:2  
**parents** 96:11 146:22  
**Park** 56:8  
**part** 4:9 13:3 31:21  
 33:18 40:1 48:4 56:19  
 61:22 67:22 73:7,19  
 104:15,21,22 111:9  
 112:18 122:2 127:11  
 138:21 147:20 173:5  
 175:2,2 178:22  
**parte** 119:14,16 120:2,5  
 120:11,14  
**participants** 153:12  
 156:16  
**participate** 26:22 98:17  
 118:10 156:17 161:8  
 165:1  
**participating** 10:10  
 17:7 19:9 20:17  
 135:19 164:8  
**participation** 2:14  
 91:10 117:16,22  
 132:15 134:17 147:8  
 150:21  
**particular** 4:12 13:14  
 14:10 34:11 112:10  
 118:4 159:2,6 160:22  
 161:17  
**particularly** 28:19 34:3  
 41:7 87:11 148:16  
 172:20 173:9 174:12  
**parties** 34:8 111:22  
 119:6,12  
**partner** 65:2 77:13 84:5  
 142:21  
**partnered** 142:13  
**Partners** 2:7  
**partnership** 2:16 164:1  
**partnerships** 146:18  
 160:1  
**pass** 20:1  
**passed** 68:8 151:5  
**passes** 151:5  
**passion** 90:4  
**passionate** 81:8,19  
 138:12,13  
**passions** 61:7  
**path** 13:3 44:4  
**pathway** 36:6  
**pathways** 27:1  
**Paula** 2:22 105:4,7,19  
 105:21 110:10 123:9  
 123:12,17 125:13,17  
 127:7 181:3  
**pause** 83:15 179:17  
**pave** 178:22  
**pay** 105:2  
**pays** 149:13 163:7  
**PCPs** 156:16  
**pending** 121:3  
**people** 6:4 11:4 13:10  
 14:6 18:3 27:4 29:4,4  
 29:6 34:12,13 35:2  
 36:5 40:2 42:10 52:20  
 57:4 64:12 66:5,22  
 77:8,9 89:21 90:13  
 100:20 101:16 102:3  
 102:5,9 104:16  
 111:11 112:17 116:6  
 116:11,12,16 117:3,5  
 117:7 119:17 120:1,6  
 128:18 131:19 132:9  
 133:9 134:5,20  
 142:10 145:17 152:18  
 154:15 160:2,17  
 161:5,14 163:5  
 164:21 180:7,14  
**Peraertz** 2:9 48:10,11  
 80:10,10 85:17 86:3  
**percent** 18:18 62:22  
 83:4 149:8,8 167:22  
**perennially** 14:16  
**perfect** 56:18 63:18  
 104:1  
**perfectly** 90:5 118:9  
**period** 27:4 109:15  
 131:13 142:16 144:6  
**permanent** 8:6 24:3  
**permanently** 109:22  
**permission** 111:21  
 125:18  
**persistent** 28:21 30:4  
 133:11  
**person** 5:9 8:8 85:4  
 98:9 119:8  
**personal** 7:14 60:7 61:6  
 76:4 120:13 122:4  
 179:19  
**persons** 6:7 70:2 132:1  
 134:5,21  
**perspective** 34:1 60:12  
 69:21 70:6 73:13  
 86:10 108:12 119:5  
 122:9 176:13  
**perspectives** 12:17  
**pertaining** 105:15  
 108:16 114:1  
**Ph.D** 1:17 2:4,6  
**phenomenal** 71:6  
**phone** 84:20,22 85:13  
 85:20  
**phones** 10:14  
**phonetic** 47:4 182:9  
**physical** 30:1  
**pick** 70:12 85:4 140:16  
**picked** 40:10 44:10  
**picking** 140:15  
**picture** 61:22 174:3  
**pieces** 94:17  
**ping** 176:5  
**pipeline** 161:4,4  
**pivot** 26:10 153:8  
**pivotal** 72:12  
**pivoted** 73:2  
**place** 5:22 124:5 145:22  
**plan** 6:22 29:14 60:6  
 109:3  
**planning** 58:13 127:21  
**plans** 109:3 114:10  
**platform** 65:21 173:22  
 174:2  
**platforms** 147:11  
**play** 147:1  
**played** 138:6 141:13  
**playing** 150:17  
**please** 41:18 88:17  
 99:21 102:8,10 103:4  
 103:15,15 111:13  
 116:3,12 117:2  
 121:16 122:13 123:2  
 127:4,18 128:16  
 129:11 130:13 139:21  
**pleased** 14:2 15:18  
 43:17 57:10 75:3,10  
 76:13,15  
**pleasure** 22:8,16 26:4  
 50:12 58:17 77:7,7  
 78:9 86:3,7 91:17  
**plight** 144:4 151:12  
**plus** 29:5 134:6,22  
 149:1 152:17 154:4  
**point** 9:8 71:12 77:12  
 77:16 83:2 102:19  
 103:19 113:8 171:3  
 171:12 175:15 176:12  
**pointed** 77:4 81:2  
**pointing** 169:1  
**points** 131:7 164:4  
 171:17  
**policies** 135:7 137:14  
 166:21  
**policy** 21:15 34:1 54:1  
 54:3 61:1 65:10,14,15  
 65:15,17,19 78:8  
 80:11 91:4,12 94:22  
 98:10 112:8 163:7,17  
 164:2  
**policymakers** 95:1  
**political** 2:4 33:8 65:11  
 70:5,7 167:18 168:6  
**polling** 177:18  
**poorest** 18:3  
**pop** 49:6  
**populate** 176:20  
**population** 62:22  
**portion** 112:14  
**portions** 112:4  
**position** 64:6  
**possible** 10:6 19:12  
 122:19 154:12 156:20  
 176:3  
**post-Prometheus**  
 14:13  
**posted** 111:14 130:5  
**posterity** 109:22  
**postings** 111:15  
**potential** 8:1 35:3 39:21  
 151:6 154:3,5 161:18  
 170:6  
**poverty** 28:21 133:11  
**Powell** 71:19  
**power** 39:21 168:1  
**powerful** 37:14  
**powerhouse** 62:15  
**PowerPoint** 124:13  
 125:3,8 163:20 165:4  
**practice** 169:15  
**practiced** 76:1  
**practices** 61:21 134:16  
 135:8 137:15 142:12  
 144:17 147:22 167:4  
 169:13  
**pragmatic** 158:18  
 164:22  
**preceded** 27:14 28:10  
 144:9  
**predate** 178:4  
**predecessor** 5:22 12:8  
**predecessor's** 5:21  
**predecessors** 10:18  
**predominantly** 160:15  
**preference** 174:21  
**preliminary** 114:11  
 173:4  
**present** 1:12,15 44:17  
 44:20,22 45:4,8,14,20  
 46:7,10,14 47:12,21  
 48:3,8,12,16,19 49:2  
 49:15 50:13 80:14  
 112:18 176:16

**presentation** 105:1  
 119:8 120:12,15  
 121:15 122:3 124:13  
 125:3,9 159:15  
**presentations** 119:6,22  
 169:2  
**presented** 64:19  
**presenters** 174:3  
**presents** 30:3  
**president** 8:4 39:16  
 54:1,2,6 55:13 58:12  
 62:12 67:4,21 69:20  
 75:10,15 78:6 80:11  
 89:15 92:9 149:3,14  
 157:2  
**President's** 29:18 82:15  
 149:12  
**President-External**  
 74:7  
**Presidential** 131:5  
**presiding** 1:11  
**presses** 24:20  
**presumed** 150:3  
**pretty** 109:10 124:14  
 129:10,10 173:6  
 176:4  
**prevent** 82:9  
**previous** 8:20 15:2 26:5  
 32:9 34:16 71:8 86:9  
 89:20 98:19 102:18  
 130:1,2 143:3,4  
 157:17 158:5,7,16  
**previously** 16:15  
**primarily** 72:15 126:10  
**primary** 144:22  
**Primer** 125:6  
**principles** 110:20  
**print** 95:17  
**prior** 14:3 82:3,5,14  
 112:6 115:6 178:16  
**prioritize** 145:11 147:19  
**priority** 17:20 54:9 99:3  
 127:3  
**privacy** 65:22  
**private** 55:20 144:12  
 146:21 153:22  
**privilege** 38:17 71:7,17  
 71:21 92:11  
**probably** 77:12 86:18  
 111:15 117:12 173:7  
 175:16,22 176:5  
**problems** 12:19 35:4  
**procedural** 176:13  
**proceed** 125:19  
**proceeding** 119:18  
**process** 129:9 147:20  
 150:8 180:12  
**processes** 147:14

**processionals** 64:11  
**Proctor** 73:1  
**procurement** 75:1  
 149:6  
**produced** 85:5  
**producers** 36:9  
**productions** 2:5 67:2  
 101:1  
**productive** 66:18  
 141:22  
**productively** 30:17  
**products** 13:10 17:15  
 36:8 149:6 156:11  
**professional** 7:17  
 161:6  
**professionals** 20:21  
 28:3 38:11  
**profit** 56:11  
**program** 65:15,17,20  
 88:9 90:22 91:8  
 149:20,22 150:1  
 156:8,12 160:11  
 166:17  
**programmatic** 94:16  
**programming** 8:13 14:8  
 75:1 80:2 132:10  
**programs** 23:18 25:8  
 29:13,14 56:15 65:13  
 73:5 106:13 135:8,12  
 137:14 145:15,17,17  
 146:2,15 153:20,22  
 166:21  
**progress** 6:22 17:11  
**project** 177:2  
**prolific** 66:19  
**promise** 39:22  
**Promises** 153:21  
**promote** 12:11 36:2  
 91:12  
**promoting** 7:3  
**promotion** 134:18  
**properties** 87:17  
 131:17  
**property** 166:1  
**propose** 135:1 171:13  
**proposing** 171:6  
**prosperity** 96:5  
**protection** 28:4  
**protocol** 53:12 63:12  
 102:3,17  
**proud** 26:8 40:1,9 59:14  
 93:4 95:5,5 163:8  
**prove** 150:5  
**provide** 26:17 27:1  
 28:15 30:9 64:15 69:2  
 96:8 129:15 133:5,16  
 133:21 134:9 141:16  
 165:13 168:12,17

**provided** 12:10 15:21  
 27:9 112:6 138:4  
 154:17  
**provider** 2:10 75:19  
**providers** 80:12 83:3  
**provides** 80:1  
**providing** 6:1 137:13  
 138:7  
**provision** 13:8 17:14  
**pry** 11:3  
**public** 1:21 3:17 26:14  
 27:16 54:1,3 58:18  
 61:1 76:8 80:21 91:12  
 111:2,20 112:21  
 114:13 116:11,16,22  
 117:15,16 121:10,12  
 121:18 127:9 130:5,9  
 135:17,18 144:11  
 151:15,18 152:1  
 154:13,13 158:19  
 163:7,17 164:2  
 177:12 179:9,20  
 182:3  
**public/private** 146:18  
**publication** 111:10  
**publicly** 160:3 167:6  
 175:19  
**publish** 169:14  
**published** 169:14  
**pull** 63:17 131:21,22  
**pulling** 154:15  
**purpose** 159:9  
**pursue** 30:7 160:17  
**pursuit** 16:5  
**put** 5:22 32:9 124:22  
 151:2 157:16 160:3  
 162:7 163:12 168:12  
 169:13 181:14 182:10  
**putting** 84:10

---

**Q**


---

**quadrennial** 14:12  
**quality** 17:21  
**quasi-deputy** 96:20  
**question** 3:14 113:11  
 124:2,3 179:19  
**questionnaire** 177:19  
**questions** 7:9 12:18  
 110:2,8 113:9,9  
 115:17 116:7 117:3,5  
 117:6 119:9 123:6,20  
 129:4 172:11 179:10  
 179:12,21  
**quick** 51:12 169:9  
**quickly** 15:18 55:19  
 97:4 129:10 157:4  
 176:3,4 181:12  
**quite** 35:14 95:20

126:15 153:12  
**quorum** 103:8 114:17  
 117:19

---

**R**


---

**race** 13:11 60:13  
**racial** 27:17,19 40:12  
 135:3 151:21 171:8  
 171:16  
**racism** 36:18  
**radio** 79:16,17 86:22  
 87:11,18 89:17  
 120:20  
**raise** 30:16 103:1 139:3  
 139:22  
**raised** 74:17  
**raising** 168:16  
**Ralph** 33:12  
**ramp** 129:10  
**range** 131:19 147:10  
 150:20 160:6  
**rapidly** 146:6 164:4  
**Rashann** 2:19 9:17  
 19:19 21:4,6,11,21  
 24:17 126:5 128:5,7  
 129:9,13,14 132:21  
 135:15 176:5 181:11  
**Rashann's** 129:11  
**rates** 18:9,16  
**ratings** 62:1  
**re-enlist** 57:11  
**reach** 7:22 10:10 36:4  
 110:8 154:5  
**reached** 104:14  
**reaches** 11:21  
**reaction** 81:21  
**read** 6:10  
**readiness** 147:8  
**ready** 30:15 37:7 53:7  
 53:10 61:13 101:14  
 103:1 157:11 170:8,9  
 178:10 180:11  
**reaffirm** 28:1  
**reaffirmed** 151:18  
**real** 12:19 87:8  
**realize** 35:11  
**realized** 32:5 146:12  
**reason** 111:12 124:8  
**reasonable** 111:22  
**reasons** 43:19 82:18  
 101:4  
**Recap** 3:16  
**receive** 129:2,6  
**received** 24:8 42:14  
 57:6 82:15  
**rechartered** 5:10 62:5  
 167:3  
**rechartering** 23:9,16

**recognition** 163:17  
**recognize** 15:6 39:20  
 139:22  
**recognizing** 36:20  
**recommend** 131:14  
 167:21  
**recommendation** 155:9  
 156:22 166:12 168:5  
 169:3 178:6  
**recommendations** 3:16  
 10:18 13:7,20 14:4  
 15:21 28:15 29:1 60:4  
 64:15 113:13 114:22  
 115:7,13,16,20  
 120:18 121:19,21  
 130:4 132:6 133:5,16  
 133:21 134:1 135:11  
 137:12 140:5,15  
 141:4,19 142:4,5  
 143:6 147:2 158:4  
 160:8 161:2 163:9,19  
 164:19 165:21 169:7  
 169:10,15 170:1,2  
 175:1,5 176:8  
**recommended** 142:4  
 147:3,14,19 148:2  
 166:16,20 167:2,18  
**record** 15:1 104:11  
 109:21 112:17,18  
 158:19 183:22  
**recorded** 108:3  
**recordkeeping** 108:12  
**records** 105:12 106:6,7  
 106:10,11,13,16,18  
 106:19,21 107:2,8,12  
 107:18,20,20,20  
 108:13 109:5,14  
 112:19 114:6 126:2  
**recount** 13:6  
**recovered** 50:16  
**recovering** 61:4  
**recruitment** 30:5  
**redlining** 134:2 137:16  
**reduce** 131:14  
**reducing** 13:18 133:16  
**reduction** 87:12 116:9  
 117:8  
**reestablished** 168:3  
**reestablishing** 168:3  
**refer** 110:3  
**reflect** 7:20 74:14  
**reflected** 30:6  
**refresher** 123:11  
**regard** 114:16 115:12  
 180:7  
**regarding** 14:11,19  
 131:5  
**regardless** 107:19

**region** 18:12,13  
**Regional** 18:11  
**register** 111:6,10 112:7  
**registrants** 153:3,11,16  
**regular** 126:21 182:15  
**regularly** 8:12  
**regulated** 77:15  
**regulations** 105:15  
 106:14 112:1 124:18  
**regulatory** 13:19  
 133:17  
**Rein** 65:2  
**reinvention** 153:9  
**reiterate** 150:9  
**reiterating** 122:1  
**reiteration** 72:2  
**rejoined** 32:15  
**related** 22:13 38:13  
 143:5,8  
**relatedness** 145:9  
**relates** 118:12  
**relating** 118:22  
**Relations** 89:15  
**relationship** 59:17  
**relationships** 66:5  
 160:13 162:1  
**relatively** 108:8  
**released** 137:9 174:9  
**relentless** 40:2  
**relevant** 143:22 173:19  
**religion** 13:12  
**rely** 25:17  
**remain** 17:20 112:14,15  
**remaining** 159:13  
**remarkable** 8:14  
**remarks** 3:3,4,6,8,9 5:4  
 16:21 20:13 30:22  
 38:3 81:19 136:2  
 182:2  
**remedied** 19:1  
**remember** 51:1 100:21  
 116:4  
**reminder** 44:14 122:7  
 170:15 181:10  
**remiss** 72:3  
**removing** 13:18 133:17  
**repeat** 73:10  
**repetitive** 109:18  
**report** 29:21 72:22  
 137:10 158:8 172:19  
 173:3  
**reports** 10:18 114:11  
 130:4 141:19 170:2  
**repository** 130:17  
**represent** 58:18 62:19  
 76:13 77:14 80:19  
 90:7 91:7 120:10  
 122:9,13

**representation** 76:9  
 158:10 159:8  
**representative** 60:1  
**representatives** 62:20  
**represented** 57:22  
 75:13 82:6 83:20  
 183:14  
**representing** 1:21 2:2  
 2:10 60:22 64:8 69:17  
 82:21 122:18  
**represents** 12:15 64:10  
 65:2 121:18 122:4  
**request** 113:2 122:17  
**require** 117:9 119:16  
 161:14,15  
**required** 28:18 107:11  
 108:11 142:9  
**requirements** 108:6  
 117:16  
**requires** 29:22  
**requiring** 103:7  
**Rescue** 29:14  
**research** 1:18 55:14  
 56:5,11 94:13,15,21  
 127:20 178:8  
**resident** 55:10  
**resource** 75:18 145:14  
 163:11 170:2  
**resources** 12:17 15:22  
 23:19 42:7 58:19  
 145:19 160:21 163:12  
**respect** 25:9,12 44:6  
 99:1  
**respected** 86:16  
**respective** 126:7  
**respond** 10:14 41:19,22  
 129:3,12  
**response** 144:14,16  
 145:21  
**responsibilities** 41:13  
 106:10  
**responsibility** 127:15  
**responsible** 9:20 24:10  
 34:13 160:21  
**responsive** 72:6  
**rest** 26:10 58:17 116:1  
**resulted** 133:14  
**resulting** 144:8 151:14  
**results** 25:3 85:6 179:6  
**resumed** 104:11  
**retention** 30:5 109:15  
**retire** 107:14  
**retirement** 43:20  
**return** 102:10 128:20  
 146:13  
**returning** 21:1 25:20,21  
 79:4 101:19 140:2  
 142:2

**revenue** 72:18,18  
**review** 10:17 14:12  
 24:12 116:1  
**reviewing** 147:21  
**revised** 62:6  
**revisiting** 148:2  
**rich** 129:16  
**Richard** 181:2  
**ride** 37:7  
**rights** 27:17,18 28:5  
 33:7 36:17 39:19  
 60:11 76:6 91:10  
 135:3 151:20 171:8  
 171:15  
**rights-focused** 67:3  
**Riordan** 2:21 180:22  
**rise** 151:13  
**Rivera** 2:10 48:15,16  
 57:6,8 58:6 66:15  
**Robert** 1:19,20 9:5  
 24:20 43:10,13 44:19  
 44:20 59:3,11 75:10  
 99:17,18,21 100:4  
 101:11 136:10,11,12  
**Roberts** 2:11,11 48:18  
 48:19 86:5,6,6,19  
 88:2 101:3 172:12,12  
 172:15  
**Robinson** 2:12 48:22  
 49:1,4 88:4,7  
**role** 15:5 24:15,22 70:3  
 71:2 120:1 138:6  
 141:13 144:20 147:1  
 148:3  
**roles** 54:3 71:4 113:6  
 114:8  
**roll** 3:10 30:14 32:17  
 41:17,22 44:17 49:9  
 51:5,17 93:15 103:5  
**rolling** 38:22 43:5 52:15  
 62:3 88:22 90:5  
**Ron** 73:10 75:11 158:3  
**Ronald** 2:6 47:10,11  
 68:15,16  
**room** 7:16 161:7 180:21  
**Rosa** 2:8 48:1,6 77:21  
 78:5,11 93:1 158:2  
 160:9  
**Rosenworcel** 1:13 3:3  
 5:3,5 11:9 17:3 20:11  
 23:8 31:8 37:20 38:1  
 44:5 64:6 81:3 84:1  
 88:16 93:2 140:19  
 172:2 175:18 181:8  
 182:11  
**round** 19:17 87:14  
**Roundtable** 2:14 91:8  
**route** 119:1



**rubber-stamped** 115:20  
**Rubin** 77:13  
**Rudy** 47:4 141:12 162:17  
**rulemakings** 7:8  
**rules** 3:13 14:13 105:8 105:9,15,17 110:20 119:14,16 120:2,5,14 124:12,14,16 126:2  
**run** 9:7 96:1 123:20 146:3,9 178:10  
**running** 138:14  
**rural** 17:19 18:3,20 29:5 96:9 133:20 137:12

### S

**S** 82:6,7 84:3,8 85:18 85:22 141:14 144:4 150:10 162:17  
**safe** 16:18 167:22  
**safety** 80:21  
**sake** 102:9 103:2 139:18  
**salute** 8:9  
**Sarah** 2:2 45:18,19 62:7 95:7  
**satellite** 80:21  
**saw** 175:17  
**saying** 43:16 71:1 121:10,17  
**says** 6:11 172:2  
**Scarpelli** 2:12 49:5 97:20,22 98:4,10  
**scene** 84:21  
**schedule** 101:18 106:18 107:8,17 108:22 181:13  
**scheduled** 8:13 58:15 157:17  
**scholar** 25:9  
**school** 39:14 75:22 160:4 163:6 168:9  
**school-aged** 35:17  
**schoolers** 52:6  
**schools** 174:18  
**science** 94:19 135:12  
**scratch** 10:17  
**screen** 131:20  
**seamlessly** 161:13  
**Seasons** 150:13  
**seats** 183:9  
**second** 13:2 48:1 55:15 92:1 104:15 128:14 141:8 153:7,21 167:1 179:15  
**secondly** 70:5 132:2  
**seconds** 32:18

**secretary** 70:10  
**secrets** 112:9  
**section** 179:9  
**sector** 5:13 12:1,21 15:15 27:3 39:9,10 40:3 52:8 55:20 75:14 143:18 146:22 149:19 149:21 153:22 160:18 171:11  
**sectors** 40:13 132:16 134:14,20 135:6  
**seeing** 16:13,18 95:15 158:10  
**seek** 166:20  
**seen** 28:11 34:18 80:18 87:10 113:14  
**selected** 8:13  
**selection** 181:12  
**selections** 128:15  
**send** 108:21 124:20 181:11  
**senior** 19:18 33:2 52:6 67:14 75:15 80:19 98:10 105:12 106:6  
**sense** 10:8 35:19  
**sensible** 151:22  
**sensitive** 151:22  
**sent** 27:22 165:17,18  
**sentences** 156:1  
**sentiments** 84:8  
**separately** 57:22  
**serial** 95:21  
**series** 162:6  
**seriously** 13:5  
**serve** 8:5 9:4 15:5 20:5 21:5 25:22 26:7,17 34:20 37:5,11 38:18 40:10 41:13 66:3 67:21 68:12 70:9 74:15 86:10 89:3,14 93:21 94:1,5,6 96:13 97:11 99:7 113:7 122:22 134:14 157:19 165:6  
**served** 7:11 15:11 38:17 66:12,16,17 75:21 77:5 86:8 95:18 96:18 98:18  
**service** 2:9 7:9 13:2 17:21 20:22 80:12 83:3  
**services** 13:9,17 17:15 17:17 18:9 22:14 23:20 59:1 105:17 131:16 133:13 145:19 147:11 149:6 156:11  
**serving** 8:15 9:14 26:4 43:4 67:1,6 71:17,22

75:3 97:9 117:18  
**session** 153:8 173:1  
**sessions** 153:5,19 154:18  
**set** 7:2,8 108:19 113:14 114:4 118:19 136:5 143:19 181:19  
**sets** 25:16  
**seven** 80:22 101:17  
**sex** 13:12  
**shades** 69:10  
**share** 32:18 68:12 69:22 73:21 83:12 103:14 126:5 142:5 144:17 158:22 164:4 164:6  
**shared** 13:3 30:17 101:3  
**sharing** 182:2  
**Sharon** 181:2  
**sharp** 151:2  
**Shawn** 74:3  
**she'll** 69:11  
**shelf** 178:7,8  
**shelters** 75:19  
**Sherman** 2:7 47:13,15 47:17 70:20  
**shift** 143:21  
**ships** 139:3  
**shocked** 42:9  
**shores** 148:17  
**short** 10:2 27:4 43:15 115:19 146:9  
**shorthand** 125:7  
**shoulders** 82:21  
**shout** 4:19 9:21 80:15  
**show** 6:6 98:6  
**Showcase** 152:22 153:3  
**showed** 31:22 32:11  
**showmethemoney** 153:6  
**shut** 11:4  
**side** 41:11 56:21 84:9 84:10 92:5 144:10 162:4,5,18 183:2  
**signed** 149:4  
**significant** 30:4 172:19  
**Silberthau** 2:22 105:5 105:22 110:11 123:22 124:7,14 125:5 181:3  
**Silicon** 1:18 52:4 158:9  
**Simington** 1:14 3:6 5:17 16:22 19:8 20:12 24:7 31:9 38:2 181:9  
**simple** 109:17  
**simplified** 147:15  
**Simultaneous** 85:21

90:16 92:4 123:21 155:18  
**sincere** 181:22  
**sister** 92:22  
**sit** 178:7,8  
**sits** 90:2  
**sitting** 36:12 169:12  
**situation** 174:19  
**situations** 121:5  
**six** 26:14  
**size** 152:16  
**skill** 25:16  
**skilled** 74:13  
**skills** 14:17 30:12 56:13 145:9,11 147:9  
**skip** 2:1 45:11,11,15 61:12 100:20 114:5  
**slate** 21:17  
**sleeves** 30:14 32:17 38:22 43:5 52:15 62:4 63:18 89:1 90:6  
**slide** 111:3,19 112:2,16 113:5,5,17 114:5 115:1 117:21 119:13 119:13 120:8,9,20 121:22 122:6,7  
**slides** 110:12  
**slots** 183:9  
**small** 6:2 14:5 27:10 38:19 61:5 98:13 132:7,15 143:17 144:5 149:20,20,21 151:12 152:11,14,14 164:1 166:22 177:16  
**social** 27:6 33:16 41:6 55:22 56:4,5 75:14 91:1 92:12 154:2,14  
**socially** 150:1  
**sociologist** 33:5  
**software** 98:13  
**solution** 175:2  
**solutions** 56:12 65:19 100:14 131:14 133:4 135:1 158:18 171:6 171:13  
**solve** 12:19 35:3 146:20  
**son** 55:3  
**soon** 16:19 123:2 129:1  
**sorely** 85:7,8  
**sorry** 58:16 63:9,13 67:11 99:16 105:22 122:20 126:11 133:5  
**sort** 33:13 111:20 118:6 119:1 124:22 126:18 162:15 176:19  
**souls** 152:7  
**sound** 180:11  
**sounding** 10:12

- sounds** 51:19 97:17  
 109:17,17  
**sources** 153:7  
**South** 137:12  
**space** 11:22 16:9 52:5  
 52:11 84:6 91:11  
 156:6  
**spaces** 160:17  
**Spann** 45:10  
**speak** 17:2 19:6 115:5  
 115:11 153:18 165:13  
 168:19  
**speakers** 174:2  
**speaking** 15:17 85:21  
 90:16 92:4 121:6  
 123:21 148:19 155:18  
**speaks** 54:7  
**special** 4:18 9:3 156:10  
**Specialist** 100:14  
 105:13 106:7  
**specific** 106:14 116:11  
**specifically** 106:16  
 158:8  
**Spectrum** 74:10  
**speed** 170:6  
**speeds** 28:18  
**spend** 149:5 151:7  
**spending** 61:7  
**sphere** 158:11  
**spirit** 34:17  
**spiritual** 80:14  
**spoiler** 172:16  
**spoke** 142:10  
**spoken** 120:6  
**spring** 109:3  
**St** 100:17 101:5  
**staff** 2:18 9:18 10:11  
 17:5 19:19 21:3 24:10  
 54:12 79:3 102:13  
 136:5 160:12 169:6  
 181:6 182:9  
**staffed** 66:12  
**stage** 136:6  
**stakeholders** 14:15  
 144:18  
**Stanberry** 2:13 49:10  
 49:11 89:8,14  
**stand** 32:15  
**standard** 152:16  
**standing** 13:15 82:21  
 98:9 126:13  
**Stark** 24:7 38:1  
**Stark's** 160:11  
**Starks** 1:14 3:5 5:16  
 11:10,12 16:21 17:3  
 19:9 20:11 31:8  
 141:22 181:8  
**start** 5:19 7:2 23:8  
 70:22 102:17 104:2,3  
 104:4 178:9  
**start-** 131:17  
**started** 19:10 37:10  
 51:10 55:12,16,20  
 71:20 95:16 112:13  
 181:21  
**starting** 4:13 10:16 33:7  
**STARZ** 2:3  
**state** 95:2 145:19  
 152:15 162:12 167:14  
**stated** 13:5 29:21  
**statement** 27:20 32:8  
 152:1,7 162:10,11  
**statements** 27:16,22  
 111:21 130:5 131:8  
 151:19 172:11  
**States** 1:1 13:10 28:7  
 39:13 63:1 64:13  
 172:21  
**station** 62:2 100:15  
 168:8  
**stations** 1:21 6:7 58:19  
 120:21 168:2  
**statistics** 6:6 62:21  
**status** 100:13 150:8  
**statute** 110:18  
**stay** 72:19 102:8 156:22  
 166:14  
**stead** 122:22  
**STEAM** 94:19  
**steer** 79:4  
**steering** 19:16  
**step** 82:20  
**stepped** 9:4  
**stepping** 55:18  
**Steve** 2:20 86:4,6 88:1  
 172:12,14 180:22  
**Steven** 2:11 48:18  
**stewardship** 36:14  
**stick** 9:15  
**stop** 6:14 148:8  
**spotlight** 92:1,6  
**straight** 105:8  
**strategic** 7:2 58:13  
**strategies** 91:5 153:9  
**stream** 148:12  
**strengthen** 13:21 39:8  
**strengthening** 133:22  
**strictly** 6:15  
**strong** 16:14 21:17 84:5  
**stronger** 16:16 41:3  
**structural** 36:17  
**structure** 127:12  
**stuck** 31:11  
**students** 160:5,13  
 163:5  
**studies** 2:4 33:8 65:11  
 173:18  
**study** 29:17 132:2  
 134:11 167:14  
**stuff** 110:1,6 115:18  
**Subcommittee** 55:18  
**subgroup** 158:5,7  
 159:2,3 160:4 162:16  
 166:7,20 167:2,5,17  
 167:18 168:6  
**subgroups** 164:7,15  
 166:6  
**subject** 26:20 66:19  
 111:22 115:22 116:9  
 117:15 120:14  
**subjected** 163:3  
**submissions** 141:20  
**submit** 142:3  
**submitted** 158:4  
**subscription** 18:15  
 145:5,7 147:7  
**subsequently** 169:16  
**subsidiaries** 18:8  
**substantive** 153:5,19  
**substitute** 167:21  
**succeed** 41:12 182:20  
**successful** 123:13  
 132:2 154:2 156:18  
**suffers** 18:13  
**suggest** 113:16  
**suggested** 53:10 64:22  
**suit** 149:15  
**Super** 79:16 135:14  
**super-brief** 98:8  
**supplier** 143:15 162:13  
 169:9  
**suppliers** 14:9 132:11  
 154:21 161:16  
**supplies** 156:6  
**supply** 29:3 70:12  
 84:12 148:18 149:18  
 150:15 152:21 153:2  
 157:1 159:5 161:9  
 162:4  
**support** 5:18 9:12,19  
 12:10 20:15 64:7  
 140:3 142:15 147:17  
 154:22 163:16 167:19  
 168:7 176:7,9  
**supported** 138:5  
**supporting** 11:6 73:4  
 138:7  
**surely** 60:11  
**surrounding** 18:6  
 132:14  
**survey** 116:7 162:7  
**surveys** 116:3,5,5  
**Susan** 1:17 4:17 8:17  
 15:8 17:10 25:5,11,12  
 31:20 34:21 37:9,15  
 37:16 41:16 49:19  
 63:21 68:21 71:3  
 81:17 84:11 89:12  
 103:21 139:16 140:9  
 141:12 142:21 144:4  
 155:5,19 157:13  
 162:17 177:9 182:5  
 183:4  
**sustainable** 10:21 62:1  
**switch** 123:1,2  
**SYMINGTON** 17:1  
**symposia** 127:22  
**symposium** 153:1,15  
 153:17 166:8  
**syndicated** 80:2  
**system** 130:11  
**systemic** 33:15  
**systems-wide** 56:12
- 
- T**
- table** 7:15,16 34:8  
 95:22 96:12  
**TAC** 153:14  
**tag** 153:6  
**tail** 157:16  
**taken** 63:9 162:11  
 164:7  
**takes** 81:5 117:10  
 146:20,20  
**talented** 4:8 9:16 40:1  
 81:13  
**talents** 29:19 39:20  
**talk** 37:9 72:22 85:14  
 102:13 106:9 109:2  
 118:13 119:19 142:20  
 148:9,18 149:18  
 151:9 152:8 178:21  
**talked** 84:19,20,21  
 137:13 151:17 159:21  
 174:20 177:13  
**talking** 11:13 61:21  
 86:13 112:19 119:17  
 127:6 142:18 156:3  
**talks** 171:5,10  
**tank** 56:17 65:12  
**tapped** 158:8  
**target** 175:1  
**targeted** 15:21  
**task** 16:12 177:2  
**tasked** 5:22  
**Tate** 2:14 49:13,14  
 90:17,18,19  
**tax** 153:19 168:3,7  
**teaches** 93:5  
**team** 9:9,12,20 21:4  
 25:15 40:1 48:4 51:8  
 87:7 125:18 156:20

157:10 173:5 180:21  
**teams** 54:4  
**tears** 152:4  
**tech** 5:12 12:1 15:15  
 29:11 33:20 39:9 40:3  
 52:8 65:15,17 78:7  
 91:3,6 94:10 95:1,22  
 99:2 138:22 141:9  
 143:18 157:20 158:6  
 158:11 159:2,4  
 160:22 162:20,21  
 163:2 164:14  
**technologies** 64:16  
 65:18 132:18  
**technologist** 33:4  
**technology** 2:16 6:18  
 7:18 12:21 16:8 25:10  
 27:3 33:3 35:3,6 36:8  
 38:12 52:7 64:20  
 65:10 68:10 91:2  
 92:15,20 94:12,14,17  
 94:20 95:4,12 98:14  
 131:17 132:4,16  
 133:12 134:3,14  
 135:11,13 144:13  
 147:11,17 150:22  
 152:21,22 153:2  
 160:6 167:8 171:11  
 174:15  
**telecom** 1:19 33:11  
 43:14 55:17,21,21  
 56:4 57:21 78:8  
 160:22 162:2  
**telecommunications**  
 21:14 29:12 75:9 76:6  
 135:4 160:6 171:9  
**teleconferences**  
 111:17  
**telephone** 87:1 126:10  
**television** 1:21 58:18  
**tell** 7:12 47:7,9 55:14  
 66:11,12 81:18 93:6  
 104:16 149:3 157:9  
**telling** 34:14 38:18  
 165:18  
**ten** 83:4 93:3 116:6,12  
 116:17,17 153:18  
**tenure** 15:2 31:21 33:7  
 35:10 38:5 144:22  
 150:10  
**term** 93:22 145:2,3  
**termination** 107:13  
**terms** 61:22 73:14 82:9  
 117:22 124:12 133:2  
 147:2,4 161:5  
**Territories** 94:18  
**territory** 172:3  
**test** 104:22

**thankful** 180:10  
**thanking** 23:8 37:22  
**thanks** 4:10 9:3 19:8  
 42:20,22 49:18 54:11  
 57:8 60:15 67:18,19  
 88:17,18 89:5 110:11  
 123:7,22 131:21  
 133:1 139:9 156:19  
 168:18 172:7 181:22  
**then-** 55:16  
**theories** 66:1  
**they'd** 179:2  
**things** 10:6 11:14 15:22  
 20:2 32:1,6 43:19,21  
 57:18 74:20,21 83:1  
 86:18 111:7 117:7  
 118:20,22 120:21  
 126:6,8 144:10  
 146:13,14 147:1  
 157:18 159:20 174:4  
 174:4,20 175:3  
 176:21  
**third** 93:22 97:14  
 111:22 119:6,12  
 141:11  
**Thirdly** 132:6  
**thought** 51:9 133:6  
 147:6 155:8  
**thousands** 27:4 94:17  
 98:12  
**threat** 88:20  
**three** 8:13 9:4 25:15  
 31:5 55:20 69:1,5  
 84:9 86:17 94:5 96:21  
 128:2,10 131:2  
 137:10 141:6 155:12  
 164:20 166:6 175:19  
 176:1  
**three-time** 86:21  
**thrilled** 4:14 48:12,14  
 60:2,14 62:15 63:7  
 80:13,22 81:11,12  
**thumbnail** 124:22  
**Tijerino** 2:15 49:17,18  
 50:1 91:17,22 92:5,9  
**till** 46:21 174:22  
**timely** 12:1 26:17 111:3  
 117:13  
**times** 40:7,22 175:19  
**tip** 154:7  
**tired** 69:15  
**tireless** 22:19 64:1  
**title** 96:20 105:6  
**today** 12:3,13 19:6,9  
 20:8,16 22:4,9 24:8  
 24:11,13 33:13 38:2  
 39:3 40:16 41:1 47:18  
 90:8 95:11,15 103:8

106:9 163:1 173:10  
 173:19 181:5 182:1  
**Today's** 28:8  
**told** 82:17  
**Tony** 106:7 110:3  
**toolkit** 167:12  
**toolkits** 27:11  
**tools** 23:21  
**top** 82:11 174:7  
**topic** 114:7  
**total** 7:13 153:11 154:5  
**touch** 116:12 123:3,18  
 131:7  
**touched** 152:7  
**tougher** 183:2  
**Tower** 87:4  
**track** 109:7 118:20  
**trade** 39:14 98:12 112:9  
 177:2  
**traditional** 6:16 153:6  
**train** 168:9  
**training** 14:18 135:9,12  
 145:11 147:9 156:7  
 168:9  
**transfer** 107:12  
**transferred** 107:5  
**transforming** 26:19  
**transition** 169:5  
**transitioned** 39:13  
**transitioning** 11:19  
**transparencies** 90:20  
**transparency** 64:22  
**travel** 165:15  
**tremendous** 53:4,18  
 81:13 82:8,16  
**trenches** 25:7  
**tribal** 17:20 18:3 35:21  
 133:20 134:21 148:2  
 148:3,7 163:14  
**tribal-serving** 144:20  
**tricky** 121:13  
**tried** 108:8  
**tries** 81:6  
**Trigg** 82:6 84:4,8 86:14  
 141:14 150:10  
**trigger** 117:8 120:2  
**triggered** 148:1  
**trio** 69:5  
**triple** 88:20  
**true** 28:7 139:2  
**truly** 11:16 12:15 20:14  
 41:1 149:9 152:4  
 180:9  
**trust** 25:14,17 37:1 41:2  
**trusted** 105:3  
**trusting** 23:12 36:14  
**try** 42:5 70:13 87:21  
 116:18 121:16 128:16

138:15 172:16  
**trying** 42:6 44:1 161:22  
**turn** 22:16 23:1 30:21  
 41:18,20 58:1 78:17  
 92:6 99:21 102:20  
 105:21 110:10 129:7  
 135:22 136:10 139:20  
 168:15 172:2 176:2  
**Turner** 1:17 4:17 8:17  
 15:7 17:9 22:10 25:4  
 31:1,2 32:22 41:5  
 42:11,20 49:7,13,16  
 49:21 50:2,7,10,14,20  
 51:3,7,13 53:5,9  
 54:20 55:6 58:3 63:20  
 67:8,18 71:3 75:12  
 78:16 79:10,20 80:5  
 83:18 85:10 88:5 89:5  
 90:12 91:19 92:2,8  
 93:14 96:17 98:2  
 101:20 102:1 104:3  
 123:9 124:1 140:10  
 141:10 155:19 156:2  
 157:14  
**turning** 67:9  
**TV** 87:1,11,17 89:17  
**tweets** 154:5  
**twice** 126:11,11,12  
**two** 4:16 5:1 8:10,20  
 9:16 16:2 19:18 27:16  
 31:5 53:21 61:18 72:1  
 83:8 84:18,20,22  
 87:20 88:11 96:10  
 105:2 142:16 148:16  
 150:11 151:18 152:20  
 153:5,18 155:3 169:9  
 174:14,15 179:4,5  
 182:20  
**two-three** 146:7  
**two-year** 126:20 131:13  
**twofold** 62:17 144:15  
**type** 158:10 159:8  
 162:3 173:16  
**types** 106:21 107:11  
**typically** 120:2,4

---

**U**


---

**U.S** 15:9 39:16 68:12  
 94:18 144:20 152:14  
**uh-** 51:19  
**Ulloa** 19:21  
**ultimately** 10:9 111:2  
 114:20  
**umbrella** 34:3  
**unacceptable** 35:22  
**unanimously** 141:18  
 169:10  
**under-** 7:10 38:16

183:13  
**under-connected** 134:4  
**under-employed** 139:5  
**under-employment**  
 134:11  
**under-representation**  
 134:11  
**under-represented**  
 134:19 139:4  
**under-served** 28:20  
**underserved** 38:20  
 41:7 133:10 134:4  
 145:12 183:13  
**understand** 95:2 96:3  
 162:3 167:8 173:8  
**understanding** 83:5  
 173:18  
**understands** 140:6  
**unfairness** 36:18  
**unfinished** 159:12  
 164:9,12  
**unfortunately** 105:6  
 165:14  
**unique** 26:15 86:9 95:3  
**United** 1:1 13:10 28:7  
 39:13 63:1 64:13  
 172:21  
**Universal** 53:19  
**university** 1:20 76:7  
 100:15 178:8  
**University's** 75:22  
**Unmute** 44:20  
**unprecedented** 28:11  
**unrepresented** 34:9  
**unserved** 41:8 74:19  
**unstoppable** 15:7  
**unusual** 86:18  
**update** 167:4,12  
**uplift** 27:1 30:19  
**uplifting** 41:2  
**ups** 131:18  
**upscaling** 134:17  
**uptake** 18:9  
**urban** 1:20 18:17 29:5  
 60:1,8 75:16,18 79:17  
**urge** 140:2 159:17  
 161:1 173:19  
**urgency** 35:19 169:2  
**urgent** 178:1  
**use** 37:1 94:14,15,21  
 125:1 130:13 147:8  
 159:13 163:1 174:1  
**useful** 126:6 130:16  
**user** 147:13

---

**V**


---

**vaccine** 92:17  
**vain** 170:11

**valid** 84:15  
**Valley** 158:9  
**value** 10:15 39:18  
**valued** 12:8 84:15  
**variability** 39:20  
**various** 82:18  
**vast** 12:17 169:22  
**vendors** 154:21  
**venture** 56:4  
**ventures** 55:22  
**verb** 62:14  
**Verizon** 1:22 60:22 61:2  
**version** 125:7 131:22  
**versus** 121:20  
**veteran** 152:18 178:4  
**veterans** 15:10 40:17  
 134:21 149:2  
**vice** 1:17,17 3:9 4:16  
 8:14,16 15:3,7 17:9  
 22:9 26:5 30:22 31:2  
 37:17,21 41:5 42:20  
 49:7,13,16,21 50:2,7  
 50:9,10,14,20 51:3,7  
 51:13 53:5,9,22 54:2  
 54:6,20 55:6,13 58:3  
 59:19 63:20 67:8,18  
 71:4 74:6 75:15 78:2  
 78:16 79:10,20 80:5  
 80:11 83:18 84:17  
 85:10,18,22 88:5 89:5  
 89:15 90:12 91:19  
 92:2,8 93:12,14 96:17  
 98:2 100:4 101:18,20  
 101:21 102:1 103:22  
 104:3,6 113:6,7,15  
 120:16 123:9 124:1  
 140:10 148:9,13  
 155:6,14,16,19,22  
 156:2,3 157:14  
 177:11 178:12,18  
 183:6  
**Vickie** 2:12 48:21 49:3  
 88:3,3,6 89:5,6 90:5  
**video** 132:4,10  
**video's** 42:5  
**Videoconference** 1:10  
**videoconferencing**  
 111:17  
**view** 145:4  
**viewpoint** 131:18  
**views** 121:2,8,18,20  
 122:4  
**village** 146:20  
**violence** 27:20 75:19  
 152:2  
**virtual** 27:6 153:1,16  
 154:17 156:15  
**virtually** 5:8 119:21

133:11  
**vision** 60:5  
**visit** 129:17  
**vital** 17:7  
**voice** 40:11 41:6 63:1  
 89:17  
**voices** 38:14 131:19  
**volumes** 54:7  
**volunteer** 4:9 20:21  
 127:19 162:1  
**volunteered** 152:6  
 170:11  
**volunteers** 170:11  
**vote** 115:10 118:15  
**voted** 121:9,19 169:3  
 170:8  
**voting** 168:1  
**vulnerable** 18:2

---

**W**


---

**wait** 40:20 83:13 91:19  
 136:14 174:22 183:8  
**waiting** 175:4  
**Wake** 56:7  
**wanted** 19:11 57:10,18  
 57:19 126:4 151:1  
 156:16 165:8 168:22  
 171:12 180:13,16,17  
**wants** 109:21 125:10  
 149:14  
**Washington** 55:11  
 96:10  
**wasn't** 93:18 171:22  
**watching** 20:18 85:11  
 135:17  
**way** 6:8,16 36:2 42:11  
 43:15 52:6 90:20  
 98:18 110:2 117:7  
 146:13 170:5 173:14  
 175:20  
**ways** 8:2 12:21 35:17  
 64:16 73:8,17 95:15  
 116:19 150:18 160:19  
 164:13  
**wealth** 29:7  
**wear** 53:21  
**weary** 69:14 73:11  
**weaving** 56:4  
**website** 111:15 117:1  
 124:5,11 129:16  
 130:6,12,19 169:8  
 170:1  
**WEDNESDAY** 1:8  
**week** 126:11,12,12  
**weeks** 8:21 137:10  
 177:14  
**welcome** 3:2,3,4,6 4:4  
 13:16 20:13 21:3 23:6

24:16 25:19 45:14  
 48:6 50:14,15 51:22  
 53:2 55:5 70:16 84:14  
 102:20 104:13 125:14  
 135:20 138:2 139:16  
 139:20 168:15 183:7  
**welcoming** 5:4  
**well-deserved** 79:1  
**well-doing** 69:14  
**well-loved** 86:16  
**well-represented**  
 141:16  
**went** 55:20 86:14  
 104:11 183:22  
**weren't** 158:10  
**west** 50:2,3 56:9  
**Wheeler** 72:1  
**when's** 121:11  
**whichever** 107:14  
**white** 142:7 164:19  
**who've** 52:10  
**Whoever's** 110:12  
**wholly** 176:7  
**Whoops** 119:14  
**WHUR** 100:13  
**WHUR-FM** 1:20  
**wide** 150:20  
**wider** 154:13  
**Wiley** 65:2 66:14  
**Williams** 181:2  
**willing** 4:8  
**willingly** 127:10  
**willingness** 63:17  
**Wilson** 158:3 162:19  
**win** 30:19,19  
**wind** 169:7  
**window** 46:20 175:5  
**Winston** 2:15 50:4,5  
 66:16 76:19 77:1,13  
**Winter** 56:8  
**wireless** 1:18 2:6,9  
 55:14 56:5 69:17  
 80:11,20 87:3  
**Wireline** 19:20 21:14  
**wisdom** 4:21  
**wish** 139:21  
**WISPA** 80:12 82:5,8,11  
 82:15,22 83:2,9  
**witness** 7:16  
**woman** 7:15 8:5 31:20  
 73:18 150:13  
**woman-owned** 25:14  
 79:15 161:15  
**women** 6:3,7 8:14 11:4  
 14:6 26:20 29:3 60:10  
 73:9 88:21 91:13  
 97:13 131:20 132:8  
 134:20 149:2 150:4

150:12  
**women's** 2:14 60:11  
 91:8  
**women-owned** 87:12  
 152:16  
**Wonder** 2:9 79:15  
**wonderful** 8:19 23:7  
 38:3 70:17 77:8  
 148:15 150:10  
**Wood** 2:16 9:9 24:21  
 50:11,12 93:19,20  
 138:2,9 154:9 171:1  
 172:8  
**wording** 172:1  
**words** 7:5 73:22 82:7  
 84:3  
**worked** 31:15 33:6  
 38:10 44:6 69:7 76:5  
 84:18 88:12 89:22  
 138:14 144:19 146:4  
 146:15 147:21,21  
 148:22 158:7 182:10  
**workforce** 29:10,16,19  
 29:20,21 30:7 41:10  
 65:14 74:12 92:12,19  
 99:2 159:4,19 162:5  
 162:14  
**workplace** 135:7  
**works** 72:8 94:11  
**workshop** 58:14 160:3  
 173:13  
**workshops** 127:21  
 162:6 164:18  
**workstream** 148:10  
 166:5  
**workstreams** 141:14  
 176:16  
**world** 12:19 14:13  
 71:14 88:10 99:7  
 153:9 174:15 182:22  
 183:16  
**wouldn't** 112:9  
**Wow** 37:17  
**WQHT-FM/WBLS-FM**  
 2:1  
**wrapping** 175:16  
**wraps** 99:12  
**WRC** 56:10,21  
**writing** 85:4 127:20  
 173:5  
**Written** 111:21  
**wrote** 92:16  
**www.fcc.gov/ecfs/fili...**  
 130:12

---

**X**

---



---

**Y**

---

**year** 7:2 21:18 26:13  
 32:5 69:7 100:8  
 109:13 126:13 142:16  
 149:8 151:11 152:20  
 158:15 161:22 175:12  
 175:19 176:2  
**year's** 156:22  
**years** 5:1,20 12:7 19:15  
 21:20 25:18 31:14  
 33:22 35:1 38:6,7  
 39:3 40:4 44:1 52:10  
 52:20,21 55:11,19  
 61:18 68:7 70:9 76:2  
 76:16 80:22 82:14  
 83:8 84:18 86:15  
 87:11 88:15 93:3  
 95:11,17 96:21  
 138:20 146:7 148:16  
 150:11 156:19 169:17  
 174:14,15 177:7  
 179:5,6 182:20  
**yesterday** 136:8  
**York** 2:1 61:17 62:12  
 100:17 101:1  
**young** 160:2,16  
**youngster** 183:15  
**youth** 41:9 90:22  
**Yvette** 90:2

---

**Z**

---

**zip** 137:17  
**Zoom** 11:14

---

**0**

---



---

**1**

---

**1:42** 183:22  
**10** 3:5 62:22 153:8  
**10:00** 1:11  
**10:02** 4:2  
**100,000** 93:5  
**10th** 128:21  
**11:00** 46:21  
**11:20** 46:21  
**11:50** 104:11  
**111** 3:14  
**12:05** 101:19,21 103:4  
 103:17 104:9  
**12:06** 104:12  
**120** 3:15  
**124** 3:16  
**131** 153:4  
**13985** 149:4  
**14** 88:15 154:19 156:4,5  
 156:15  
**15** 3:6 35:17 101:12  
 111:6 149:8  
**158** 3:17

**16** 23:20 24:1 35:17  
**160** 153:17  
**17-208** 130:13  
**170-some** 153:3  
**18** 18:17  
**1977** 66:14

---

**2**

---

**2,746,800** 154:3  
**20** 3:7,8 55:11  
**20-something** 169:17  
**2000s** 56:2  
**2004** 169:13  
**2008** 169:11  
**2010** 56:6  
**2017** 25:12 170:3  
**2019** 83:9  
**2020** 27:18,19 92:18  
 174:17  
**2020s** 148:16  
**2021** 1:8 173:10  
**2022** 107:22 176:14  
 178:9  
**2023** 175:4  
**21** 111:7  
**22** 70:9  
**230** 153:16  
**24th** 141:18 158:19  
 163:21  
**26** 18:16  
**27** 3:9  
**28** 18:14  
**291** 153:12

---

**3**

---

**3** 1:8 171:4  
**30** 62:22  
**31** 68:7 74:9  
**31st** 107:22 181:20  
**37** 3:10

---

**4**

---

**4** 3:2  
**40** 154:5 170:4  
**407** 153:11  
**46** 3:11

---

**5**

---

**5** 3:3  
**58** 64:12  
**5G** 161:11

---

**6**

---

**6.2** 106:18 107:17  
**60** 18:18

---

**7**

---

**7** 169:12

**70** 83:4  
**700** 83:2

---

**8**

---

**8(a)** 149:22  
**80** 154:18 156:5,16  
**800** 151:6  
**82** 154:5  
**880,000** 154:4,6

---

**9**

---

**93** 3:13  
**96,000** 74:12

C E R T I F I C A T E

This is to certify that the foregoing transcript

In the matter of: Communications Equity  
and Diversity Council

Before: U.S. FCC

Date: 11-03-21

Place: teleconference

was duly recorded and accurately transcribed under  
my direction; further, that said transcript is a  
true and accurate record of the proceedings.

  
-----  
Court Reporter

**NEAL R. GROSS**

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701