



OFFICE OF  
THE CHAIRMAN

FEDERAL COMMUNICATIONS COMMISSION  
WASHINGTON

November 15, 2017

The Honorable Elijah E. Cummings  
Ranking Member  
Committee on Oversight and Government Reform  
U.S. House of Representatives  
2471 Rayburn House Office Building  
Washington, D.C. 20515

Dear Congressman Cummings:

On September 14, 2017, the Government Accountability Office (GAO) publicly released a report entitled *FCC Updated Its Enforcement Program, but Improved Transparency is Needed – GAO-17-727* (GAO Enforcement Report or Report). The report examines (1) actions taken by the FCC in the last five years to update its enforcement program; (2) performance goals and measures for FCC's enforcement program; and (3) selected stakeholders' views on the FCC's enforcement program and the FCC's communication with these stakeholders.

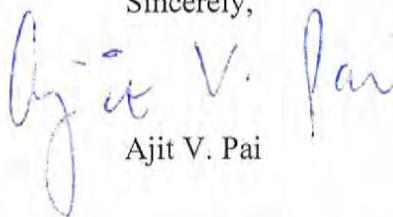
The Report includes two recommendations for Executive Action. First, the Report recommends that the Chairman of the FCC should establish quantifiable goals and related measures – performance indicators, targets, and timeframes – for its enforcement program and annually publish the results to demonstrate the performance of the program and improve transparency regarding FCC enforcement. Second, the Report recommends that the Chairman of the FCC should establish, and make publicly available, a communications strategy outlining the agency's enforcement program for external stakeholders to improve engagement with the telecommunications community on the purposes, objectives, and processes the Enforcement Bureau employs to achieve its mission. In the August 25, 2017 response to the draft report, the Chief of the Enforcement Bureau agreed with the Report's recommendations for Commission action, and I intend to ensure that Commission staff are able under my Chairmanship to follow through on implementing these actions.

First, we will develop and publish performance goals and measures for FCC enforcement practices in accordance with the Government Performance and Results Act (GPRA) Modernization Act of 2010. As Chairman, I've implemented reforms to the Commission's processes to increase transparency and accountability in the FCC's operations. Prior to the release of the Report, for example, I directed the Office of the Managing Director to work with the Commission's Bureaus and Offices to develop performance goals consisting of a performance indicator, a measurable target, and a timeframe for meeting that target, and to include these performance goals in the Annual Performance Plan that the Commission submits with its annual budget. The Report's analysis and recommendations confirm the need for quantifiable, measurable, and public performance targets. I look forward to developing future performance goals for FY2020 and beyond consistent with the GAO Enforcement Report.

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I appreciate GAO's thorough analysis and recommendations, and I reiterate the Commission's commitment to implementing measures to address GAO's findings. Thank you for the opportunity to respond to the GAO Enforcement Report, and I look forward to discussing this issue further if you have any questions.

Sincerely,

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Ajit V. Pai

cc: The Honorable Greg Walden  
The Honorable Fred Upton  
The Honorable Bob Latta



FEDERAL COMMUNICATIONS COMMISSION  
WASHINGTON

OFFICE OF  
THE CHAIRMAN

November 15, 2017

The Honorable Trey Gowdy  
Chairman  
Committee on Oversight and Government Reform  
U.S. House of Representatives  
2157 Rayburn House Office Building  
Washington, D.C. 20515

Dear Chairman Gowdy:

On September 14, 2017, the Government Accountability Office (GAO) publicly released a report entitled *FCC Updated Its Enforcement Program, but Improved Transparency is Needed – GAO-17-727* (GAO Enforcement Report or Report). The report examines (1) actions taken by the FCC in the last five years to update its enforcement program; (2) performance goals and measures for FCC's enforcement program; and (3) selected stakeholders' views on the FCC's enforcement program and the FCC's communication with these stakeholders.

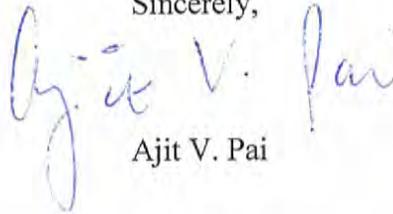
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The Honorable Bob Latta



FEDERAL COMMUNICATIONS COMMISSION  
WASHINGTON

OFFICE OF  
THE CHAIRMAN

November 15, 2017

The Honorable Claire McCaskill  
Ranking Member  
Committee on Homeland Security and Governmental Affairs  
United States Senate  
340 Dirksen Senate Office Building  
Washington, D.C. 20510

Dear Congresswoman McCaskill:

On September 14, 2017, the Government Accountability Office (GAO) publicly released a report entitled *FCC Updated Its Enforcement Program, but Improved Transparency is Needed – GAO-17-727* (GAO Enforcement Report or Report). The report examines (1) actions taken by the FCC in the last five years to update its enforcement program; (2) performance goals and measures for FCC's enforcement program; and (3) selected stakeholders' views on the FCC's enforcement program and the FCC's communication with these stakeholders.

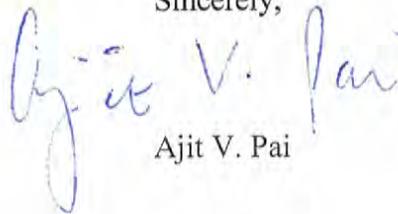
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The Honorable Fred Upton  
The Honorable Bob Latta



FEDERAL COMMUNICATIONS COMMISSION  
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OFFICE OF  
THE CHAIRMAN

November 15, 2017

The Honorable Frank Pallone  
Ranking Member  
Committee on Energy and Commerce  
U.S. House of Representatives  
2322A Rayburn House Office Building  
Washington, D.C. 20515

Dear Congressman Pallone:

On September 14, 2017, the Government Accountability Office (GAO) publicly released a report entitled *FCC Updated Its Enforcement Program, but Improved Transparency is Needed – GAO-17-727* (GAO Enforcement Report or Report). The report examines (1) actions taken by the FCC in the last five years to update its enforcement program; (2) performance goals and measures for FCC's enforcement program; and (3) selected stakeholders' views on the FCC's enforcement program and the FCC's communication with these stakeholders.

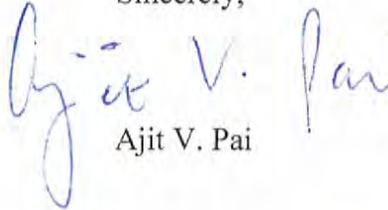
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cc: The Honorable Greg Walden  
The Honorable Fred Upton  
The Honorable Bob Latta



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November 15, 2017

The Honorable Greg Walden  
Chairman  
Committee on Energy and Commerce  
U.S. House of Representatives  
2125 Rayburn House Office Building  
Washington, D.C. 20515

Dear Chairman Walden:

On September 14, 2017, the Government Accountability Office (GAO) publicly released a report entitled *FCC Updated Its Enforcement Program, but Improved Transparency is Needed – GAO-17-727* (GAO Enforcement Report or Report). The report examines (1) actions taken by the FCC in the last five years to update its enforcement program; (2) performance goals and measures for FCC's enforcement program; and (3) selected stakeholders' views on the FCC's enforcement program and the FCC's communication with these stakeholders.

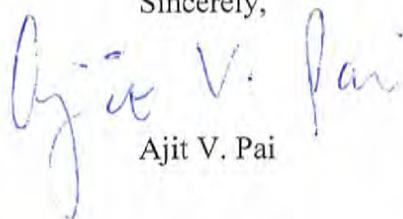
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Ajit V. Pai

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The Honorable Fred Upton  
The Honorable Bob Latta



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FEDERAL COMMUNICATIONS COMMISSION  
WASHINGTON

November 15, 2017

The Honorable Bill Nelson  
Ranking Member  
Committee on Commerce, Science, and Transportation  
United States Senate  
425 Hart Senate Office Building  
Washington, D.C. 20510

Dear Senator Nelson:

On September 14, 2017, the Government Accountability Office (GAO) publicly released a report entitled *FCC Updated Its Enforcement Program, but Improved Transparency is Needed – GAO-17-727* (GAO Enforcement Report or Report). The report examines (1) actions taken by the FCC in the last five years to update its enforcement program; (2) performance goals and measures for FCC's enforcement program; and (3) selected stakeholders' views on the FCC's enforcement program and the FCC's communication with these stakeholders.

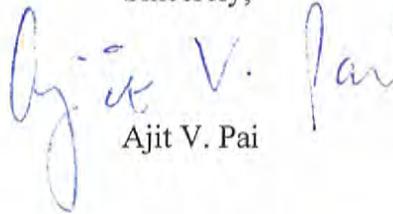
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The Honorable Bob Latta



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FEDERAL COMMUNICATIONS COMMISSION  
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November 15, 2017

The Honorable John Thune  
Chairman  
Committee on Commerce, Science, and Transportation  
United States Senate  
512 Dirksen Senate Office Building  
Washington, D.C. 20510

Dear Chairman Thune:

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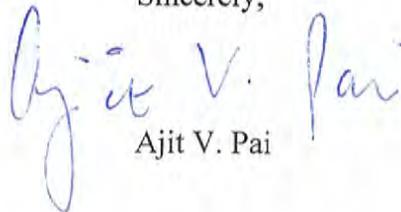
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The Honorable Fred Upton  
The Honorable Bob Latta



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FEDERAL COMMUNICATIONS COMMISSION  
WASHINGTON

November 15, 2017

The Honorable Chris Coons  
Ranking Member  
Subcommittee on Financial Services and General Government  
Committee on Appropriations  
United States Senate  
125 Hart Senate Office Building  
Washington, D.C. 20510

Dear Senator Coons:

On September 14, 2017, the Government Accountability Office (GAO) publicly released a report entitled *FCC Updated Its Enforcement Program, but Improved Transparency is Needed – GAO-17-727* (GAO Enforcement Report or Report). The report examines (1) actions taken by the FCC in the last five years to update its enforcement program; (2) performance goals and measures for FCC's enforcement program; and (3) selected stakeholders' views on the FCC's enforcement program and the FCC's communication with these stakeholders.

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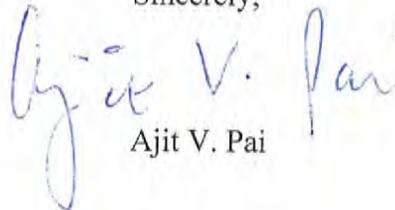
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The Honorable Fred Upton  
The Honorable Bob Latta



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WASHINGTON

November 15, 2017

The Honorable Shelley Moore Capito  
Chairwoman  
Subcommittee on Financial Services and General Government  
Committee on Appropriations  
United States Senate  
125 Hart Senate Office Building  
Washington, D.C. 20510

Dear Chairwoman Capito:

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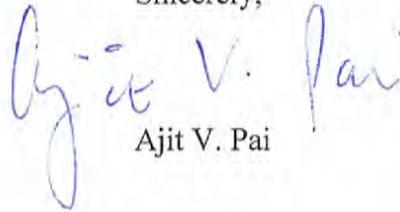
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November 15, 2017

The Honorable Mike Quigley  
Ranking Member  
Subcommittee on Financial Services and General Government  
Committee on Appropriations  
U.S. House of Representatives  
1016 Longworth House Office Building  
Washington, D.C. 20515

Dear Congressman Quigley:

On September 14, 2017, the Government Accountability Office (GAO) publicly released a report entitled *FCC Updated Its Enforcement Program, but Improved Transparency is Needed – GAO-17-727* (GAO Enforcement Report or Report). The report examines (1) actions taken by the FCC in the last five years to update its enforcement program; (2) performance goals and measures for FCC's enforcement program; and (3) selected stakeholders' views on the FCC's enforcement program and the FCC's communication with these stakeholders.

The Report includes two recommendations for Executive Action. First, the Report recommends that the Chairman of the FCC should establish quantifiable goals and related measures – performance indicators, targets, and timeframes – for its enforcement program and annually publish the results to demonstrate the performance of the program and improve transparency regarding FCC enforcement. Second, the Report recommends that the Chairman of the FCC should establish, and make publicly available, a communications strategy outlining the agency's enforcement program for external stakeholders to improve engagement with the telecommunications community on the purposes, objectives, and processes the Enforcement Bureau employs to achieve its mission. In the August 25, 2017 response to the draft report, the Chief of the Enforcement Bureau agreed with the Report's recommendations for Commission action, and I intend to ensure that Commission staff are able under my Chairmanship to follow through on implementing these actions.

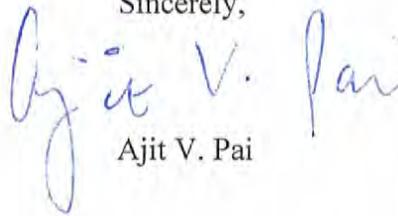
First, we will develop and publish performance goals and measures for FCC enforcement practices in accordance with the Government Performance and Results Act (GPRA) Modernization Act of 2010. As Chairman, I've implemented reforms to the Commission's processes to increase transparency and accountability in the FCC's operations. Prior to the release of the Report, for example, I directed the Office of the Managing Director to work with the Commission's Bureaus and Offices to develop performance goals consisting of a performance indicator, a measurable target, and a timeframe for meeting that target, and to include these performance goals in the Annual Performance Plan that the Commission submits with its annual budget. The Report's analysis and recommendations confirm the need for

quantifiable, measurable, and public performance targets. I look forward to developing future performance goals for FY2020 and beyond consistent with the GAO Enforcement Report.

Second, we will develop and make publicly available a communications strategy for external stakeholders outlining the FCC's enforcement program. Transparency in the FCC's operations has been one of my primary concerns during my tenure at the FCC. In one of my first acts as Chairman, for example, I implemented a pilot program to make public the full text of draft items in advance of the Commission's public meetings, and I view the Report's recommendations to clarify our enforcement strategy as another opportunity to shed light on the FCC's operations.

I appreciate GAO's thorough analysis and recommendations, and I reiterate the Commission's commitment to implementing measures to address GAO's findings. Thank you for the opportunity to respond to the GAO Enforcement Report, and I look forward to discussing this issue further if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Ajit V. Pai". The signature is written in a cursive style with a large, looped "A" and "P".

Ajit V. Pai

cc: The Honorable Greg Walden  
The Honorable Fred Upton  
The Honorable Bob Latta



OFFICE OF  
THE CHAIRMAN

FEDERAL COMMUNICATIONS COMMISSION  
WASHINGTON

November 15, 2017

The Honorable Tom Graves  
Chairman  
Subcommittee on Financial Services and General Government  
Committee on Appropriations  
U.S. House of Representatives  
B-300 Rayburn House Office Building  
Washington, D.C. 20515

Dear Chairman Graves:

On September 14, 2017, the Government Accountability Office (GAO) publicly released a report entitled *FCC Updated Its Enforcement Program, but Improved Transparency is Needed – GAO-17-727* (GAO Enforcement Report or Report). The report examines (1) actions taken by the FCC in the last five years to update its enforcement program; (2) performance goals and measures for FCC's enforcement program; and (3) selected stakeholders' views on the FCC's enforcement program and the FCC's communication with these stakeholders.

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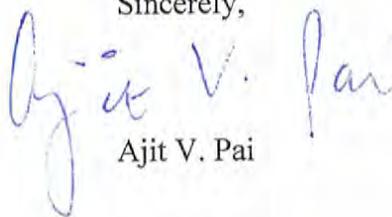
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The Honorable Bob Latta



OFFICE OF  
THE CHAIRMAN

FEDERAL COMMUNICATIONS COMMISSION  
WASHINGTON

November 15, 2017

The Honorable Ron Johnson  
Chairman  
Committee on Homeland Security and Governmental Affairs  
United States Senate  
340 Dirksen Senate Office Building  
Washington, D.C. 20510

Dear Chairman Johnson:

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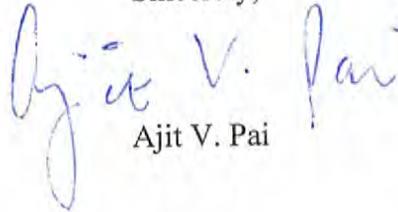
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