

Federal Communications Commission

STRATEGIC PLAN

FISCAL YEARS 2026 - 2030



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MESSAGE FROM THE CHAIRMAN



As Chairman of the Federal Communications Commission (FCC), it is my pleasure to present the Fiscal Year 2026–2030 Strategic Plan. The FCC has important work ahead which will focus on our **Build America Agenda**: unleashing high-speed infrastructure builds, restoring America’s leadership in wireless, boosting the U.S. space economy, advancing national security and public safety, protecting consumers and free speech, and being good stewards of taxpayer dollars. The FCC also remains resolute in prioritizing and advancing the Build America Agenda as supported by these four Strategic Goals.

First, to Accelerate High-Speed Internet Builds, the FCC’s guiding principles will be speed, simplification, and spectrum to bring affordable, reliable, high-speed Internet to all Americans. To remain a global leader in an increasingly competitive, international marketplace, the FCC will enable greater and more intensive use of spectrum here on Earth and in space to promote investment and advancement in next-generation communications technologies. We will deliver real results for the American people by expanding connectivity while ushering in prosperity through deregulation and alleviating unnecessary regulatory burdens.

Second, the FCC must *Promote National Security and Public Safety*. The FCC will leverage its new Council on National Security to reduce the American technology and telecommunications sectors’ trade and supply chain dependencies on foreign adversaries, mitigate America’s vulnerabilities to untrusted technologies, and ensure the U.S. wins the strategic competition with China over critical emerging technologies. The FCC will support the interoperability, resiliency, security, and rapid restoration of critical communications infrastructure and services while also ensuring the public safety community’s access to spectrum resources. We will restore U.S. international leadership in space and terrestrial based communications while promoting the public’s and first responders’ access to reliable 911 and Next Generation 911 services. We will also advance emergency alerting capabilities that are more responsive to public safety and consumer needs.

Third, we will *Protect Consumers and Promote Free Speech* through transparency, increased competition, and access to information by empowering and preserving local broadcasting. The FCC will use our rulemaking and enforcement authority to crack down on illegal robocalls by closing gaps in our robocall defenses that harm consumers. We will ensure that consumers have access to information of choice and will promote a healthy broadcast landscape. The FCC will also ensure that our policies protect consumers, including consumers with disabilities, across all technologies and sectors.

Lastly, consistent with Trump Administration directives, the FCC will *Enhance Efficiency and Accountability, and Reduce Waste* to deliver great results for the American people. I am eager to accelerate the FCC’s work on these and other fronts by collaborating with Congress, my Commission colleagues, and the FCC’s talented staff to fulfill these goals.

Brendan Carr, Chairman

ABOUT THE FEDERAL COMMUNICATIONS COMMISSION

Mission

The FCC regulates interstate and international communications by radio, television, wire, satellite, and cable in all 50 states, the District of Columbia, and U.S. territories. The Commission is the federal agency responsible for implementing and enforcing America’s communications laws, regulations, and advancing technological innovation.

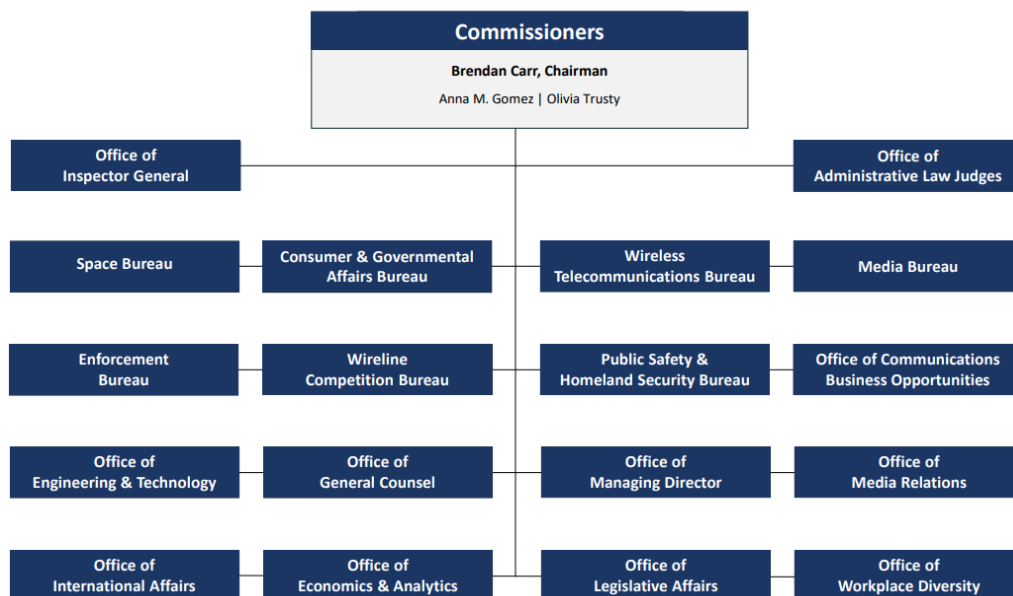
Leadership

The FCC is directed by up to five Commissioners appointed by the President and confirmed by the Senate for five-year terms, except when the unexpired term of a previous Commissioner is filled. Only three Commissioners can be from the same political party at any given time. The President designates one of the Commissioners to serve as Chairman.

Organization

The FCC is organized into bureaus and offices based on function (see Figure 1) and led by the Chairman. Bureau and office staff members regularly share expertise to cooperatively fulfill responsibilities such as:

- Developing and implementing regulatory programs;
- Processing applications for licenses and other authorizations;
- Encouraging the development of innovative services;
- Conducting investigations and analyzing complaints;
- Advancing public safety and homeland security; and
- Disseminating consumer information and education.



STAKEHOLDER ENGAGEMENT

As a regulatory rulemaking agency, the FCC regularly solicits comments on issues and conducts workshops, forums, and meetings with outside parties. The FCC receives comments from the public each year on its proceedings, and the FCC welcomes public feedback and input on its goals and strategies to achieve each goal.

STRATEGIC GOAL 1: ACCELERATE HIGH-SPEED INTERNET BUILDS

The FCC must promote a pro-growth agenda to unleash the U.S. economy and give all Americans a fair shot at next-generation connectivity. Maintaining and extending U.S. leadership in wireless communications is fundamental to that effort. Getting spectrum policies right translates directly into bringing Americans across the digital divide, creating jobs, and growing the U.S. economy. Through our spectrum auction authority, the FCC will enable greater and more intensive use of spectrum—particularly prime, mid-band spectrum—to harness the promise of new wireless technologies. The FCC must also cut red tape to help ensure that providers roll out upgraded, high-speed networks to more Americans on a faster timeline. The FCC must utilize the full complement of its capabilities to free up unused and underutilized spectrum to serve as a catalyst for innovation and growth.

OBJECTIVE 1.1. EXPAND COMMERCIAL ACCESS TO MID-BAND SPECTRUM

The FCC has held over 100 auctions since it was first granted auction authority in 1993, raising more than \$233 billion in revenues. To advance strong economic growth and dominate in next-generation wireless technologies, the U.S. must create a pipeline to expand commercial access to mid-band spectrum, which is particularly useful for 5G deployments.

STRATEGIES

Strategy 1: Lead the world in next-generation technologies by auctioning prime, mid-band spectrum in the Upper C-Band to maximize the amount of spectrum available for 5G and 6G services.

Strategy 2: Support the development of next-generation wireless innovations by collaborating with the National Telecommunications and Information Administration (NTIA) to identify federal spectrum that can be repurposed for full-power commercial use.

Strategy 3: Leverage the experimental licensing program to provide a streamlined structure and an enabling platform to support new wireless technology innovation, development, and testing of new applications on mid-band spectrum.

Strategy 4: Manage and administer the FCC’s Technological Advisory Council (TAC) to gain valuable insight and actionable recommendations from stakeholders regarding next generation wireless innovations to inform technology policies supporting America’s competitiveness and spurring technology adoption, national priorities, and job creation in the global economy.

Strategy 5: Represent the Commission’s interests when engaging external stakeholders on spectrum reallocation and repurposing matters.

PERFORMANCE METRICS

- ❑ By **July 4, 2027**, complete the competitive bidding process for at least 100 megahertz of the 3.98-4.2 GHz band for mobile broadband use and the development of innovative consumer products
 - ❑ By **July 4, 2029**, complete the competitive bidding process of not less than 200 MHz identified by NTIA
 - ❑ Increase in the amount of spectrum available to the U.S. population for commercial use
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OBJECTIVE 1.2. REDUCE BARRIERS TO BROADBAND DEPLOYMENT

The U.S. is experiencing surging consumer demand for high quality, next-generation services at lower costs and with lower latencies. Businesses are also shifting or expanding products and services from brick-and-mortar locations to the Internet to generate growth and reach new customers, transcending geographical boundaries. The FCC will accelerate high-speed broadband deployments by streamlining regulations and fostering the growth of next-generation communication services.

STRATEGIES

Strategy 1: Fast-track the deployment of broadband infrastructure, in coordination with Federal interagency partners as well as state, local, Tribal, and territorial governments.

Strategy 2: Refine and update the National Broadband Map and Broadband Deployment Locations Map, mapping broadband coverage and deployment feasibility across the U.S.

Strategy 3: Track Federal broadband infrastructure funding commitments and related deployments to avoid duplicative Federal spending, promote greater coordination among agencies and stakeholders, and increase transparency and accountability.

Strategy 4: Modernize Universal Service Fund (USF) programs (E-Rate, Rural Health Care, Lifeline, and High Cost) to reflect market demands and advancement in network technologies, consistent with the intent of Congress.

PERFORMANCE METRICS

- ❑ % in broadband serviceable location units served by at least one fixed terrestrial broadband provider with high-speed connectivity (i.e., $\geq 100/20$ Mbps)
- ❑ % in broadband serviceable location units served by two or more fixed terrestrial broadband providers with high-speed connectivity (i.e., $\geq 100/20$ Mbps)
- ❑ % increase in deployment of Fiber to the Premises, cable, LEO, 5G, and other scalable last-mile solutions across serviceable locations
- ❑ % increase in broadband adoption

OBJECTIVE 1.3. ENSURE ACCESS TO SPECTRUM RESOURCES NECESSARY TO FUEL SPACE, MOBILE BROADBAND, AND UNLICENSED WIRELESS DEVICE SECTOR GROWTH

Unleash faster, more robust broadband and other services from both space-based and terrestrial networks. Expand basic high-speed access that targets broader coverage, particularly in underserved areas while improving network capacity and user experience to support more demanding applications. Advance policies that promote ultra-fast connectivity to enable readiness for next-generation applications, smart cities, and economic competitiveness.

STRATEGIES

Strategy 1: Enable faster and more robust direct-to-cell service by allowing providers to operate with more flexibility to enable better coverage in remote areas.

Strategy 2: Facilitate use of satellite broadband to accelerate effort to connect Americans in hard-to-reach places such as rural, remote, or underserved areas to deliver faster internet speeds and lower latency.

Strategy 3: Boost U.S. presence in the space sector by expediting review and approval of applications to launch new satellites, especially by startups, to keep pace with the growth and innovation in the space industry, expand connectivity, and help ensure the U.S. stays competitive in the global space race.

Strategy 4: Open additional portions of spectrum for more intensive and efficient use, to include supporting emerging and advanced technologies, to ensure the U.S. is at the forefront of innovation.

Strategy 5: Reinforce the FCC's experimental licensing program to expedite research, development, testing, and demonstration of emerging and space technologies.

PERFORMANCE METRICS

- 50% of experimental license applications processed within 10 days; 90% of experimental license applications processed within 90 days
- Reduce average processing time for satellite and earth station applications within 120 days
- # of waivers reviewed and approved for Part 15 unlicensed devices for developing/deploying emerging and innovating technologies
- % decrease in broadband serviceable locations lacking satellite broadband at speeds of at least 100 Mbps down / 20 Mbps up
- % increase in 5G mobile broadband availability throughout the U.S.

OBJECTIVE 1.4. ALLEVIATE REGULATORY REQUIREMENTS TO FACILITATE TECHNOLOGY TRANSITIONS AND INNOVATION

Copper infrastructure is one of the oldest elements of our Nation’s telecommunications networks. Many copper networks are deteriorating, requiring maintenance that is expensive, while serving a decreasing number of consumers. This has led to an increased demand for transition from copper networks to alternative technologies. Through its regulatory and policy framework, the FCC will ensure Americans continue to have reliable access to robust communication services.

STRATEGIES

Strategy 1: Waive or eliminate outdated rules to foster investments in modern high-speed infrastructure.

Strategy 2: Streamline the process for retiring copper networks and discontinuing legacy services.

Strategy 3: Timely review transactions that promote accelerated broadband deployment, increase network efficiencies, and reduce service costs to consumers.

PERFORMANCE METRICS

- 100% of complete-as-filed streamlined wireline transactions reviewed and processed within 90 days
- 80% of complete-as-filed non-streamlined wireline transactions reviewed and processed within 180 days when foreign ownership review is not required
- 100% of complete-as-filed streamlined discontinuance applications reviewed and processed within 90 days
- % change in total locations with copper connections as the only terrestrial broadband option available

STRATEGIC GOAL 2: PROMOTE NATIONAL SECURITY AND PUBLIC SAFETY

The U.S. continues to face persistent threats from foreign adversaries that explore ways to breach our networks, devices, and technology ecosystem. The FCC plays a vital role in safeguarding national security by protecting U.S. communications networks from equipment and services that pose national security risks, and by ensuring the resiliency of our critical communications networks. To safeguard and strengthen U.S. communications networks, the FCC must take concrete actions to address the human, technological, and natural threats and hazards jeopardizing the safety and prosperity of Americans and American companies. The Commission must bring to bear the full range of its regulatory, investigatory, and enforcement authorities and capabilities to maintain awareness of and respond to threats and hazards, align America’s technological and national security priorities, and do its part to promote the security and stability of the Nation. Also, America’s leadership in wireless deployment and standard setting is critical to our geopolitical leadership and national security. It ensures next-generation wireless services develop in ways that will benefit our innovators and interests—rather than regimes that seek to diminish America’s standing in the world.

The FCC develops and implements policies to fulfill its responsibility to ensure that first responders and the American public have access to effective and reliable communications during emergencies. The FCC supports 911 and public safety entities to protect the safety of life and property and to safeguard the Nation’s security. To that end, the FCC develops rules and policies to ensure that the public safety community in the U.S. uses limited spectrum resources to serve the public with freedom from harmful interference, access to the latest technologies, and minimal regulatory constraints. The FCC also engages with Canada and Mexico to develop cross-border spectrum and frequency use agreements to promote efficient use of spectrum by U.S. public safety agencies and commercial operators offering services to public safety agencies in border areas. The FCC also works closely with other U.S. government agencies and its international counterparts to help build international coalitions regionally and globally to lead secure network initiatives, protect the communications supply chain, and minimize security vulnerabilities of interconnected global communications infrastructure.

OBJECTIVE 2.1. ESTABLISH AND ADVANCE THE WORK OF THE NEW FCC COUNCIL ON NATIONAL SECURITY.

The Council has a three-part goal: 1) reduce the American technology and telecommunications sectors’ trade and supply chain dependencies on foreign adversaries; 2) investigate and mitigate America’s vulnerabilities to espionage and surveillance by foreign adversaries; and 3) ensure the U.S. wins the strategic competition with China over critical technologies. These technologies include, among others, 5G and 6G, AI, satellites and space, quantum computing, robotics and autonomous systems, and the Internet of Things.

STRATEGIES

Strategy 1: Secure the Nation’s communications supply chain.

Strategy 2: Maintain a list of licensed and regulated entities with more than 10% ownership by adversarial governments as well as communications equipment and services that are deemed to pose an unacceptable risk to U.S. national security.

Strategy 3: Safeguard the equipment authorization process from “Bad Labs”, by stopping foreign adversaries from influencing labs that test wireless devices for the U.S. market.

Strategy 4: Streamline submarine cable license process by reducing number of applications and modifications referred to the Executive Branch for national security or foreign policy review.

PERFORMANCE METRICS

- % of Supply Chain Reimbursement Program recipients completing the removal, replacement, and/or disposal of covered equipment
 - Reduce the # of international section 214 holders with foreign adversary ownership
 - # of “bad labs” denied or targeted for removal
 - Reduce the # of submarine cables having foreign adversary ownership or using covered equipment
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OBJECTIVE 2.2. SUPPORT INTEROPERABILITY, RESILIENCY, SECURITY, AND RAPID RESTORATION OF CRITICAL COMMUNICATIONS INFRASTRUCTURE AND SERVICES; AND THE PUBLIC SAFETY COMMUNITY’S ACCESS TO SPECTRUM RESOURCES

The FCC must continue to take measures to facilitate the rapid restoration of critical communications infrastructure during disasters, emergencies, and significant service disruptions. The FCC will coordinate with Federal, state, local, Tribal, and territorial government partners and industry stakeholders to support disaster response and to ensure the Nation’s defense and homeland security. The FCC will support national security initiatives, as well as law enforcement and first responder operations, during steady-state conditions, disasters, emergencies, and significant events.

STRATEGIES

Strategy 1: Spur the development of new Positioning, Navigation, and Timing technologies and solutions as an alternative to GPS to ensure redundancy against GPS outages and reduce vulnerabilities.

Strategy 2: Enhance the Commission’s awareness of communications network status and take actions promoting the availability and security of those networks.

Strategy 3: Pursue strategic partnerships that foster research and development of innovative national security and emergency preparedness communications.

Strategy 4: Provide efficient processing of applications for public safety radio facilities to support public safety communications needs.

Strategy 5: Accelerated submarine cable buildout and security by making it easier and faster to build secure undersea internet cables which carry nearly all global web traffic.

PERFORMANCE METRICS

- ❑ 95% of all public safety radio applications reviewed within 45 days
- ❑ Increase in # of agencies with access to the Network Outage Reporting System and Disaster Information Reporting System
- ❑ % of submarine cable operators reached prior to and after hurricane or other disaster affecting areas where submarine cables land

OBJECTIVE 2.3. RESTORE U.S. INTERNATIONAL LEADERSHIP IN SPACE AND TERRESTRIAL-BASED COMMUNICATIONS

The FCC will advance U.S. interests for the allocation and use of the radiofrequency spectrum and associated orbital resources at the International Telecommunication Union (ITU) and other international venues. The FCC will collaborate with partners and allies to promote innovative spectrum uses.

STRATEGIES

Strategy 1: Identify and undertake critical activities to increase the FCC's regional and global influence to foster the US leadership and success at international organization meetings.

Strategy 2: Continue to implement the world's first regulatory Supplemental Coverage from Space or direct-to-cell service framework to leverage cutting-edge satellite technology to extend the reach of wireless networks.

Strategy 3: Identify and resolve instances of harmful interference on an international basis.

Strategy 4: Advance the White House Task Force on the 2028 Summer Olympics by providing sufficient spectrum for successful Summer Olympics and Paralympic Games.

PERFORMANCE METRICS

- ❑ 95% of all applications reviewed for radio systems along the northern and southern border within 45 days of receipt

- ❑ Reduction of cross-border interference; reduction in resolution timeframe if/when it occurs
 - ❑ Within 30 days, process U.S. operator requests for foreign markets for SCS services
 - ❑ Reduction of maritime interference incidents and safety of life incidents
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OBJECTIVE 2.4. PROMOTE THE PUBLIC’S AND FIRST RESPONDERS’ ACCESS TO RELIABLE 911 AND NEXT GENERATION (NG) 911 SERVICES

First responders rely on 911 and NG 911 services to keep the public safe. The FCC plays an important role in making sure that 911 services are reliable and accurate.

STRATEGIES

Strategy 1: Facilitate the transition from legacy 911 technology to IP-based NG 911 services that will support new 911 capabilities, including text, video, and data; and that will improve 911 interoperability, security, and system resilience.

Strategy 2: Improve 911 call delivery and location accuracy on all platforms to quickly identify the caller’s precise location and provide actionable location information to 911 centers and first responders.

Strategy 3: Facilitate interstate interoperability (e.g., the transfer of voice calls across state borders) and streamline the Commission’s certification regime to reduce burdens.

Strategy 4: Identify gaps and reduce risks related to “sunny day” outages to ensure 911 calls always go through.

PERFORMANCE METRICS

- ❑ % of 911 calls that meet FCC-mandated horizontal and vertical location-accuracy benchmarks across all technology deployments and across both nationwide and non-nationwide wireless carriers, as verified through testing and certification results
 - ❑ % of non-nationwide providers using dispatchable location or z-axis technology across their networks
 - ❑ % of Originating Service Providers that have timely responded to valid requests for implementation of NG911 by state/local 911 authorities
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OBJECTIVE 2.5. ADVANCE EMERGENCY ALERTING CAPABILITIES THAT ARE MORE RESPONSIVE TO PUBLIC SAFETY AND CONSUMER NEEDS

The FCC must continue promoting the public’s access to effective and reliable emergency alerting capabilities, with the goal of encouraging the public to take protective action during emergencies and

reducing the number of consumers opting out of life-saving services. Maintain resilient and cutting-edge capabilities for the President to communicate with the public during a national crisis.

STRATEGIES

Strategy 1: Provide pathways for the advancement of next generation alerting technologies, such as silent alerts, that give emergency managers and consumers greater flexibility.

Strategy 2: Prioritize alerts that are critical to safety of life and combat alert misuse to minimize alert fatigue during emergencies.

Strategy 3: Facilitate rapid restoration of local broadcast networks that provide vital information to communities during disasters, ensuring real-time emergency alerts, evacuation orders, and safety instructions reach local communities when other communication channels may be disrupted.

PERFORMANCE METRICS

- % of EAS participants that participate in EAS tests
- % of false alert reports to the FCC that are reviewed and acted on within 30 days
- # of geographic overshoot incidents caused by wireless network failures annually reported to the FCC

STRATEGIC GOAL 3: PROTECT CONSUMERS AND PROMOTE FREE SPEECH

Advancements in communications services and technologies have created new challenges for American consumers. The FCC will continue to prioritize consumer protection and empower consumer choice in a rapidly changing communications landscape. The FCC will pursue effective enforcement and new approaches to protect consumers from illegal calls, phone-based scams, and other marketplace trends that affect consumers. The FCC will work to pursue policies that protect free speech and access to information, including efforts to foster media competition and ensure access to local news sources. The FCC must also continue to ensure the availability of quality, functionally equivalent communications services to persons with disabilities.

OBJECTIVE 3.1. CRACK DOWN ON ILLEGAL ROBOCALLS

Illegal robocalls continue to defraud American consumers. The FCC has made combatting unlawful robocalls and malicious caller ID spoofing a top consumer protection priority. The FCC will use the full complement of tools at its disposal to protect consumers, including proposing and implementing impactful policy initiatives and pursuing strong enforcement actions. The FCC is also taking unprecedented steps to combat the growing problem of scam text messaging.

STRATEGIES

Strategy 1: Expand the reach of Do-Not-Originate lists and strengthen call blocking capabilities.

Strategy 2: Deter bad actor callers and providers from transmitting unlawful and unwanted calls.

Strategy 3: Conduct public outreach and education campaigns to raise awareness of ways consumers can reduce the number of illegal calls they receive and lower susceptibility to fraud and scams.

Strategy 4: Empower consumers to make more informed choices about the calls they choose to answer, including through incentivizing greater deployment and use of caller authentication and branding solutions by providers and callers to reduce identity spoofing (imposter scams).

PERFORMANCE METRICS

- # of voice service providers that cure RMD filings or are removed from the RMD for deficiencies/CDLs
- Increase in the # of providers implementing call authentication frameworks (STIR/SHAKEN)
- Increase in the # of voice service providers that use Do-Not-Originate lists to facilitate blocking of illegal calls
- # of robocall complaints filed with the FCC

OBJECTIVE 3.2. ENSURE CONSUMERS HAVE ACCESS TO INFORMATION OF CHOICE AND ADVANCED TELECOMMUNICATIONS AND TECHNOLOGIES

The FCC will foster competition across all media platforms by pursuing policies that will level the playing field for traditional and non-traditional media content creators.

STRATEGIES

Strategy 1: Ensure broadcasters operate in public interest.

Strategy 2: Promote accessibility of mass media, emergency services, and communications services and equipment to all Americans.

Strategy 3: Improve access to the 988 Suicide & Crisis Lifeline’s text-based services so that Americans in crisis can connect to life-saving support, regardless of the technology used.

PERFORMANCE METRICS

- % reduction in accessibility-related complaints filed with the FCC
 - By 2027, 100% of U.S. wireless subscribers have access to voice-to-988 georouting
 - By 2027, 95% of U.S. wireless subscribers have access to 988 text messaging georouting
 - By 2028, remaining 5% of U.S. wireless subscribers have access to 988 text messaging georouting
-

OBJECTIVE 3.3. ENSURE THAT FCC POLICIES CONSIDER CONSUMER PROTECTION ISSUES ACROSS ALL TECHNOLOGIES AND SECTORS

STRATEGIES

Strategy 1: Identify and remedy policies and practices that harm consumer interests and competition by monitoring consumer inquiry and complaint trends.

Strategy 2: Employ data driven approaches to external engagement, enforcement, and regulatory modernization.

Strategy 3: Identify and remove barriers to entry by evaluating how new and emerging technologies can facilitate improved accessibility.

Strategy 4: Support domestic violence survivors’ access to safe communications.

PERFORMANCE METRICS

- Reduction in # and severity of data breaches in the telecommunications industry because of cybersecurity measures
- # of consumer education campaigns developed in response to consumer protection issues

STRATEGIC GOAL 4: ENHANCE EFFICIENCY AND ACCOUNTABILITY, AND REDUCE WASTE

The FCC will unleash prosperity through deregulation and ensure that they are efficiently delivering great results for the American people. The FCC will manage and direct the organization's resources consistent with Administration policies and the authorities provided by Congress.

OBJECTIVE 4.1. REDUCE REGULATORY OVERREACH AND ELIMINATE UNNECESSARY REGULATIONS

The FCC has launched a massive, new deregulatory initiative—*Delete, Delete, Delete*—in which it aims to eliminate unnecessary regulatory burdens and alleviate the impact of unnecessary and unlawful regulations. This deregulatory initiative also aims to promote government efficiency and a market-friendly regulatory environment.

STRATEGIES

Strategy 1: Alleviate regulatory burdens by identifying and eliminating FCC rules that are inactive, moot, or that no longer serve a purpose for the American people.

Strategy 2: Streamline internal operations consistent with Executive Order and Congressional mandates.

PERFORMANCE METRICS

- # of words, pages, and rules/requirements removed from the Code of Federal Regulations
- # of FCC proceedings terminated as dormant

OBJECTIVE 4.2. PROMOTE TRANSPARENCY AND TIMELINESS IN OPERATIONS.

Update and maintain systems and provide timely information about the status of Commission activities, initiatives, and decision-making with the public. Improve customer service across FCC's operations and effectively defend the agency in litigation. Employ data-driven approach to identifying and implementing operational efficiencies.

STRATEGIES

Strategy 1: Reduce processing timelines of core functions, to include identifying and eliminating redundancies in operations.

Strategy 2: Modernize the FCC's Information Technology (IT) architecture and integrate automation across enterprise functions to enhance agility, reduce operational overhead, and better support mission delivery.

Strategy 3: Optimize procurement processes by consolidating and streamlining acquisitions where appropriate, to minimize financial risks as well as strengthen contract execution and performance agency wide.

Strategy 4: Advance the agency's interests in court.

PERFORMANCE METRICS

- Reduction in processing timelines of simple and complex acquisition actions
 - Availability of information technology systems
 - Improvement in the FCC's information security program and maturity level
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OBJECTIVE 4.3. REDUCE FRAUD, WASTE, AND ABUSE ACROSS FCC PROGRAMS AND OPERATIONS

Implement enhanced oversight mechanisms to promote widespread compliance, deter, detect, and address potential for fraud, waste, and abuse across internal operations and Federal financial assistance programs, and better safeguard taxpayer dollars.

STRATEGIES

Strategy 1: Aggressively pursue bad actors using all available statutes and authorities, inclusive of fines imposed, licenses revoked, or other non-monetary actions such as warning letters or citations.

Strategy 2: Identify and recover improper payments and reduce improper payment error rate.

Strategy 3: Demonstrate annual assurance on internal control through programmatic and administrative accountability and compliance to meet the Commission's mission and evolving risk.

Strategy 4: Prioritize the adoption of commercial off-the-shelf solutions and rapidly configurable platforms over custom-built systems.

Strategy 5: Identify real property that can be made available for disposition by collaborating with the General Services Administration and other interagency partners to maximize building occupancy.

PERFORMANCE METRICS

- # of enforcement actions taken across FCC programs by type
- Audit opinion from the Commission's independent financial statement auditors
- % reduction in improper payment error rate across FCC programs
- % of audit findings remediated and closed out

PLANNING AND PERFORMANCE AT THE FCC

The FCC's FY 2026 – 2030 Strategic Plan provides the framework around which the FCC determines its annual performance plan and budget request. The FCC annually submits its performance plan as part of its budget request to Congress. The annual performance plan includes performance targets for the current fiscal year that stem from the FCC's strategic goals and objectives and serves as the annual guide for implementing the FCC's Strategic Plan. After each fiscal year, an annual performance report is produced that compares the agency's actual performance to its targets. Copies of these may be viewed at: [Strategic Plans and Budget | Federal Communications Commission](#).

PROGRAM EVALUATION

The FCC uses a variety of methods to evaluate its programs including internal risk assessments, audits from the FCC's Office of Inspector General (OIG), and reports from the Government Accountability Office (GAO). The FCC annually works with its Bureaus and Offices as well as with its reporting components for the Universal Service Fund, Telecommunications Relay Service fund, and North America Numbering Plan fund to assess the risks the FCC is facing to meet its strategic goals and objectives. Using this information, the FCC can make improvements to its operations and program management on an ongoing basis to better achieve its goals. The OIG, an independent oversight organization within the FCC, conducts audits, investigations, and reviews relating to the FCC's programs and operations. Information on the OIG's work can be found at: [Office of Inspector General | Federal Communications Commission](#). The GAO, an independent organization established by Congress, conducts evaluations and analyses and makes recommendations to improve practices of the programs it reviews. GAO reports concerning the FCC's activities can be found at: <http://www.gao.gov/>.