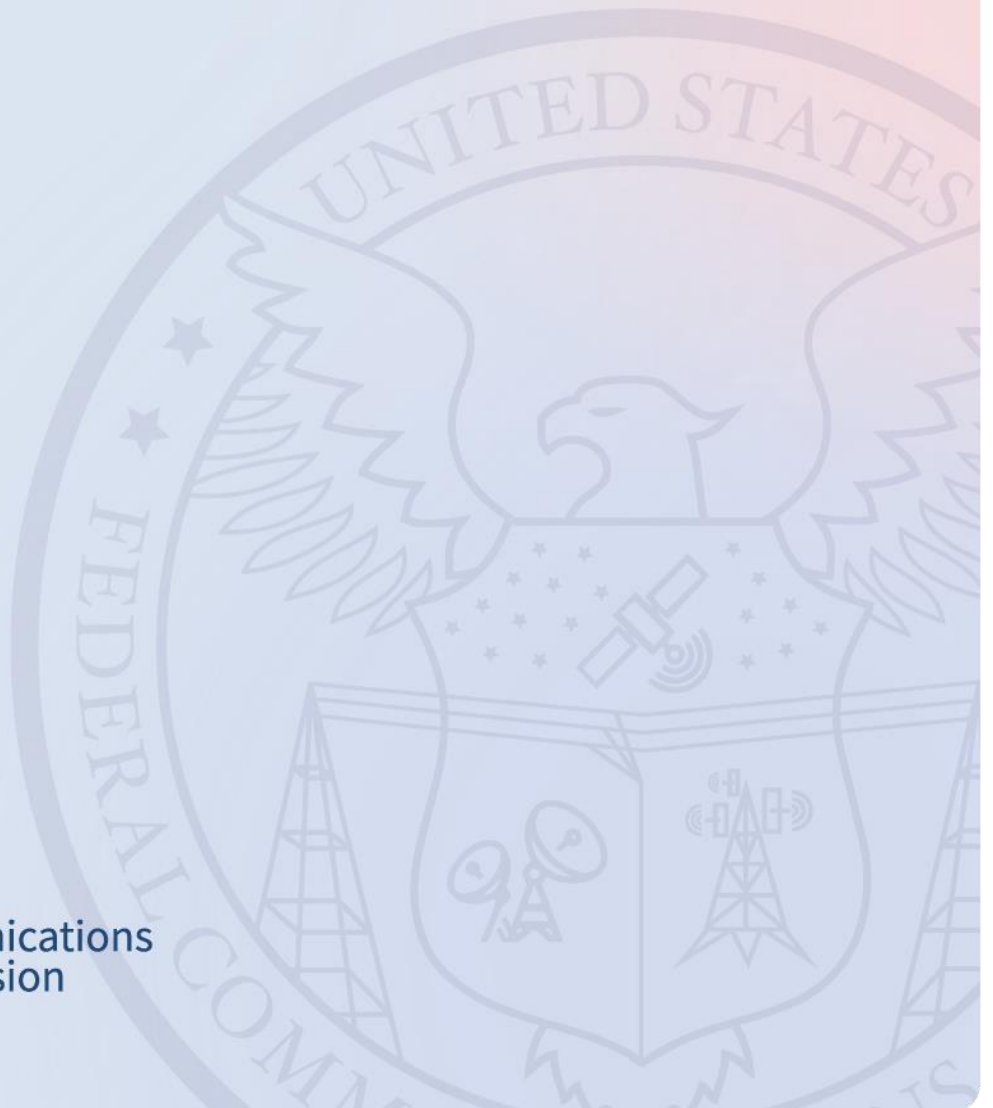


Federal Communications Commission

Agency Performance Plan

FISCAL YEAR 2027



MESSAGE FROM THE CHAIRMAN



As Chairman of the Federal Communications Commission (FCC), it is my pleasure to present the Fiscal Year 2027 Agency Performance 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 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.

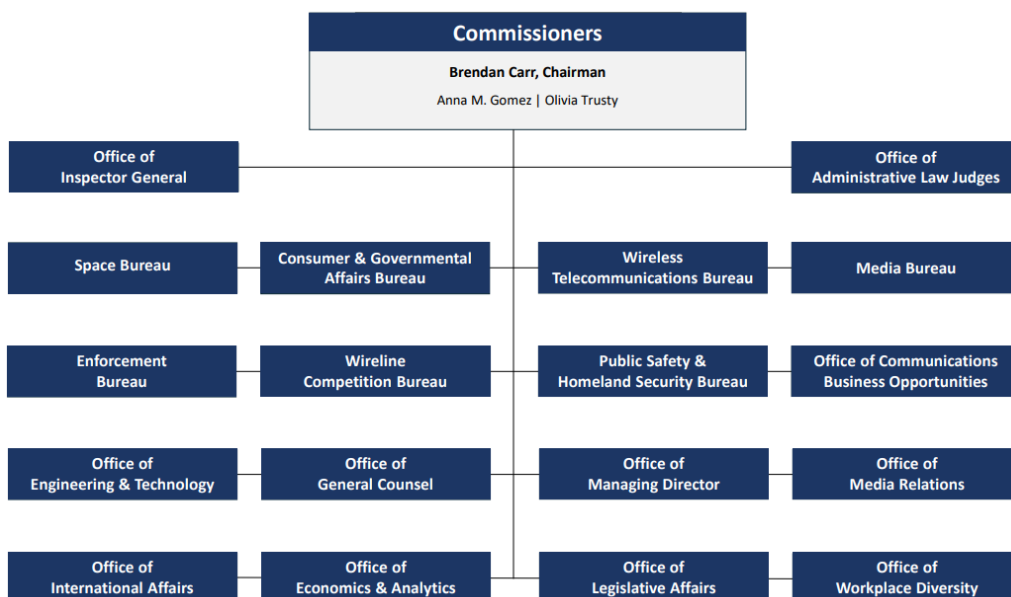
Leadership

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.



STRATEGIC GOALS AND OBJECTIVES CHART

STRATEGIC GOAL	STRATEGIC OBJECTIVE
GOAL 1: ACCELERATE HIGH-SPEED INTERNET BUILDS	1.1. Expand commercial access to mid-band spectrum. 1.2. Reduce barriers to broadband deployment. 1.3. Ensure access to spectrum resources necessary to fuel space, mobile broadband, and unlicensed wireless device sector growth. 1.4. Alleviate regulatory requirements to facilitate technology transitions and innovation.
GOAL 2: PROMOTE NATIONAL SECURITY AND PUBLIC SAFETY	2.1. Establish and advance the work of the new FCC Council on National Security. 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. 2.3. Restore U.S. international leadership in space and terrestrial-based communications. 2.4. Promote the public's and first responders' access to reliable 911 and next generation (NG) 911 services. 2.5. Advance emergency alerting capabilities that are more responsive to public safety and consumer needs.
GOAL 3. PROTECT CONSUMERS AND PROMOTE FREE SPEECH	3.1. Crack down on illegal robocalls. 3.2. Ensure consumers have access to information of choice and advanced telecommunications and technologies. 3.3. Ensure that FCC policies consider consumer protection issues across all technologies and sectors.
GOAL 4: ENHANCE EFFICIENCY AND ACCOUNTABILITY, AND REDUCE WASTE	4.1. Reduce regulatory overreach and eliminate unnecessary regulations. 4.2. Promote transparency and timeliness in operations. 4.3. Reduce fraud, waste, and abuse across FCC programs and operations.

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.

GOAL 1 FOCUS AREAS:



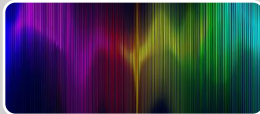
MID-BAND LEADERSHIP

In the process of implementing auction of prime, mid-band spectrum in the Upper C-band by July 2027—exceeding the 100 MHz minimum set by Congress. This spectrum is powering competitive broadband and mobile offerings across the country and driving down consumer prices.



37 GHZ BAND EXPANSION

Establishing sharing rules for 600 megahertz in the 37 GHz band, ideal for fixed wireless and the Internet of Things. This effort supports next-generation services and maximizes efficient use of high-frequency spectrum.



AWS-3 AUCTION READINESS

Adopting rules to auction low-band, AWS-3 spectrum that covers 200 markets and hundreds of millions of Americans. Proceeds will help fund the “rip and replace” program to remove untrusted equipment from U.S. networks, bolstering national security while expanding wireless capacity.



SATELLITE SPECTRUM ABUNDANCE

Pursuing rulemakings to make over 20,000 megahertz available for satellite broadband. This expanded access to spectrum will support next-generation connectivity and maintain U.S. leadership in the global space economy.



SECONDARY MARKETS

Moving large swaths of underused spectrum into the hands of those who can put it to productive use quickly. These transactions have the potential to advance America’s position as the world-leader in 5G and next-generation, direct-to-cell technology.



PERMITTING REFORM

Making permitting reform a top priority to lower costs and shorten deployment timelines. The FCC is targeting outdated processes that hold back broadband projects and will continue to seek ways to speed up approvals nationwide.



COPPER-TO-FIBER TRANSITION

Proposing new rules to accelerate the transition from aging copper lines to modern, high-speed fiber networks. Redirecting billions of dollars away from maintaining outdated infrastructure will help fund the networks Americans want and deserve.



POLE ATTACHMENT MODERNIZATION

Updating pole attachment regulations to encourage collaboration between broadband providers and utility pole owners. The FCC is proposing clearer timelines for large-scale deployments and seeking input on whether light poles should be covered under Section 224 of the Communications Act to speed wireless builds.



SPEED

Accelerating the licensing process by clearing satellite application backlogs and reducing approval timelines at a record pace. These efforts ensure innovation reaches consumers and the marketplace before opportunities are lost.

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.

- **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. Support better implementation of mid-band propagation models to facilitate a more intensive spectrum use, both on a licensed and unlicensed basis, for mobile broadband use and the development of innovative consumer products. Promote interagency data sharing, technical research, and standards development participation.
- **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. Establish a licensing framework and adopt new spectrum sharing rules for the lower 37 GHz band to support a range of applications, including Internet of Things systems, wireless broadband, internet backhaul connections, and greater capacity for mobile networks.
- **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. Manage the non-Federal portion of the *Table of U.S. Frequency Allocations* and provide an accurate planning roadmap for stakeholders to plan spectrum-related activities, to include spectrum repurposing studies and acquiring additional spectrum.

Performance Measure			
Measure of Success	FY 2025 Result	FY 2026 Target	FY 2027 Target
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	N/A	N/A	July 4, 2027

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.

- **Strategy 1: Fast-track the deployment of broadband infrastructure**, in coordination with Federal interagency partners as well as state, local, Tribal, and territorial governments. Modernize infrastructure rules, simplify and expedite permitting processes, and reduce regulatory burdens to increase competition and technological innovations. Identify ways to make the pole attachment process more efficient and reduce areas of dispute between utilities and attachers. Identify and resolve state and local impediments and disincentives that hinder broadband deployment or discourage infrastructure builds.
- **Strategy 2: Refine and update the National Broadband Map and Broadband Deployment Locations Map**, mapping broadband coverage and deployment feasibility across the U.S. Keep abreast of, and adopt, as appropriate, new technologies and methodologies to support data collection infrastructure, state of the art drive testing capability, and techniques for testing network performance.
- **Strategy 3: Track Federal broadband infrastructure funding commitments and related deployments** to avoid duplicative Federal spending, promote greater coordination among agencies and stakeholders involved in broadband deployment, and increase transparency and accountability, ensuring that funds are used for their intended purposes and delivering the expected outcomes.
- **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. Accelerate broadband access and affordability in rural areas.

Performance Measure			
Measure of Success	FY 2025 Result	FY 2026 Target	FY 2027 Target
% in broadband serviceable location units served by at least one fixed terrestrial broadband provider with high-speed connectivity (i.e., ≥ 100/20 Mbps)	96.4%	97%	97.5%
% in broadband serviceable location units served by two or more fixed terrestrial broadband providers with high-speed connectivity (i.e., ≥ 100/20 Mbps)	75.7%	78%	79.5%

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.

- **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, resulting in faster data speeds and increased reliability, with fewer dropped connections and broader coverage.
- **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. Modernize and streamline Commission rules on satellite and earth station licensing. Produce technical publications and procedural guidance to develop and regulate enhanced interference protection procedures for increasing satellite communication spectrum use and throughput—both for low-earth and at higher elevation space stations.
- **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. Adopt new rules to reduce paperwork and allow companies to share ground stations, reducing deployment timelines and expediting innovation and satellite services.
- **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. Provide technical support in the development of evolving policies and rules pertaining to emerging terrestrial, unlicensed, and satellite technologies. Design and develop better approaches for implementing propagation models for multiple frequency bands to establish a more realistic model to facilitate intensive use of spectrum.
- **Strategy 5: Reinforce the FCC’s experimental licensing program** to expedite research, development, testing, and demonstration of emerging and space technologies.

Performance Measure			
Measure of Success	FY 2025 Result	FY 2026 Target	FY 2027 Target
50% of experimental license applications processed	N/A	Within 10 days	Within 10 days
90% of experimental license applications processed	N/A	Within 90 days	Within 90 days
Reduce average processing time for satellite and earth station applications	N/A	Within 120 days	Within 120 days
Reduce # of space station applications pending more than 6 months	N/A	Reduce by 10%	Reduce by 10%

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.

- **Strategy 1: Waive or eliminate outdated rules to foster investments in modern high-speed infrastructure.** This would enable providers to complete the transition from legacy to modern IP networks, and to move away from rules requiring Time Division Multiplexing (TDM) interconnection in 1,800 legacy wire centers nationwide. It also allows for implementation of a streamlined framework that fits an all-IP nationwide network.
- **Strategy 2: Streamline the process for retiring copper networks and discontinuing legacy services.** This would reduce the section 214(a) discontinuance requirements for providers to retire obsolete, low demand legacy copper services nationwide in preparation for a full IP transition.
- **Strategy 3: Timely review transactions that promote accelerated broadband deployment,** increase network efficiencies, and reduce service costs to consumers. Identify and permanently eliminate unnecessary and burdensome filing requirements to reduce to zero the submission and processing of approximately 500 annual legacy facility network change disclosure filings.

Performance Measure			
Measure of Success	FY 2025 Result	FY 2026 Target	FY 2027 Target
100% of complete-as-filed streamlined wireline transactions reviewed and processed	N/A	Within 90 days	Within 90 days
80% of complete-as-filed non-streamlined wireline transactions reviewed and processed when foreign ownership review is not required	N/A	Within 180 days	Within 180 days
100% of complete-as-filed streamlined discontinuance applications reviewed and processed	N/A	Within 90 days	Within 90 days

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.

GOAL 2 FOCUS AREAS:



COUNCIL ON NATIONAL SECURITY

Stood up a new Council on National Security within the FCC to leverage all of the agency's authorities, expertise, and relevant workstreams to counter the threats posed by foreign adversaries.



OPERATION CLEAN CARTS

We are working with ecommerce platforms to take down millions of listings of devices on the FCC's Covered List or otherwise prohibited for sale in the United States.



CRACKING DOWN ON COVERED LIST ENTITIES

In the process of identifying foreign adversaries that hold licenses or authorizations in the communications sector, ensuring that entities identified on the Covered List are excluded from our communications networks, and closing loopholes that provided no check on old models of covered equipment—potential spy gear—to be imported or sold.



SECURE TESTING AND SUPPLY CHAINS

Cracking down on "Bad Labs"—labs that review and approve electronics for use in the U.S., but are owned or controlled by foreign adversary governments, and adopting new rules on undersea cable security, following President Trump's America First Investment Policy Memorandum to accelerate the buildout of undersea cables, while protecting them from foreign adversaries.



SECURITY

Launching proceedings to enhance the protection and resilience of critical space-based services like GPS. Strengthening these systems is vital to safeguarding national security, public safety, and essential communications.



NATURAL DISASTER NETWORK RESILIENCE

Fostering network resilience in the face of natural disasters by facilitating collaboration between communications service providers, electric utilities, and emergency management officials.



MODERNIZING CRITICAL 911 COMMUNICATIONS

Moving forward to make the transition from legacy 911 to NG911 effective and reliable without creating new vulnerabilities in critical public safety networks. Also proposing improvements to wireless 911 location accuracy rules, which reduce emergency response times and ultimately save lives by enabling 911 call centers and first responders to quickly identify the location of people who call 911 from wireless phones.



RE-EXAMINING NATIONAL ALERT SYSTEMS

Starting the process of a ground-up re-examination of the national alert and warning systems, including the Emergency Alert System and Wireless Emergency Alerts.

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.

- **Strategy 1: Secure the Nation’s communications supply chain and protect national security** by reimbursing eligible providers of advanced communications service for the removal, replacement, and disposal of communications equipment and services that pose a threat to the security of our Nation’s communications networks (Supply Chain Reimbursement Program [SCRCP]).
- **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 (Covered List) that are deemed to pose an unacceptable risk to U.S. national security, particularly by Chinese Communist Party (CCP) aligned entities. Facilitate the prohibition of marketing and importing of such equipment. Develop and implement rules to reduce reliance upon Covered List equipment and services. Obtain information from licensees/authorization holders concerning the use of Covered List equipment/services or other information to assist the FCC in adopting rules aimed at protecting 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. Block problematic ownership ties, require approval for all radio-emitting products, and target labs found to have concerning links that test many U.S. consumer devices.
- **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 Measure			
Measure of Success	FY 2025 Result	FY 2026 Target	FY 2027 Target
Complete review of reimbursement claim (invoice) requests for invoices that are not subject to a pending modification request and do not require a request for information from the recipient	N/A	Within 31 weekdays	Within 31 weekdays
SCRCP recipients completing the removal, replacement, and/or disposal of covered equipment	N/A	40%	53%

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.

- **Strategy 1: Spur the development of new Positioning, Navigation, and Timing (PNT) technologies and solutions** as an alternative to GPS to ensure redundancy against GPS outages and reduce vulnerabilities to GPS jamming, spoofing, or satellite failures, critical for defense, aviation, and emergency services. Enhance the reliability of systems that depend on precise timing, such as telecommunications networks.
- **Strategy 2: Enhance the Commission’s awareness of communications network status and take** actions promoting the availability and security of those networks. Improve the quality and thoroughness of the FCC’s trend analysis, enhance situational awareness of outages, and provide greater insight into which actions improving network reliability should be prioritized.
- **Strategy 3: Pursue strategic partnerships** that foster research and development of innovative national security and emergency preparedness communications. Expand opportunities to partner with Federal and other stakeholders on national security-focused information sharing, including technical assistance on innovative research and development initiatives that could be used to bolster national security and emergency preparedness.
- **Strategy 4: Provide efficient processing of applications for public safety radio facilities** to support public safety communications needs. Improve interoperability and reliability of public safety radio facility applications to strengthen emergency response and ensure first responders have sufficient public safety spectrum licenses.
- **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. Protect these cables from foreign threats.

Performance Measure			
Measure of Success	FY 2025 Result	FY 2026 Target	FY 2027 Target
95% of all public safety radio applications reviewed	N/A	Within 45 days	Within 45 days

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.

- **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, including the World Radiocommunication Conferences (WRC), ITU, United Nations Committee on the Peaceful Uses of Outer Space (UNCOPUOS), Organization for Economic Co-operation and Development (OECD), and beyond. Increase leadership and participation in wireless standards bodies to ensure secure networks, competition, market access, and innovation. Develop and implement bilateral and multilateral arrangements and training programs to advance U.S. leadership in space and terrestrial-based communications.
- **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 to promote public safety by expanding the availability of emergency communications to consumers, especially in remote, unserved, or underserved areas.
- **Strategy 3: Identify and resolve instances of harmful interference on an international basis.** In instances where interference occurs, engage with regulators in the country to resolve those interference cases, in coordination with the State Department, as needed.
- **Strategy 4: Advance the White House Task Force on the 2028 Summer Olympics (LA28 Olympics Executive Order)** by providing sufficient spectrum for successful Summer Olympics and Paralympic Games in Los Angeles and other venues in 2028, to include providing operational support during the games necessary to deliver an interference-free Olympics.

Performance Measure			
Measure of Success	FY 2025 Result	FY 2026 Target	FY 2027 Target
95% of all applications reviewed for radio systems along the northern and southern border	N/A	Within 45 days of receipt	Within 45 days of receipt
Process U.S. operator requests for foreign markets for SCS services	N/A	Within 30 days	Within 30 days

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.

- **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. Partner with state and local 911 Authorities and Originating Service Providers (OSPs) to implement the Commission’s July 2024 NG 911 Report & Order, including ensuring that OSPs meet applicable deadlines for delivering 911 traffic in IP-based Session Initiation Protocol (SIP) format in response to valid requests by 911 Authorities.

- **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. Work closely with state and local 911 authorities and nationwide and non-nationwide wireless providers to deploy technologies that convey actionable vertical and/or dispatchable location information with 911 calls, including ensuring nationwide wireless providers submit location accuracy certifications. Evaluate the progress wireless carriers have made towards complying with the Commission’s 911 location accuracy benchmarks using certifications along with live 911 call data submitted by wireless carriers.
- **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. FCC will work closely with state and local 911 Authorities and Covered 911 Service Providers to establish reasonable measures for NG911 reliability and interoperability, including updating the FCC’s certification regime to provide public safety industry stakeholders certainty, including ensuring that CSPs submit annual reliability certifications.
- **Strategy 4: Identify gaps and reduce risks related to “sunny day” outages** to ensure 911 calls always go through. Update 911 reliability rules to ensure providers maintain resilient and redundant pathways for emergency traffic.

Performance Measure			
Measure of Success	FY 2025 Result	FY 2026 Target	FY 2027 Target
% 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	N/A	80%	80%

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.

- **Strategy 1: Provide pathways for the advancement of next generation alerting technologies**, such as silent alerts, that give emergency managers and consumers greater flexibility. Identify opportunities to modernize the Nation’s alerting systems and update the Commission’s Emergency Alert System (EAS) and Wireless Emergency Alerts (WEA) to make these alerting systems more effective, efficient, and better able to serve the public’s needs.

- **Strategy 2: Prioritize alerts that are critical to safety of life** and combat alert misuse to minimize alert fatigue during emergencies. Reducing confusion caused by geographic overshoot of WEA alerts will minimize alert fatigue during emergencies. Track, review, and act on, as appropriate, false alerts reported to the FCC to discourage the misuse of EAS and WEA, thereby ensuring that their distinctive audio tones will be used only during emergencies or authorized tests.

- **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. Promote regular testing of emergency alerting capabilities to ensure all emergency alerting participants such as TV stations and radio broadcasters are prepared and able to transmit alerts when needed, thereby increasing the reliability and readiness of alerting systems in case of a real emergency.

Performance Measure			
Measure of Success	FY 2025 Result	FY 2026 Target	FY 2027 Target
100% of false alert reports to the FCC that are reviewed and acted on	N/A	Within 30 days	Within 30 days

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.

GOAL 3 FOCUS AREAS:



TACKLING ILLEGAL ROBOCALLS

Undertaking a new campaign to tackle illegal robocalls at every point in the call path. This includes pushing carriers to block more illegal robocalls before they reach consumers, giving consumers better tools to distinguish legitimate calls from scams, stepping up enforcement, and curbing scam calls that originate outside of the United States.



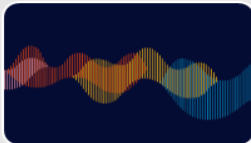
CONTRABAND CELLPHONE JAMMING

In the process of allowing prisons to jam contraband cellphones that have poured into prisons across the country and are being used to call in hits, coordinate violent gang activity, and aid criminal enterprises.



ENHANCING CRISIS COMMUNICATIONS

Taking action to enhance and improve the National Suicide and Crisis Lifeline, 988, for anyone who needs it, including some populations, like young people and deaf or hard-of-hearing populations who primarily rely on text messaging. The FCC is taking steps to ensure that those reaching out for help during a crisis will get the localized help they need.



LIMITING LOUD COMMERCIALS

Considering additional actions the Commission could take to make sure TV viewers aren't inundated by exceedingly loud commercials. The FCC is seeking input from consumers and industry on the extent to which the CALM Act rules are effective in controlling and preventing loud commercials on programming provided by television broadcasters and pay TV providers like cable and satellite.



ENFORCING THE PUBLIC INTEREST

Broadcasters are required by both the Communications Act and the terms of their FCC-issued licenses to operate in the public interest. The FCC's broadcast hoax rule, its news distortion policy, its political equal opportunity regulations, its prohibition on obscene, indecent, and profane content, its localism requirements—all of those and more apply uniquely to broadcasters. In line with that precedent and tradition, the FCC will continue its efforts to empower local broadcasters to serve the public interest and meet the needs of their communities.



OPENING THE AIRWAVES

Unleashing new voices on the airwaves through construction permit grants for new noncommercial TV, FM, and low power radio stations, and by processing broadcast licensing matters, including license assignments, transfers, and renewals.



ACCELERATING TRANSITION TO NEXT GEN TV

Supporting the nation's ongoing transition to Next Gen TV, known as ATSC 3.0. This new technology represents the future of broadcasting and promises to modernize the nation's free and local over-the-air television service, which serves as a vital source of local news and information for many Americans.



REMOVING BROADCAST REGULATIONS

Removing broadcast rules and requirements that have been identified as obsolete, outdated, or unnecessary, including rules dating back nearly 50 years ago for technologies that have been far surpassed in the media marketplace.

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.

- **Strategy 1: Expand the reach of Do-Not-Originate lists** and strengthen call blocking capabilities. Conduct compliance review with Commission rules and take additional actions to stop illegal foreign-originated calls before they can reach U.S. consumers.
- **Strategy 2: Deter bad actor callers and providers from transmitting unlawful and unwanted calls.** Pursue all available enforcement actions against providers that willfully and repeatedly violate Commission rules. Employ traceback information to identify bad actors for enforcement. Leverage Robocall Mitigation Database (RMD) filings to identify deficiencies and work with providers to remediate and improve approaches to robocall mitigation.
- **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. Reduce the number of consumers suffering financial losses to phone-based scams through increased and comprehensive consumer engagement tactics.
- **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). Expand consumer access to tools that leverage call authentication information and empower consumers to make informed decisions about the trustworthiness of calls reaching them.

Performance Measure			
Measure of Success	FY 2025 Result	FY 2026 Target	FY 2027 Target
# of consumer outreach and education campaigns conducted to raise awareness of robocall mitigation tactics	N/A	2 Campaigns	3 Campaigns
# of voice service providers that cure RMD filings or are removed from the RMD for deficiencies/CDLs	N/A	140	165

Objective 3.2. Ensure consumers have access to information of choice and advance 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.

- **Strategy 1: Ensure broadcasters operate in public interest.** Conduct transparent and consistent review and analysis of public interest standards in the processing of applications for licensed broadcast services, including AM, FM, and TV. Issue clearly reasoned decisions concerning proposed transactions which convey the relevant facts, law, and basis for the decision.
- **Strategy 2: Promote accessibility of mass media, emergency services, and communications services and equipment to all Americans.** Resolve consumer accessibility complaints against service providers with a focus on a results-based solution rather than penalties on service providers. Increase access to functionally equivalent communications services by persons with disabilities.
- **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. Develop and publish a consumer-facing guide in coordination with the Substance Abuse and Mental Health Services Administration (SAMHSA) and the Department of Veterans Affairs to promote awareness about the 988 Lifeline and FCC efforts to improve access to local services.

Performance Measure			
Measure of Success	FY 2025 Result	FY 2026 Target	FY 2027 Target
By 2027, % of U.S. wireless subscribers have access to voice-to-988 georouting	N/A	N/A	100%
By 2027, % of U.S. wireless subscribers have access to 988 text messaging georouting	N/A	N/A	95%

Objective 3.3. Ensure that FCC policies consider consumer protection issues across all technologies and sectors.

- **Strategy 1: Identify and remedy policies and practices that harm consumer interests and competition** by monitoring consumer inquiry and complaint trends. Monitor and review consumer complaints and inquiries highlighting consumer protection issues. Ensure that policymaking components of the Commission are aware of and consider consumer issues related to their subject matter area.
- **Strategy 2: Employ data driven approaches to external engagement, enforcement, and regulatory modernization.** Quickly identify emerging consumer protection issues and FCC responses. Develop responsive outreach and engagement campaigns for emergent consumer protection topics.
- **Strategy 3: Identify and remove barriers to entry by evaluating how new and emerging technologies can facilitate improved accessibility.** Track issues related to technology transitions and emergent technologies. Continue to promote the importance of including

accessibility throughout the design lifecycle for new and emerging advance communication services and the technologies that support them.

- **Strategy 4: Support domestic violence survivors’ access to safe communications.** Track Safe Connections Act inquiries and referrals. Promote continued telecommunications connectivity for domestic violence survivors. Track Safe Connections Act Lifeline enrollments and identify improvements.

Performance Measure			
Measure of Success	FY 2025 Result	FY 2026 Target	FY 2027 Target
# of consumer education campaigns developed in response to consumer protection issues	N/A	3 Campaigns	5 Campaigns

GOAL 4: ENHANCE EFFICIENCY AND ACCOUNTABILITY, AND REDUCE WASTE

The FCC will unleash prosperity through deregulation and ensure that it is 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.

GOAL 4 FOCUS AREAS:



DELETING OLD RULES

Efficiently removing outdated regulations that are no longer relevant in today's marketplace. These actions have eliminated dozens of rules, forms, pages, and thousands of unnecessary words, freeing providers to focus on delivering quality service and creating jobs.



CLEARING OUT DORMANT DOCKETS

Working to close out inactive dockets, which will further the Commission's goals of promoting good governance, increasing efficiency, and modernizing agency processes in the digital age. Already we have terminated thousands of inactive proceedings, including the largest number of dormant dockets ever terminated in a single proceeding.



REGULATORY STREAMLINING

Taking a fresh look at how the FCC can use its authorities under the Communications Act, including Sections 253 and 332, to streamline siting and environmental reviews. Updates to processes under NEPA will also reflect recent Supreme Court decisions to further reduce delays.



SIMPLICITY

Removing unnecessary and outdated rules, such as obsolete power limits and burdensome siting requirements. Streamlined regulations lower barriers to entry, allowing satellite companies to deploy advanced services quickly.



CUTTING CONTRACT COSTS

Top-to-bottom review of agency contracts with a focus on identifying areas of redundancy and overspending. Through a combination of scaling down and terminating contracts, we have reduced the total contract ceiling value by hundreds of millions of dollars, putting more money back into the pockets of hard-working American taxpayers.



MODERNIZING FCC OPERATIONS

Effectively upgrading internal processes and databases to improve efficiency and user experience. Licensing and other agency systems are being modernized to provide a more reliable and user-friendly experience for those who interact with us online.



ENFORCING THE LAW

Ensuring compliance with critical federal consumer protection laws, including proposing fines against illegal pirate radio operations, and making sure radio broadcasters do not violate federal law when they have artists perform at radio station events or festivals—an illegal practice known as "payola."

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.

- **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. Streamline and

centralize duplicative information collections to more effectively inform the Commission’s decision-making.

- **Strategy 2: Streamline internal operations** consistent with Executive Order and Congressional mandates. Establish documented and repeatable policies and procedures using sound knowledge management practices and conduct reviews and updates to ensure relevancy and timeliness.

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.

- **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. Leverage enterprise AI and automation to streamline workflows, reduce manual burden, and accelerate data-driven decision making across FCC systems. Establish security controls for safe, secure, and trustworthy usage of AI technologies that are free from ideological biases or engineered social agendas.
- **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 Measure			
Measure of Success	FY 2025 Result	FY 2026 Target	FY 2027 Target
Reduction in processing timelines of simple and complex acquisition actions	N/A	< than 30 days for simple < than 18 months for complex	< than 30 days for simple < than 12 months for complex
Availability of information technology systems	N/A	99% or greater	99% or greater
Improvement in the FCC’s information security program and maturity level (FISMA)	Level 2.5 (Defined/ Consistently Implemented)	Level 2.8 (Defined/ Consistently Implemented)	Level 3 (Consistently Implemented) or higher across

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.

- **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. Perform risk assessments to identify programs that may be susceptible to significant improper payments and support the OIG audit and complete recapture audits to serve as validation points to ensure payments made are accurate and the Commission is compliant with the Payment Integrity Information Act of 2019.
- **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**, to accelerate delivery, reduce technical debt, minimize cybersecurity risks, and ensure scalable, cost-efficient modernization and optimization.
- **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 Measure			
Measure of Success	FY 2025 Result	FY 2026 Target	FY 2027 Target
Audit opinion from the Commission’s independent financial statement auditors	Clean/Unmodified opinion	Clean/Unmodified opinion	Clean/Unmodified opinion