

FEDERAL COMMUNICATIONS COMMISSION

Strategic Plan Fiscal Years 2022-2026



Message from the Chairwoman

It is my great privilege to introduce the Federal Communications Commission's (FCC's) Strategic Plan as revised for fiscal years 2022 to 2026.

More than ever before, Americans count on the FCC to support the connections they need for work, learning, healthcare, and access to the information we require to make decisions about our lives, our communities, and our country. Nothing has shined a light on the challenges brought by lack of broadband like the pandemic. It has revealed hard truths about the digital divide, the homework gap, and the consequences that come from being disconnected. Those who cannot connect are denied access to education, jobs, healthcare, and opportunity. Communications technologies today are the infrastructures of opportunity. They are the physical and digital connections that can grow our economy and create new jobs and help us work, learn, and be informed. Public safety is paramount and we are committed to make sure our communications networks are safe, secure, and resilient. We are also fiercely committed to consumer protection. Everyone in the country, whether living in an urban area, rural area, or anything in-between, needs access to modern communications. It is the most effective way to foster innovation and make sure the public reaps its benefits. We need to use this moment to build a foundation for new growth and new opportunity in the post-pandemic world.

To realize these benefits, the FCC is focusing on the following strategic goals:

- **Pursue a “100 Percent” Broadband Policy:** The COVID-19 pandemic put a spotlight on the serious broadband gaps that exist across the country, including in rural infrastructure, affordability for low-income Americans, and at-home access for students. This continuing digital divide means millions of Americans do not have meaningful access to essential infrastructure for 21st century success. In response to the COVID-19 pandemic and the challenges that many Americans face, the agency should advance access to communications that are essential for Americans to work remotely, learn remotely, receive healthcare, and engage in commerce. To this end, the FCC will pursue policies to help bring affordable, reliable, high-speed broadband to 100 percent of the country.
- **Promote Diversity, Equity, Inclusion and Accessibility:** The FCC will seek to gain a deeper understanding of how the agency's rules, policies, and programs may promote or inhibit advances in diversity, equity, inclusion, and accessibility. The FCC will pursue focused action and investments to eliminate historical, systemic, and structural barriers that perpetuate disadvantaged or underserved individuals and communities. In so doing, the FCC will work to ensure equitable and inclusive access and facilitate the ability of underserved individuals and communities to leverage and benefit from the wide range of opportunities made possible by digital technologies, media, communication services, and next-generation networks. In addition, the FCC recognizes that it is more effective when its workforce reflects the experience, judgement, and input of individuals from many different backgrounds. Advancing equity is core to the agency's management and policymaking processes and will benefit all Americans.
- **Empower Consumers:** Consumers who are well informed about their rights and what they're buying are more confident and more likely to participate in the digital economy. The FCC will tackle new challenges to consumer rights and opportunities stemming from the COVID-19 pandemic, plans for post-COVID recovery, and digital transitions. The FCC also will pursue effective enforcement and new approaches to protect consumers from unwanted and intrusive communications, phone-based scams, telephone privacy issues, and other trends that affect consumers. The FCC will work to enhance competition and pursue policies that protect the

competitive process to improve consumer choice and access to information. The FCC will work to foster a regulatory landscape that fosters media competition, diversity, and localism. The FCC also must work to ensure the availability of quality, functionally equivalent communications services for persons with disabilities.

- **Enhance Public Safety and National Security:** The FCC will pursue policies to promote the availability of secure, reliable, interoperable, redundant, and rapidly restorable critical communications infrastructure and services. The FCC also will promote the public's access to reliable 911 and emergency alerting, and support public safety's access to first responder communications. The FCC will work in coordination with Federal and state, local, Tribal, and territorial government partners and industry stakeholders to support disaster response and to ensure the nation's defense and homeland security.
- **Advance America's Global Competitiveness:** The FCC will take action to promote investment and advance the development and deployment of new communications technologies, such as 5G, that will allow the nation to remain a global leader in an increasingly competitive, international marketplace. The FCC will identify incentives and policies to close security gaps and accelerate trustworthy innovation. The FCC will work with its federal partners to advocate for U.S. interests abroad.
- **Foster Operational Excellence:** The FCC should be a model for excellence in government by effectively managing its resources, maintaining a commitment to transparent and responsive processes that encourage public involvement and decision-making that best serves the public interest, and encouraging a culture of collaboration both internally and across government agencies.

I look forward to working closely with Congress, other federal, state, and local agencies, as well as other external parties as the FCC implements its strategic plan. I believe the strategies outlined in this plan will allow the FCC to address both current and future challenges.



Jessica Rosenworcel
Chairwoman

Mission

As specified in section one of the Communications Act of 1934, as amended, the Federal Communications Commission's (FCC's) mission is to "make available, so far as possible, to all the people of the United States, without discrimination on the basis of race, color, religion, national origin, or sex, rapid, efficient, Nation-wide, and world-wide wire and radio communication service with adequate facilities at reasonable charges."¹ In addition, section one provides that the Commission was created "for the purpose of the national defense" and "for the purpose of promoting safety of life and property through the use of wire and radio communications."²

About the Federal Communications Commission

The FCC is an independent regulatory agency of the United States Government. The FCC is charged with regulating interstate and international communications by radio, television, wire, satellite, and cable. The Commission also regulates telecommunications, advanced communication services and video programming for people with disabilities, as set forth in various sections of the Communications Act.

The FCC is directed by 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 Chairperson.

The FCC is organized by function. There are seven Bureaus and ten Offices. The Bureaus and the Office of Engineering and Technology process applications for licenses to operate facilities and provide communications services; analyze complaints from consumers and other licensees; conduct investigations; develop and implement regulatory programs; and organize and participate in hearings and workshops. Generally, the Offices provide specialized support services. The Bureaus and Offices are:

- **The Consumer & Governmental Affairs Bureau** develops and implements consumer policies, including disability access and policies affecting Tribal nations and state and local governments. The Bureau also serves as the public face of the Commission through outreach and education and responds to consumer inquiries and informal complaints. The Bureau maintains collaborative partnerships with consumer-facing organizations and state, local, and Tribal governments in such areas as implementation of critical initiatives, implementation of new technologies, and emergency preparedness. In addition, the Bureau's Disability Rights Office provides expert policy and compliance advice on accessibility with respect to various forms of communications for persons with disabilities. The Bureau also ensures public facing access to the Commission for persons with disabilities via a team of American Sign Language interpreters and accessible formats specialists.
- **The Enforcement Bureau** enforces the Communications Act and the FCC's rules. It acts to protect consumers, ensure efficient use of spectrum, further public safety, promote competition, resolve disputes, and protect the integrity of FCC programs and activities from fraud, waste, and abuse.
- **The International Bureau** administers the FCC's international telecommunications and satellite programs and policies, including licensing and regulatory functions. The Bureau promotes pro-competitive policies abroad, coordinates the FCC's global spectrum activities, and advocates for U.S.

¹ 47 U.S.C. § 151.

² *Id.*

interests in international communications and competition. The Bureau works to promote high-quality, reliable, interconnected, and interoperable communications infrastructure on a global scale.

- **The Media Bureau** recommends, develops, and administers the policy and licensing programs relating to electronic media, including broadcast, cable, and satellite television in the United States and its territories.
- **The Public Safety and Homeland Security Bureau** develops and implements policies and programs to strengthen public safety communications and interoperability, homeland security, national security, emergency management and preparedness, disaster management, and network reliability and resiliency. These efforts include rulemaking proceedings that promote more efficient use of public safety spectrum, improve public alerting mechanisms, enhance the nation's 911 emergency calling system, and establish frameworks for communications prioritization during crises. The Bureau also maintains 24/7 operations capability and promotes Commission preparedness to assist the public, first responders, the communications industry, and all levels of government in responding to emergencies and major disasters where reliable public safety communications are essential. Finally, the Bureau coordinates the Commission's national security mission and consults with the Defense Commissioner pursuant to 47 CFR § 0.181 of the Commission's rules.
- **The Wireless Telecommunications Bureau** is responsible for wireless telecommunications programs and policies in the United States and its territories, including licensing and regulatory functions. Wireless communications services include cellular, paging, personal communications, mobile broadband, and other radio services used by businesses and private citizens.
- **The Wireline Competition Bureau** develops, recommends, and implements policies and programs for wireline telecommunications, fixed (as opposed to mobile) broadband and telephone lines, striving to promote the widespread development and availability of these services. The Bureau has primary responsibility for the Universal Service Fund which helps connect all Americans to communications networks.
- **The Office of Administrative Law Judges** is composed of one judge (and associated staff) who presides over hearings and issues decisions on matters referred by the FCC.
- **The Office of Communications Business Opportunities** promotes diversity, competition and innovation in the provision and ownership of telecommunications and information services by supporting opportunities for small businesses, as well as women-owned and minority-owned communications businesses.
- **The Office of Economics and Analytics** provides objective economic analysis to support Commission policy making and implements agency-wide data practices and policies, including implementing significant economically-relevant data collections. The Office also manages the FCC's auctions in support of and in coordination with the FCC's Bureaus and Offices.
- **The Office of Engineering and Technology** advises the FCC on technical and engineering matters. This Office develops and administers FCC decisions regarding spectrum allocations and unlicensed devices and coordinates use of the spectrum with the Executive Branch. The Office also oversees the Commission's equipment authorization program to ensure compliance with technical rules and its experimental licensing program to promote new and innovative technologies and services.
- **The Office of the General Counsel** serves as the FCC's chief legal advisor.

- **The Office of the Inspector General** conducts and supervises audits and investigations relating to FCC programs and operations.
- **The Office of Legislative Affairs** serves as the liaison between the FCC and Congress, as well as other Federal agencies.
- **The Office of the Managing Director** administers and manages the FCC.
- **The Office of Media Relations** informs the media of FCC decisions and serves as the FCC’s main point of contact with the media.
- **The Office of Workplace Diversity** develops, coordinates, evaluates, and recommends to the Commission policies, programs, and practices that foster a diverse workforce, and promotes and ensures equal employment opportunity (EEO) for all employees and applicants without regard to race, color, religion, sex (including pregnancy and gender identity), sexual orientation, national origin, age, disability (mental, intellectual, or physical), marital status, parental status, political affiliation, genetic information (including medical history), or any other basis protected by law.

Stakeholder Engagement

As an independent rulemaking agency, the FCC regularly solicits comments on issues and conducts workshops, forums, and meetings with outside parties. The FCC receives thousands of comments from the public each year on its proceedings, and the FCC welcomes public feedback and input on its strategic goals as well.

Strategic Goals

The FCC, in accordance with its statutory authority and in support of its mission, has established six strategic goals as follows:

Strategic Goal 1: Pursue a “100 Percent” Broadband Policy

***Goal:** The COVID-19 pandemic put a spotlight on the serious broadband gaps that exist across the country, including in rural infrastructure, affordability for low-income Americans, and at-home access for students. This continuing digital divide means millions of Americans do not have meaningful access to essential infrastructure for 21st century success. In response to the COVID-19 pandemic and challenges that many Americans face, the agency should advance access to communications that are essential for Americans to work remotely, learn remotely, receive healthcare, and engage in commerce. To this end, the FCC will pursue policies to help bring affordable, reliable, high-speed broadband to 100 percent of the country.*

Strategic Objective 1.1: Pursue policies to help bring affordable, reliable, high-speed broadband to 100 percent of the population, including rural areas, and Tribal lands as well as for low-income Americans and students.

Performance Goal 1.1.1: Evaluate and report on the availability of broadband services throughout the country.

Performance Goal 1.1.2: Support and facilitate the development, deployment, and adoption of broadband services across multiple platforms.

Performance Goal 1.1.3: Work in partnership with state, local, Tribal, and other governments, and consumer and industry groups, to ensure that broadband networks are deployed to all American consumers, including those in Tribal, rural, insular, and high-cost areas.

Strategic Objective 1.2: Provide opportunities for innovation in broadband services and technologies by modernizing Universal Service Fund (USF) programs to better facilitate affordable broadband deployment and meaningful access to essential services for all Americans.

Performance Goal 1.2.1: Efficiently support broadband deployment where it is most needed by implementing USF mechanisms that are grounded in sound policy.

Performance Goal 1.2.2: Continue reform and modernization of universal service programs to reflect technological developments and changes in the market.

Strategic Objective 1.3: Advance access to communications that are essential for Americans to work remotely, learn remotely, receive healthcare remotely, and engage in commerce and precision agriculture.

Performance Goal 1.3.1: Ensure a competitive and vibrant unlicensed ecosystem that fosters competition and innovation and that supports home networks, business private networks, public networks, and Wi-Fi enabled hotspots.

Performance Goal 1.3.2: Expedite processes to allow new services and devices to come to market.

Performance Goal 1.3.3: Foster an environment that will encourage investment in broadband networks and services by existing providers while encouraging participation in broadband markets by new and non-traditional participants.

Strategic Objective 1.4: Communicate information about FCC programs and policies to help bring affordable, reliable, high-speed broadband to 100% of the country.

Performance Goal 1.4.1: Launch a national consumer awareness and education campaign focusing on broadband adoption with specific emphasis on people of color and others who have been historically underserved, persons who live in rural areas, persons with disabilities, and persons otherwise affected by persistent poverty, discrimination, or inequality and also at-home access for students.

Performance Goal 1.4.2: Launch locally-focused and targeted programs of consumer and governmental outreach activities and events based on FCC's efforts to extend service through the universal service fund and other initiatives to promote new deployment.

Strategic Goal 2: Promote Diversity, Equity, Inclusion and Accessibility

Goal: *The FCC will seek to gain a deeper understanding of how the agency’s rules, policies, and programs may promote or inhibit advances in diversity, equity, inclusion, and accessibility. The FCC will pursue focused action and investments to eliminate historical, systemic, and structural barriers that perpetuate disadvantaged or underserved individuals and communities. In so doing, the FCC will work to ensure equitable and inclusive access and facilitate the ability of underserved individuals and communities to leverage and benefit from the wide range of opportunities made possible by digital technologies, media, communication services, and next-generation networks. In addition, the FCC recognizes that it is more effective when its workforce reflects the experience, judgement, and input of individuals from many different backgrounds. Advancing equity is core to the agency’s management and policymaking processes and will benefit all Americans.*

Strategic Objective 2.1: Pursue focused action, policies, and investments to eliminate historical, systemic, and structural barriers that perpetuate disadvantaged or underserved individuals and communities.

Performance Goal 2.1.1: Perform outreach and conduct programs related to communications issues that will promote education and awareness about historical, systemic, and structural barriers that perpetuate disadvantaged or underserved individuals and communities.

Performance Goal 2.1.2: Identify historical, systemic, and structural barriers experienced by disadvantaged, marginalized, or underserved individuals and communities, and take measures to ensure their equitable and inclusive access to digital technologies, media, communication services, and next generation networks.

Strategic Objective 2.2: Seek to gain a deeper understanding of how the agency’s rules, policies, and programs may promote or inhibit advances in diversity, equity, inclusion, and accessibility.

Performance Goal 2.2.1: Conduct outreach to the Commission’s counterparts throughout various levels of government as well as other stakeholders to better understand how the Commission can promote diversity, equity, inclusion, and accessibility through its rules, policies, and programs.

Performance Goal 2.2.2: Ensure that the FCC cultivates an inclusive culture that encourages collaboration, flexibility, and fairness.

Strategic Goal 3: Empower Consumers

Goal: *Consumers who are well informed about their rights and what they’re buying are more confident and more likely to participate in the digital economy. The FCC will tackle new challenges to consumer rights and opportunities stemming from the COVID-19 pandemic, plans for post-COVID recovery, and digital transitions. The FCC also will pursue effective enforcement and new approaches to protect consumers from unwanted and intrusive communications, phone-based scams, telephone privacy issues, and other trends that affect consumers. The FCC will work to enhance competition and pursue policies that protect the competitive process to improve consumer choice and access to information. The FCC will work to foster a regulatory landscape that fosters media competition, diversity, and localism. The FCC also must work to ensure the availability of quality, functionally equivalent communications services for persons with*

disabilities.

Strategic Objective 3.1: Remove impediments to consumer participation in the digital economy and tackle new challenges to consumer rights and opportunities stemming from the COVID-19 pandemic, plans for post-COVID recovery, and digital transitions.

Performance Goal 3.1.1: Pursue policies and effective enforcement to protect consumers from unwanted and intrusive communications, phone-based scams, telephone privacy issues, and other trends affecting consumers.

Performance Goal 3.1.2: Ensure the availability of quality, functionally equivalent communications services for persons with disabilities.

Performance Goal 3.1.3: Work to enhance competition and pursue policies that protect the competitive process to improve consumer choice and access to information.

Performance Goal 3.1.4: Implement actions to ensure that individuals with disabilities can access video programming.

Performance Goal 3.1.5: Implement actions to protect incarcerated individuals and their families to ensure access to affordable communications services.

Strategic Goal 4: Enhance Public Safety and National Security

Goal: *The FCC will pursue policies to promote the availability of secure, reliable, interoperable, redundant, and rapidly restorable critical communications infrastructure and services. The FCC also will promote the public's access to reliable 911 and emergency alerting, and support public safety's access to first responder communications. The FCC will work in coordination with Federal and state, local, Tribal, and territorial government partners and industry stakeholders to support disaster response and to ensure the nation's defense and homeland security.*

Strategic Objective 4.1: Keep the public safe by promoting and pursuing policies and initiatives to ensure the availability of secure, reliable, interoperable, resilient, and rapidly restorable critical communications infrastructures and services.

Performance Goal 4.1.1: Adopt public safety spectrum policies that facilitate interoperable communications by first responders.

Performance Goal 4.1.2: Implement an integrated regulatory framework that promotes faster emergency response, leverages technological advancements, and promotes the rapid deployment of innovative public safety communications, such as Next Generation 911 (NG911).

Performance Goal 4.1.3: Combat the malicious or illegal use of communications equipment, such as jammers or contraband cellphones in correctional facilities by developing reforms and examining other technological solutions.

Performance Goal 4.1.4: Take measures to facilitate the rapid restoration of critical communications during disasters, emergencies, and significant events.

Strategic Objective 4.2: Promote the public’s access to reliable 911 and emergency alerting and support public safety’s access to first responder communications.

Performance Goal 4.2.1: Promote the nationwide availability of reliable and effective 911, Enhanced 911 (E911) and NG911 service by developing and implementing policies that will ensure the reliability, resiliency, and security of communications networks, particularly for 911 and NG911 networks.

Performance Goal 4.2.2: Collect and analyze outage information for communications networks and 911/NG911 networks by working with stakeholders to understand and address problems.

Performance Goal 4.2.3: Analyze and report on major outages to assess practices in order to prevent future outages.

Performance Goal 4.2.4: Fulfill the FCC’s responsibilities under the National Preparedness System, including support to Emergency Support Function #2 (ESF#2) – Communications. Provide situational awareness of the status of communications services and infrastructure; coordinate with industry, the utilities sector, and other Federal, state, Tribal and territorial partners to facilitate communications protection, resilience, response, and restoration during times of crisis.

Performance Goal 4.2.5: Strengthen access to emergency services and emergency public information sources during emergencies by supporting improved preparedness, reliability of communications networks, and disaster management practices.

Performance Goal 4.2.6: Work to ensure the continued availability of timely emergency alerts. Facilitate the effectiveness and reliability of the Emergency Alert System (EAS) and Wireless Emergency Alerts (WEA), including through encouraging the development of new alerting capabilities that leverage emerging technologies.

Strategic Objective 4.3: Leverage Commission expertise, situational awareness, and authorities to mitigate national and homeland security risks in coordination with interagency partners.

Performance Goal 4.3.1: Support national security initiatives, and law enforcement and first responder operational activities during steady state, major disasters, emergencies, and significant events.

Performance Goal 4.3.2: Identify and implement methods to mitigate risks to communications reliability, resilience, and security.

Performance Goal 4.3.3: Employ FCC authorities in coordination with interagency partners to assess and mitigate national security, law enforcement, foreign policy, or trade policy risks related to the applicants’ foreign ownership, as part of the Commission’s overall public interest analysis of applications.

Strategic Goal 5: Advance America’s Global Competitiveness

Goal: *The FCC will take action to promote investment and advance the development and deployment of new communications technologies, such as 5G, that will allow the nation to remain a global leader in an increasingly competitive, international marketplace. The FCC will identify*

incentives and policies to close security gaps and accelerate trustworthy innovation. The FCC will work with its federal partners to advocate for US interests abroad.

Strategic Objective 5.1: Promote investment and advance the development and deployment of new communications technologies, such as 5G, that will allow the nation to remain a global leader in an increasingly competitive, international marketplace.

Performance Goal 5.1.1: Evaluate and report on the competitive environment for communications services.

Performance Goal 5.1.2: Ensure effective policies are in place to promote and protect competition and remove barriers to investment.

Performance Goal 5.1.3: Pursue spectrum policies to achieve the effective and efficient use of spectrum.

Performance Goal 5.1.4: Allow new services and technologies to come to market by expediting processes.

Performance Goal 5.1.5: Continue post incentive auction (IA) repacking, displacement, and reimbursement efforts for broadcasters.

Strategic Objective 5.2: Help the U.S. government promote responsible global development and deployment abroad.

Performance Goal 5.2.1: Promote effective oversight and foster investment in 5G networks by considering actions that address problems in the marketplace. Make fact-based decisions, relying on economic analysis, ongoing fact-gathering initiatives and data analysis.

Performance Goal 5.2.2: Work to promote a high-quality, secure, and globally interconnected communications infrastructure through international telecommunications and satellite programs and policies.

Strategic Goal 6: Foster Operational Excellence

Goal: *The FCC should be a model for excellence in government by effectively managing its resources, maintaining a commitment to transparent and responsive processes that encourage public involvement and decision-making that best serves the public interest, and encouraging a culture of collaboration both internally and across government agencies.*

Strategic Objective 6.1: Be a model for excellence in government by effectively managing the FCC's resources, maintain a commitment to transparent and responsive processes that encourage public involvement and serves the public good.

Performance Goal 6.1.1: Continue to provide information about the status of matters pending before the FCC by developing and posting information online and communicating with stakeholders.

Performance Goal 6.1.2: Ensure that FCC regulations solve real problems at a reasonable cost by implementing the principles of regulation and requirements for regulatory impact analysis articulated in Executive Order 13563 of January 18, 2011 (Improving Regulation and Regulatory Review), and Executive Order 12866 of October 4, 1993 (Regulatory Planning and Review).

Performance Goal 6.1.3: Ensure the Commission's ability to meet its Mission Essential Functions (MEF) and other critical activities during emergencies and disasters affecting FCC facilities and/or staff.

Performance Goal 6.1.4: For each program objective, the Office of the General Counsel will work to ensure that the Commission adheres to all legal requirements in its operations by providing timely and accurate legal advice and representation regarding proposed and existing policies and rules within the FCC's purview.

Performance Goal 6.1.5: For each program objective, the Office of Economics and Analytics will support the Commission by providing expertise, guidance, and assistance to the Bureaus and other Offices in applying the principles of economic and data analysis.

Strategic Objective 6.2: Effectively manage and modernize, as appropriate, the FCC's information technology (IT), financial, record keeping, facilities and human capital resources to best achieve the FCC's mission.

Performance Goal 6.2.1: Make information readily available to agency management for decision-making by improving Commission systems and processes.

Performance Goal 6.2.2: Carry out the agency's mission by upgrading and enhancing technology, tools and processes used by Commission staff.

Performance Goal 6.2.3: Maintain a high level of cybersecurity readiness and presence by providing FCC staff with a secure digital infrastructure.

Performance Goal 6.2.4: Ensure that all financial operations are helping control or contain costs, providing high quality customer service, and improving the effectiveness and efficiency of Commission operations by conducting a program of continuous review and evaluation.

Performance Goal 6.2.5: Expand opportunities for professional staff to improve their skills and knowledge, with the goal of ensuring that the highest quality analysis is applied to Commission policymaking.

Performance Goal 6.2.6: Ensure that all members of the Commission's workforce and candidates for employment have equal access to opportunities for employment, career growth, training and development by developing workforce recruitment initiatives that foster a workforce whose diversity reflects the diverse makeup of the Nation.

Performance Goal 6.2.7: Ensure that the FCC's recruitment, development and retention strategies for professionals at the FCC further and promote a diverse applicant pool for internship and career opportunities.

Strategic Objective 6.3: Ensure that the Universal Service Fund (USF) programs are well managed, efficient and fiscally responsible and reduce fraud, waste, and abuse.

Performance Goal 6.3.1: Reduce the potential for fraud, waste, and abuse in the USF programs.

Performance Goal 6.3.2: Ensure that the USF programs are administered efficiently and effectively by reviewing the administrative costs of the programs.

Performance Goal 6.3.3: Take steps to ensure that communications systems funded with USF programs are secure and resilient.

Planning and Performance at the FCC

The FCC 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 documents may be viewed at: <https://www.fcc.gov/about/strategic-plans-budget>.

Program Evaluations

The FCC uses a variety of methods to evaluate its programs including 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 American Numbering Plan fund to assess the risks the FCC is facing to meeting its strategic goals and objectives. Using this information, the FCC is able to 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: <http://www.fcc.gov/office-inspector-general>. 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/>.