

The background of the page features a large, faded, circular seal of the Federal Trade Commission. The seal is light blue and contains the text "FEDERAL TRADE COMMISSION" around the top and "MCMXXV" at the bottom. In the center of the seal is a shield with a scale of justice and a sword, flanked by two figures. A star is positioned above the shield.

# **Federal Trade Commission**

# **Strategic Plan**

Fiscal Years 2026-2030



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## Message from the Chairman

It is my pleasure to present the Federal Trade Commission's updated Strategic Plan, which will guide the agency over the next five years. The plan reaffirms our commitment to the FTC's core purpose: to vigorously enforce our nation's antitrust and consumer protection laws, without fear or favor, ensuring that our markets work to the benefit of everyday American workers and consumers.

The structure of the plan reflects this purpose. Goal 1 focuses on consumer protection law enforcement and education. Goal 2 focuses on antitrust law enforcement and research. Goal 3 focuses on efficient operations, training, and technology. Updated language and metrics reflect President Trump's ambitious agenda for American greatness. For example, we have returned the phrase "without unduly burdening legitimate business activity" to the mission statement, reflecting our commitment to end overregulation of American businesses that compete fairly and deal honestly with consumers. We have also added language about our efforts to protect children online, one of the most important consumer protection issues of our time. And we have improved our performance metrics by eliminating those that were not providing actionable data and by adding an improved cost-benefit metric that will clearly measure the FTC's value to the American taxpayer.

On behalf of the Commission and FTC staff, we look forward to working with Congress, consumers, businesses, and our law enforcement partners across jurisdictions as we strive to achieve our goals.



FTC Chairman  
Andrew N. Ferguson



## Introduction

### About the FTC

The Federal Trade Commission (FTC or Commission) is a law enforcement agency that enforces the nation’s antitrust laws to promote competition in fair and open markets, providing consumers with lower prices, better quality, greater choice, and innovation, and businesses with the opportunity to compete on a level playing field without anticompetitive restraints. The FTC also enforces consumer protection laws to protect Americans from fraud, deception, and unfair business practices and empower consumers to access accurate information.

The FTC was established in 1914, when President Woodrow Wilson signed the Federal Trade Commission Act (FTC Act) into law. When the FTC was created, its purpose was to prevent unfair methods of competition in commerce as part of the battle to “bust the trusts.” Over the years, Congress passed additional laws giving the agency greater authority to combat anticompetitive practices.

Congress amended the FTC Act in 1938 and granted the FTC authority to stop “unfair or deceptive acts or practices in or affecting commerce.” Since then, the FTC has been directed to enforce a wide variety of other consumer protection laws and regulations.

In total, the FTC has enforcement or administrative mandates under more than 80 laws, including the FTC Act, Telemarketing and Consumer Fraud and Abuse Prevention Act, Identity Theft Act, Fair Credit Reporting Act, Clayton Act, and Take It Down Act. While primarily a law enforcement agency, the FTC uses a variety of tools to fulfill its mission, including rulemaking, research, studies on marketplace trends and legal developments, public outreach and engagement, and consumer and business education.

The FTC’s mission is carried out by the Bureau of Competition (BC), the Bureau of Consumer Protection (BCP), and the Bureau of Economics (BE). Their work is supported by the Office of the General Counsel, the Office of Technology, the Office of International Affairs, the Office of Policy Planning, and other support offices. FTC headquarters is located in Washington, DC, and eight regional offices are located around the country.

### FTC Mission and Vision

#### Mission

Vigorously enforce the law to protect Americans from anticompetitive, unfair, and deceptive business practices, without unduly burdening legitimate business activity.

#### Vision

A strong American economy that promotes human flourishing through competition, economic freedom, and an informed public.

## Stakeholder Engagement

A draft of this FTC Strategic Plan was released for public comment from September 26, 2025 to October 17, 2025. Staff reviewed the comments received and made changes to the plan in response.

## Organization of the Plan

The FTC’s dual competition and consumer protection mission forms the basis of the Commission’s first two strategic goals. A third strategic goal highlights the work being done to continuously improve operations at the agency.

Goal 1: Protect Americans from unfair or deceptive acts or practices in the marketplace	Objective 1.1: Identify, investigate, take actions against, and deter unfair or deceptive acts or practices that harm Americans, without unduly burdening legitimate business activity
	Objective 1.2: Provide Americans and businesses with research, information and tools that offer guidance and mitigate harm
	Objective 1.3: Advance U.S. interests and enhance protections for Americans by collaborating with law enforcement partners in the United States and internationally
Goal 2: Protect Americans from unfair methods of competition, prevent illegal monopolies, and promote competition	Objective 2.1: Improve Americans’ standard of living by taking action against anticompetitive mergers and unfair methods of competition
	Objective 2.2: Promote fair competition and its benefits through research, advocacy, and guidance
	Objective 2.3: Advance U.S. interests and promote competition by collaborating with law enforcement partners in the United States and internationally
Goal 3: Protect Americans and maximize mission outcomes through operational excellence and efficiency	Objective 3.1: Optimize available resources and administrative processes in support of the FTC’s mission
	Objective 3.2: Cultivate a best-in-class workforce
	Objective 3.3: Optimize information management

## **Strategic Goal 1: Protect Americans from unfair or deceptive acts or practices in the marketplace**

As the nation's consumer protection agency, the FTC has been given a broad law enforcement mandate to protect the American people from unfair or deceptive acts or practices. Leveraging the resources provided by Congress—and the tools those resources sustain—the FTC is committed to executing its statutory authorities in a wide range of key program areas, including fighting deception and related harms affecting consumers; combating opioid recovery fraud and other health fraud; standing up for all consumers, including older adults and servicemembers; addressing unlawful conduct related to privacy and data security; and enforcing the laws in ways that benefit domestic manufacturers and small businesses. The FTC also works to hold Big Tech accountable for unlawful conduct that results in harm to kids and undermines the online marketplace. As evidenced by its Joint Labor Task Force, the FTC is working to protect American workers. The FTC also enforces the BOTS Act and otherwise works to prevent unfair and deceptive conduct in the ticket sales industry.

As just one example, the FTC is working to protect Americans from unlawful telemarketing. Over the years, the FTC has filed numerous enforcement actions against entities responsible for placing billions of unlawful calls. A number of law enforcement tools support the FTC's efforts against unlawful telemarketing and other law violations. The National Do Not Call Registry protects consumers from receiving unwanted telemarketing and helps the FTC fight robocalls. The Consumer Response Center collects report information from consumers that is stored in the FTC's Consumer Sentinel Network and shared with law enforcement partners. These tools help jumpstart many of the FTC's law enforcement investigations and benefit enforcers nationwide. The FTC will remain focused on maintaining and using these tools to combat unlawful telemarketing practices.

Protecting children online is also a key concern, and a place where the FTC is focusing its consumer protection tools and resources. Congress has authorized the FTC's law enforcement role in this area primarily through the Children's Online Privacy Protection Act (COPPA), which forbids covered website operators from collecting, using, or disclosing the personal data of users under the age of thirteen without parental consent. Some of the FTC's most valuable work is its ongoing efforts to enforce COPPA against companies that fail to follow its requirements. The FTC is also dedicated to exploring other ways the FTC can protect children and support families, including through its new authority under the Take It Down Act.

## Objective 1.1

### Identify, investigate, take actions against, and deter unfair or deceptive acts or practices that harm Americans, without unduly burdening legitimate business activity

#### Goal Leaders: BCP, BE, OT

The FTC protects Americans by enforcing Section 5 of the FTC Act, which prohibits unfair or deceptive acts or practices in or affecting commerce, and by enforcing a number of statutes and rules proscribing specific unlawful practices. The FTC's Bureau of Consumer Protection, with the support of the Bureau of Economics and the Office of Technology, investigates cases and initiates civil law enforcement actions, primarily by filing actions in federal court, when there is reason to believe that entities have violated these laws and rules. The FTC's enforcement actions seek injunctions and other relief.

To fulfill its goal of protecting Americans, the FTC must identify consumer protection issues and trends in the fast-changing, increasingly global marketplace. The agency strives to understand the issues affecting Americans, including any newly emerging methods of fraud, in order to focus enforcement, education, and advocacy efforts on areas where Americans suffer the most harm. The FTC leverages its resources by sharing information with and encouraging other law enforcement authorities to assist it in its efforts, acting independently or jointly.

To help ensure that its enforcement efforts are well targeted, the Bureau of Consumer Protection works with the Bureau of Economics as cases and programs are developed to evaluate economic harm to consumers.

The agency continues to collect consumer reports directly through the following means:

- ▶ [ReportFraud.ftc.gov](https://ReportFraud.ftc.gov) for reporting fraud, scams, and bad business practices, or through a toll-free helpline (1-877-FTC-HELP)
- ▶ [IdentityTheft.gov](https://IdentityTheft.gov) for reporting identity theft, or through an identity theft hotline (1-877-ID-THEFT)
- ▶ [DoNotCall.gov](https://DoNotCall.gov) for reporting unwanted calls, or through the National Do Not Call Registry helpline (1-888-382-1222)

In addition, the FTC continues to gather consumer reports from other sources, including state, federal, and international law enforcement agencies, and Better Business Bureaus.

The Consumer Sentinel Network (CSN) is the FTC's secure website that provides nearly 3,000 law enforcement users worldwide with access to millions of consumer fraud, identity theft, financial, and Do Not Call Registry reports, largely collected during the past five years through [ReportFraud.ftc.gov](https://ReportFraud.ftc.gov), [IdentityTheft.gov](https://IdentityTheft.gov), and [DoNotCall.gov](https://DoNotCall.gov). On a quarterly basis, the FTC includes information on the top consumer reports received on its data analysis site at [ftc.gov/exploredata](https://ftc.gov/exploredata). Data about the FTC's refund program is also available at [ftc.gov/exploredata](https://ftc.gov/exploredata), including state-by-state and case-by-case breakdowns of the amount refunded to consumers.

The FTC recognizes that consumers cannot always identify whether unfair or deceptive practices have occurred. For example, consumers may not be able to evaluate for themselves the truthfulness of a marketing claim. The agency, therefore, identifies targets by augmenting its complaint databases with other enforcement leads, such as ad monitoring, online “surfs” (monitoring the internet for potentially false or deceptive advertising for a targeted product or service), and direct referrals from government and private sector partners.

### Strategies

- ▶ **Identify consumer protection violations:** Identify deceptive or unfair business practices that cause harm to Americans, including practices that target or impact vulnerable populations, by monitoring practices in the marketplace and evaluating information from numerous sources, including reports submitted to the Consumer Sentinel Network (CSN) database by consumers and others. The FTC and its law enforcement partners mine the CSN database to identify trends and targets as well as to develop cases against existing targets.
- ▶ **Enforce consumer protection laws:** Vigorously enforce the law to protect Americans from fraud, deception, and unfair business practices. One way the FTC does this is by suing entities and individuals that violate the law to enjoin such conduct, without unduly burdening legitimate business activity.
- ▶ **Improve litigation skills:** Improve staff negotiation and litigation skills and refine investigative and decisional tools through continuous learning.

### Performance Metrics

- ▶ Amount of money returned to the public or forwarded to the U.S. Treasury as a result of consumer protection law enforcement actions.
- ▶ Number of orders enjoining unfair, deceptive, or otherwise unlawful practices as a result of consumer protection law enforcement actions.
- ▶ Percentage of the FTC’s consumer protection law enforcement actions that targeted the subject of consumer reports in the FTC’s Consumer Sentinel Network.
- ▶ Percentage of the FTC’s consumer protection law enforcement actions that used the Tech Lab to identify targets, investigate or build the action.
- ▶ Number of consumer protection law enforcement cases for which BE economists prepared to testify as expert witnesses.

## Objective 1.2

### Provide Americans and businesses with research, information, and tools that offer guidance and mitigate harm

#### Goal Leaders: BCP, OPA, BE, OPP

Education and outreach to consumers and businesses are critical to help consumers avoid scams and frauds and provide clear and certain guidance to businesses about their compliance obligations under the law. By raising awareness of scam trends and delivering practical, user-friendly educational resources and information, the FTC helps mitigate harm by helping American consumers spot, avoid, and report scams.

As part of its educational outreach, the agency publishes information on spotting and avoiding common scams, online safety tips for parents and children, and protecting against identity theft. The agency also publishes resources for small business owners and the military community. The impact of these efforts enhances the agency's law enforcement mission, as evidenced by consumers who have reported spotting and avoiding scams after seeing FTC messaging. Because fraud can affect anyone, the agency strives to reach all consumers through its relationships with trusted partners.

The FTC has a unique mandate to undertake certain forms of research based on Section 6 of the FTC Act. Under this authority, the FTC gathers, analyzes, and makes public certain information that serves the public interest. The FTC also convenes conferences and workshops through which experts and other experienced and knowledgeable parties identify emerging consumer protection issues and discuss ways to address those issues. The FTC recognizes that stakeholders outside the government have also been tasked with addressing certain consumer protection issues. The agency, therefore, carefully monitors self-regulatory efforts and partners with the private sector to disseminate the FTC's consumer and business education content.

#### Strategies

- ▶ **Keep improving education and engagement efforts:** Focus consumer and business education efforts serving American communities on providing guidance and mitigating harm, particularly in areas and to audiences prioritized by leadership. Consistently incorporate consumer reporting into all messaging to drive more reports to the CSN database, thereby facilitating case development.
- ▶ **Use consumer insights to share critical information with FTC leadership, case, and legal teams:** Through regular engagement with American consumers and communities through outreach, and through reports made to the CSN database, analyze and aggregate critical findings to share with FTC law enforcement staff.
- ▶ **Engage with local community organizations:** Build on engagement with consumers, community-based organizations, and community leaders (e.g., religious leaders, teachers, local business owners, non-profit leaders, etc.). Follow up with organizations to understand which resources were helpful.

- ▶ **Help people who have experienced identity theft:** Educate Americans about identity theft, make it easy to find the FTC’s educational resources, make it easy to report identity theft, and provide user-friendly, actionable information to those who have experienced identify theft.
- ▶ **Promote all reporting, educational resources, and other avenues to engage with Americans:** Publicize how and why to report fraud, scams, and identity theft at ReportFraud.ftc.gov and IdentityTheft.gov in an ongoing effort to increase public awareness and offer guidance to Americans about how to contact the FTC, get information, and file reports.
- ▶ **Engage with and offer guidance to small businesses:** Understand small business needs by employing user feedback and engagement opportunities. Provide small businesses with practical, user-friendly educational resources to help them not only understand the law so they can comply with it, but also be able to know when they are targets of fraud.
- ▶ **Reach out to workers:** Provide all workers and those looking for work with practical, user-friendly educational resources and information to help them identify and report consumer protection violations in the marketplace.
- ▶ **Study emerging consumer protection issues:** Identify emerging consumer protection issues and technological developments; hold meetings, workshops, or conferences to examine those issues; and, whenever possible, publish findings or create ways to link the learnings to action to help deter and mitigate consumer harm.
- ▶ **Work with the media:** Engage the media as part of a strategic communications program to disseminate usable, helpful, clear, and compelling content to the public with the goal of ensuring consumers understand what companies did wrong and what the FTC is doing to stop and deter the harm. Identify and make maximum use of upcoming media opportunities, maintain strong relationships with Washington-based, regional, and trade reporters, and continuously seek new outlets and reporters to maximize the agency’s media outreach. Work to make staff available for interviews with print, digital, and broadcast outlets as well as new-media outlets such as podcasts and blogs.
- ▶ **Use different communication channels that consumers frequent including trusted leader distribution, digital communications, social media, or in-person events:** Research non-traditional communication channels that consumers use to obtain information. If appropriate, use such platforms to reach members of the media and the public who may not receive FTC press releases, blog posts, and other information through traditional channels such as email. Continuously monitor and improve the user experience and performance of FTC information distribution.

## Performance Metrics

- ▶ Number of outreach events.
- ▶ Number of page views for consumer and business education digital articles and other online resources.

## Objective 1.3

### Advance U.S. interests and enhance protections for Americans by collaborating with law enforcement partners in the United States and internationally

#### Goal Leaders: BCP, OIA

Geographic location and other demographics may affect the types of deceptive or unfair conduct that consumers encounter, which is why it's important for governmental and non-governmental organizations to share information and resources to enhance consumer protection. The FTC works with domestic and international partners to protect Americans from foreign fraudsters and advance U.S. interests.

The FTC enhances protections for Americans by collaborating with domestic federal and state law enforcement agencies in investigations and lawsuits. It also promotes consumer protection for Americans through advocacy by filing comments with federal, state, and local government bodies and amicus briefs with the courts.

Because telemarketing, internet fraud, and other unlawful conduct are increasingly cross-border in scope, the FTC routinely cooperates and collaborates with its international counterparts to advance U.S. interests through cross-border law enforcement and policy work. The FTC engages with law enforcement agencies around the world to obtain practical assistance and information involving matters that protect Americans from harms, including cross border fraud.

#### Strategies

- ▶ **Collaborate on law enforcement at home and abroad to advance U.S. interests:** Build and maintain strong bilateral relations with domestic and foreign counterparts. Where appropriate, share information, engage in investigative assistance, and develop and strengthen other types of enforcement cooperation on investigations, cases, and enforcement-related projects consistent with the laws of the United States. Cooperate and collaborate with the FTC's foreign counterparts on cross-border law enforcement initiatives and policy development to protect Americans from foreign fraudsters and advance U.S. interests and best practices.

#### Performance Metrics

- ▶ Number of consumer protection investigations or cases in which the FTC and other U.S. federal, state, and local government agencies shared evidence or information that contributed to FTC law enforcement actions or enhanced consumer protection.
- ▶ Number of consumer protection investigations or cases in which the FTC obtained foreign-based evidence or information or engaged in other mutual assistance that contributed to FTC law enforcement actions, or in which the FTC cooperated with foreign agencies and/or multilateral organizations on enforcement matters.

## **Strategic Goal 2: Protect Americans from unfair methods of competition, prevent illegal monopolies, and promote competition**

The FTC seeks to prevent and police unfair methods of competition by investigating and bringing law enforcement actions against anticompetitive mergers and business practices. The FTC also engages in research, policy development, advocacy, and education to deter anticompetitive practices and encourages federal, state, and local governments to evaluate the effects of their policies on fair competition. Recognizing the realities of globally interconnected markets, the FTC engages internationally where appropriate to promote the interests of the United States, consumers, and American businesses. This work is critical to protect and strengthen free and open markets—the cornerstone of the American economy.

## Objective 2.1

### Improve Americans' standard of living by taking action against anticompetitive mergers and unfair methods of competition

#### Goal Leaders: BC, BE, OT

Anticompetitive mergers and business practices harm Americans. Left unchallenged, they lead to higher prices, lower wages, and reduced quality, choice, and innovation. Enforcement of the antitrust laws provides substantial benefits to the public by helping to ensure that markets are open and competitive.

The FTC's Bureau of Competition, with support from the Bureau of Economics and the Office of Technology, investigates proposed and consummated mergers as well as business conduct that may be anticompetitive. The FTC takes enforcement action when it has reason to believe that mergers or conduct are unlawful, using its enforcement tools (including litigation and consent orders) to prevent or remedy harm. In each case, the FTC strives to efficiently address the competitive concerns raised by a merger or business practice and works toward a solution that maintains competition in the marketplace without unduly burdening legitimate business activity.

The Hart-Scott-Rodino (HSR) Premerger Notification Act is the FTC's primary tool to identify anticompetitive mergers. The FTC administers the HSR program for itself and the Antitrust Division of the Department of Justice (DOJ), which shares authority to challenge anticompetitive mergers. Premerger notification gives the agencies the opportunity to block or to remedy proposed mergers before they are consummated. In addition to the HSR notification requirements, the FTC relies on other tools such as referrals, the trade press, and consumer and competitor complaints to identify potential or ongoing harm to competition.

#### Strategies

- ▶ **Investigate:** Investigate potentially anticompetitive mergers and business conduct efficiently using rigorous, economically sound, and fact-based analyses that enhance enforcement outcomes for the benefit of American consumers, workers, and businesses. Leverage the revised HSR form and Merger Guidelines to screen transactions more effectively and efficiently, and continue to evaluate their efficacy.
- ▶ **Enforce the antitrust laws:** Enforce the law to protect Americans from anticompetitive mergers and business practices, including by enforcing federal court and administrative orders obtained by the FTC.
- ▶ **Continue effective compliance:** Continue rigorous oversight to ensure compliance with Commission orders and with HSR reporting obligations. Remediate potential antitrust harms, engage in settlement orders that are transparent and enforceable, and prioritize divestitures of standalone business units. Be prepared to litigate matters when the parties propose ineffective or unenforceable remedies to resolve likely anticompetitive effects. Provide transparency in the decision-making process through comment periods, press releases, updated policy guidance, and analyses to aid public comment.

- ▶ **Improve litigation skills:** Improve negotiation and litigation skills and refine investigative and decisional tools through continuous learning and enhanced intra-agency collaboration.
- ▶ **Use In-House Experts:** Save money on expert witnesses by training and using FTC economists as experts in litigation.

### **Performance Metrics**

- ▶ Total consumer savings and other measurable benefits generated by antitrust enforcement.
- ▶ Number of antitrust law enforcement cases for which BE economists prepared to testify as expert witnesses.

## Objective 2.2

### Promote fair competition and its benefits through research, advocacy, and guidance

#### Goal Leaders: OPP, BE, BC, OPA

For over 100 years, the FTC has studied American industry, using the authorities granted to it in Section 6 of the FTC Act. Through research, advocacy, and outreach, the FTC seeks both to understand the marketplace as it evolves over time and to provide guidance to the business community, policymakers, and the public.

In recent decades, the FTC has focused its research on complex, opaque areas of the economy that deeply affect many Americans, including healthcare and pharmaceutical industries. The FTC also studies the effects that new technologies and industry changes may have on the marketplace, which can lead to new anticompetitive practices. By studying and staying apprised of such developments, the FTC can inform policymakers and the public about important issues. Agency law enforcers can also learn from new evidence and direct their work accordingly.

Law enforcement and business guidance, however, cannot protect Americans from anticompetitive government regulation, which can reduce competition, entrepreneurship, and innovation. Through its advocacy work, the FTC promotes the benefits of competition for all Americans and works to dissuade government entities from adopting (and encourages them to repeal) laws and regulations that create unnecessary barriers to entry, limit competition, or impose anticompetitive restraints or distortions on the operation of the free market economy.

#### Strategies

- ▶ **Research new developments in the marketplace:** Improve the agency's understanding of various practices and developments in the marketplace by conducting research, including economic research, on these issues, and holding public hearings, conferences, and workshops that bring together interested parties. Have the FTC's staff of economists, technologists, attorneys, and other researchers analyze the data and use the information gathered to inform the agency's enforcement agenda. When possible, release research results, as well as material gathered through hearings, conferences, and workshops, to the public. The FTC can make videos and transcripts of hearings, conferences, and workshops available on the FTC website.
- ▶ **Promote competition through advocacy:** File comments with federal, state, and local government bodies and encourage them to consider the effect their proposed actions will have on competition. File amicus briefs with federal courts to develop antitrust law in the public interest.
- ▶ **Provide guidance to American businesses about competition law, policy, and remedies:** Produce legal guidance and review, update, or withdraw previously issued guidance, as necessary. Such actions can inform businesses and their legal advisers about antitrust

risks, deter anticompetitive mergers and business practices, and reduce businesses' compliance costs. Guidance includes providing businesses with practical, user-friendly, educational resources.

- ▶ **Focus on workers:** Study and investigate the impact of merger and nonmerger conduct, as well as no-poach, non-solicitation, no-hire agreements, noncompete agreements, wage-fixing agreements, and unlawful coordination on DEI employment metrics on worker wages and benefits.
- ▶ **Work with the media:** Engage the media to disseminate clear and compelling content to the public to inform consumers about the agency's work to enforce antitrust laws and promote fair competition and publicize clear guidance to businesses in the marketplace. Ensure that regional and local outlets and reporters are aware of developments that impact their audiences and communities.

### Performance Metrics

- ▶ Number of reports, studies, economic papers, and other public analysis of competition related topics.
- ▶ Number of advocacy comments and amicus briefs filed regarding competition related topics.

## Objective 2.3

### Advance U.S. interests and promote competition by collaborating with law enforcement partners in the United States and internationally

#### Goal Leaders: BC, OIA

The FTC continues to build cooperative relationships with domestic agencies and engage internationally. On the domestic front, the FTC seeks to collaborate with other agencies and the state Attorneys General to achieve positive outcomes for American consumers, workers, and businesses by maximizing its limited resources in the enforcement of the U.S. antitrust laws, and by helping to identify and dismantle regulatory barriers to free and open competition. The FTC also works with relevant U.S. government agencies to develop, promote, and maintain competitive domestic markets and to address competition issues that implicate broader U.S. policy interests in a coordinated and effective manner.

Moreover, with globalized commerce and over 130 competition enforcers worldwide, it is critical that the FTC engage internationally to promote antitrust policies that are pro-growth and pro-innovation, and promote antitrust enforcement that benefits American consumers, workers, and businesses. The FTC engages with law enforcement agencies around the world to obtain practical assistance and information involving matters that protect Americans from competition harms, including anticompetitive mergers and conduct.

#### Strategies

- ▶ **Collaborate domestically:** Work more extensively within the U.S. government interagency process and with other domestic government entities to support the FTC's efforts to promote fair competition and policy convergence. Partner with other federal departments and agencies to effectuate the holistic review of the impact of federal regulations on competition in order to identify and reduce anticompetitive regulatory barriers.
- ▶ **Engage internationally:** In furtherance of U.S. interests, engage with international competition authorities and within multilateral fora to support FTC antitrust enforcement and policy priorities. These efforts, which include appropriate cooperation on matters undergoing review in multiple jurisdictions as well as competition policy work in multilateral organizations to foster best practices, collectively promote sound and efficient antitrust enforcement to the benefit of American consumers, workers, and businesses.

#### Performance Metrics

- ▶ While each agency conducts an independent review consistent with the law and facts in its jurisdiction, the percentage of FTC antitrust cases involving engagement with a foreign antitrust authority in which the agencies reached compatible outcomes.

### **Strategic Goal 3:**

## **Protect Americans and maximize mission outcomes through operational excellence and efficiency**

Advancing operational excellence and efficiency creates a strong foundation for overall mission success. The agency's work in Strategic Goal 3 encompasses the agency's key management areas: human capital; infrastructure and security; information management; and financial and acquisition management. The ongoing efforts to continuously improve in these areas directly contribute to the Commission's ability to fulfill its mission to enforce the law and protect Americans from anticompetitive, unfair, and deceptive business practices.

## Objective 3.1

### Optimize available resources and administrative processes in support of the FTC's mission

#### Goal Leaders: OCFO, OED (OCASO, HCMO), OCIO

The FTC recognizes the importance of aligning resources with strategic priorities and outcomes. Proper stewardship and oversight of financial resources are fundamental to ensure accountability and transparency as well as the long-term financial health of the agency, while the maintenance and modernization of physical resources and infrastructure provides for a safe and secure work environment, and helps the agency achieve its mission efficiently.

The work in this area covers a wide range of administrative and operational activities, including budget formulation and execution, acquisitions and contracting, financial reporting and analysis, audit resolution, internal controls management, emergency preparedness, and space and administrative operations.

#### Strategies

- ▶ **Optimize available resources through improved efficiency:** Improve agency cost effectiveness by maximizing mission outcomes while reducing spending on non-mission essential goods and services. Maintain transparency through accurate performance and financial reporting. Support efforts to centralize common support services across government.
- ▶ **Enhance agency procurement:** Seek the best value from contractors by using competitive processes to award contracts and maximizing the use of commercially available goods and services. Improve the speed of procurement work by streamlining processes and procedures to match the updated Federal Acquisition Regulations.
- ▶ **Optimize the agency's use of space:** The FTC will reduce its space footprint across the country in accordance with Presidential direction and GSA guidance, while also ensuring that physical space supports the agency's mission requirements.

#### Performance Metrics

- ▶ The FTC's total benefit to Americans compared to the FTC's net cost.
- ▶ Audit opinion from the agency's independent financial statement auditors.
- ▶ Percentage of new contracts awarded within FTC's established procurement action lead time.
- ▶ Percentage of contract dollars awarded through a competitive process.
- ▶ Percentage of internal customers satisfied with service from OCFO, OCIO, HCMO, and OCASO.

## Objective 3.2

### Cultivate a best-in-class workforce

#### Goal Leaders: OED (HCMO)

The FTC's workforce is its greatest asset and the key to accomplishing its mission. The FTC will focus on cultivating a high-performing and engaged workforce. Carrying out the mission of the FTC requires highly trained staff capable of assessing and understanding industry trends and carrying out required law enforcement and administrative responsibilities. To support those efforts, the FTC will focus on recruiting, training, and retaining staff with the right mix of skills, experience, and expertise.

#### Strategies

- ▶ **Support performance management and accountability:** Support a merit-based performance culture that focuses on individual and organizational accountability while meeting established agency goals. Reinforce the FTC's programmatic priorities and objectives using a system governing performance management. Provide opportunities for employee recognition that reinforce FTC values and culture while improving engagement and productivity.
- ▶ **Promote FTC as a learning culture:** Cultivate a dynamic and accessible learning culture that empowers individual growth, enhances organizational performance, and strengthens the FTC's mission to protect consumers and promote competition. Deliver continuous learning opportunities across all roles and career stages, preparing the workforce to navigate evolving trends with agility, innovation, and confidence.
- ▶ **Strengthen FTC's leadership capacity:** Advance a comprehensive leadership development approach that cultivates education and training opportunities for employees across all occupations and career stages. Embed leadership development education opportunities into the fabric of FTC's learning culture by equipping leaders at all levels to lead with accountability, collaboration, inspiration, and agility.

#### Performance Metrics

- ▶ Percentage of employees who created an individual development plan in eTrain2.
- ▶ Percentage of supervisors who completed at least one leadership development activity and recorded it in eTrain2.

## Objective 3.3

### Optimize information management

#### Goal Leaders: OCIO, OS

FTC mission success relies upon the information staff receives and generates, as well as its ability to leverage its historical knowledge and efficiently access relevant information. At the same time, FTC staff is increasingly dependent on the agency's IT systems and services to manage the high volume of information gathered as part of the agency's mission and to comply with mandates concerning the preservation and handling of agency records.

The FTC's Information Resource Management (IRM) Strategic Plan establishes a multi-year plan for modernizing the FTC's IT capabilities using innovative technologies, such as artificial intelligence, predictive analytics, and machine learning, to transform the way FTC does business. This requires eliminating outdated systems and using cloud-based solutions to the maximum extent feasible to ensure the IT infrastructure can support modern technology and staff needs.

The FTC is committed to effective and efficient management of information resources and continues its transition to managing information electronically to enable staff to perform their work more efficiently, to facilitate public access, and to protect sensitive information from inappropriate access.

The FTC will continue to address the challenges of a constantly evolving cybersecurity landscape. Information and information systems must be protected from unauthorized access, use, disclosure, disruption, modification, or destruction to ensure data integrity, confidentiality, and availability in the face of increasing cyber threats.

#### Strategies

- ▶ **Transform FTC business practices with technology:** Evaluate and deploy innovative technologies, including AI and big data analytics, to address changing agency needs and increasing data volumes. Promote the use of automation and digitization in business processes, to increase efficiency and improve service delivery, allowing staff to spend more time on high value, knowledge-based activities rather than manual, repetitive tasks.
- ▶ **Modernize technology:** Modernize information technology resources to increase functionality, improve performance, and achieve mission success. Architect modern applications and services on cloud-based technology platforms and upgrade and replace end-of-support infrastructure and endpoints.
- ▶ **Protect FTC data:** Secure and protect information and technology resources from attack and loss of data, accessibility, or integrity, whether from external malicious actors or insider threats. Ensure data and information of all kinds are secure through use of secure authentication practices, implementation of a zero-trust security architecture, and continuous monitoring of systems, services, and user behavior.

- ▶ **Comply with federal records requirements:** Develop NARA-compliant retention schedules for mission-related records; leverage technology and other resources to increase staff's ease of access, reduce risk of records damage or loss, and ensure proper records management and disposition; and reinforce the importance of records management, preservation, and disposition through training and resource materials.

### Performance Metrics

- ▶ Availability of information technology systems.
- ▶ Annual score on the FTC cybersecurity scorecard.
- ▶ Meet project milestones for developing agency records schedules.