



United States  
**Consumer Product Safety Commission**



# Strategic Plan 2026 - 2030



**PROTECTING AMERICAN FAMILIES FROM UNREASONABLE RISKS OF INJURY  
ASSOCIATED WITH CONSUMER PRODUCTS**

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# Message from the Acting Chairman

The U.S. Consumer Product Safety Commission (CPSC) is at an inflection point. We are committed to building a more efficient, effective, and accountable agency. This 2026 – 2030 Strategic Plan is the roadmap to deliver on that commitment. Strategic planning is now a dynamic and collaborative process—one that draws on past lessons, incorporates perspectives from across the agency, and fulfills the consultation requirements set forth in law.

This plan reflects a bottom-up review of the entire Commission. All employees, from frontline workers to senior managers, were encouraged to contribute their views, and their insight and experience shaped the goals set forth here.

We also met our legal obligation to consult with Congress, seeking input from authorizing and appropriations committees in both the House and Senate, across majority and minority offices. Strategic planning is not just an internal exercise; it is a commitment to the American people, carried out by CPSC in coordination with other executive branch agencies and under Congressional oversight.

## **Aligning with Presidential Priorities**

CPSC does not exist in isolation. As an executive branch agency that exercises substantial executive power, our work must align with the priorities of the President and the needs of the nation. This plan does exactly that.

**America First –** Consumer protection and economic strength go hand in hand. Imports of dangerous goods endanger families, undercut U.S. businesses, and weaken both safety and competitiveness. An American business that has invested the time and capital to play by the rules and produce safe products should not have to compete with foreign knockoffs that do neither. Import surveillance will be treated as a core safety mission.

**Confronting Foreign Adversaries–** Evidence is overwhelming that China is a leading source of low-quality and unsafe products entering the U.S. market, particularly through e-commerce platforms. Many of these products, from children’s toys to household goods, pose direct risks of injury and death. Organized criminal syndicates and illicit networks present similar threats to American consumers. This plan prioritizes import surveillance, aggressive enforcement against foreign bad actors, and close cooperation with U.S. Customs and Border Protection (CBP) and U.S. Department of Justice (DOJ).

**Artificial Intelligence (AI) –** CPSC will leverage AI to strengthen risk detection, hazard analysis, import surveillance and enforcement targeting. AI deployment is central to CPSC’s strategic data initiative, enabling the Commission to process and interpret massive datasets that previously exceeded our analytical capacity. These include electronic health and injury records, commercial trade data, and retailer reports. By integrating these sources, AI will deliver real-time insights into emerging hazards, allowing CPSC to act faster and more effectively to protect consumers.

Accountability and Efficiency – CPSC will safeguard taxpayer resources by streamlining operations, eliminating duplication, and ensuring every action is lawful, cost-effective, and justified. We will honor Congress’s mandate to prioritize voluntary consensus standards over new regulations. We will also seek opportunities to cut red tape and reduce unnecessary burdens on American business. Regulations and practices that do not reasonably advance safety are no longer agency priorities.

### **From Strategy to Action**

This plan organizes the Commission’s work and articulates clear, measurable goals. It reflects staff feedback, congressional priorities, and presidential direction.

Protecting Consumers at the Border and Online – Strengthen import surveillance and e-commerce oversight to stop dangerous and counterfeit products before they reach families.

Harnessing Data and Technology – Expand use of AI and advanced analytics to identify hazards quickly, reduce response times, and improve consumer communication.

Accountability in Governance – Operate with transparency, efficiency, and fidelity to statutory mandates, core management disciplines that guide decision making and drive organizational success.

Empowering the Workforce – Restore merit-based hiring to strengthen human capital, competence, and professionalism to meet 21st century challenges.

### **A Commitment to Results**

This plan is a clear roadmap to take us from vision to action. The Government Performance and Results Modernization Act of 2010 (GPRAMA) requires agencies to set measurable objectives and report progress publicly. That is what we will do. Success will mean lives saved, injuries prevented, and violative shipments intercepted. A hallmark of this plan is a shift from output-based to outcome-based metrics. For example, prior plans counted the number of port inspections conducted in the aggregate. This plan also emphasizes yield, efficiency, and error rate reduction. Going forward, we will hold ourselves accountable for results, not just process for its own sake.

CPSC has a profound mission: to protect American families from unreasonable risks of injury associated with consumer products. For too long, strategic planning has been a box-checking exercise. No longer. This document restores strategic planning as a tool of accountability – grounded in law, driven by data, and aligned with the President’s vision of a government that works for the American people.

Peter A. Feldman  
*Acting Chairman, U.S. Consumer Product Safety Commission*

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# Mission and Strategic Framework

## Mission

Protecting American families from unreasonable risks of injury associated with consumer products.

## About the Consumer Product Safety Commission

CPSC is a federal agency with a mission that spans health, safety and law enforcement. We oversee thousands of everyday items—from toys and cribs to household appliances and furniture—to make sure they do not pose unreasonable risks of injury. When we find a problem, we can develop safety standards, recall products, or stop unsafe shipments before they reach store shelves. We also give the public a way to report hazards and learn about recalls, so families have the information they need to stay safe.

Congress created CPSC in 1972 through the Consumer Product Safety Act (CPSA). In addition to the CPSA, as amended by the Consumer Product Safety Improvement Act of 2008 (CPSIA) and Pub. L. No. 112-28, CPSC also administers the Flammable Fabrics Act, the Refrigerator Safety Act, the Federal Hazardous Substances Act, the Poison Prevention Packaging Act, the Labeling of Hazardous Art Materials Act, the Child Safety Protection Act, the Children’s Gasoline Burn Prevention Act, the Drywall Safety Act, the Child Nicotine Poisoning Prevention Act, the Portable Fuel Container Safety Act, the Safe Sleep for Babies Act, Reese’s Law, the imitation firearms provisions of Pub. L. Nos. 100-615 and 117-167, and the STURDY requirements of Pub. L. No. 117-328 (Division BB, Title II).

CPSC uses analysis, standards development, enforcement, and education to identify and address product safety hazards that may cause injury. This important work includes:

- Import Surveillance – analyzing import data using the agency’s Risk Assessment Methodology to identify and interdict violative consumer products before they enter the United States;
- Compliance and Enforcement – enforcing mandatory standards and removing defective products through compliance activities, such as recalls or other corrective actions, and civil and criminal litigation;
- Hazard Identification and Assessment – collecting information and developing injury and death statistics relating to the use of products under CPSC’s jurisdiction;
- Standards Development – supporting the development and strengthening of industry standards and developing federal consumer product safety standards if needed;
- Public Outreach – educating consumers, families, industry, about alerts and recalls, safety initiatives, emerging hazards, mandatory and voluntary standards, and product safety requirements in the United States;
- Intragovernmental and Intergovernmental Coordination – coordinating work on product safety issues with other federal government stakeholders, as well as with state, local, and tribal authorities;
- Stakeholder Engagement – engaging with a wide range of external stakeholders, including industry, trade associations, consumer groups, nonprofit entities, standards development organizations, and other government entities.

# Strategic Goals

CPSC’s mission of “Protecting American families from unreasonable risks of injury associated with consumer products” is grounded in the statutes that authorize the work of the agency.

CPSC will achieve its mission by pursuing three strategic goals and aligning agency initiatives with these goals.

## **Strategic Goal 1: Readiness**

*Sustain the operational backbone of the Commission to ensure resilience and continuity.*

We will sustain the operational backbone of the Commission by ensuring our workforce, technology, facilities, and resources are aligned to mission demands. Readiness means resilience: the ability to anticipate, adapt, and respond without disruption. A ready agency is one that can surge to meet emerging hazards, maintain continuity of operations, and deliver safety results without compromise.

## **Strategic Goal 2: Intelligence**

*Strengthen surveillance and analytic capacity to detect hazards before they reach the public.*

We will strengthen our surveillance and analytic capacity to detect hazards before they reach the American public and to improve timeliness of agency intervention for emerging hazards. Through epidemiology, health surveillance, and advanced data analysis, we will transform raw information into actionable risk intelligence. This early-warning capability will enable the Commission to anticipate threats, guide standards, and target enforcement where it will save the most lives and prevent the most injuries.

## **Strategic Goal 3: Operations**

*Execute the mission through decisive safety actions – standards, enforcement, recalls, and litigation.*

We will execute the mission through decisive safety actions – developing standards, enforcing laws, intercepting dangerous imports, and pursuing civil and criminal litigation where necessary.

Operations are the frontline of consumer protection, translating intelligence into trade interdiction, enforcement, and standards to keep unsafe products out of American homes. By focusing on outcomes, not process, CPSC safety operations will deliver results in the form of lives saved, injuries prevented, and hazards removed from commerce.

## **Cross-Cutting Priorities:**

The following cross-cutting priorities address challenges and opportunities that span across the agency's programs and mission areas. They are designed to align resources, strengthen collaboration, and ensure the organization operates as one enterprise in advancing its mission.

1. **Workforce Excellence.** Investing in merit-based recruitment, retention, training, and leadership development across every office. A mission-ready CPSC depends on highly skilled inspectors, analysts, attorneys, scientists, and support staff who can adapt to evolving hazards and technologies.
2. **Innovation and Data Modernization.** Leveraging advanced analytics, AI, and modern IT systems to transform surveillance, enforcement, and rulemaking. Innovation ensures faster detection of hazards, smarter targeting of enforcement, and more efficient use of taxpayer resources.
3. **Stakeholder Engagement and Transparency.** Building trust through clear communication with Congress, consumers, and industry. Effective engagement ensures CPSC actions are understood, supported, and implemented in ways that maximize public safety.
4. **Interagency Partnerships.** Coordinating with CBP, U.S. Department of Health and Human Services (HHS), DOJ, Office of Information and Regulatory Affairs (OIRA), state attorneys general, international regulators, and standards bodies. Most products are imported, and most risks are cross-border. Success depends on whole-of-government cooperation.

## **Strategic Goal 1: Readiness**

### Overview

CPSC's ability to deliver on its mission depends on a strong foundation – its people, systems, and governance. Readiness means the ability to anticipate, adapt, and respond without disruption. CPSC's Strategic Goal 1 focuses on strengthening its operational readiness by aligning workforce, technology, and resources to ensure resilience and mission continuity. The agency aims to recruit and retain a high-performing workforce, manage resources transparently and efficiently, uphold ethical standards, and modernize its technology infrastructure – including AI and cybersecurity – to enhance public safety. Through targeted strategies and initiatives, CPSC is committed to fostering a culture of excellence, accountability, and innovation across all operational areas.

### *Strategic Objectives*

- 1.1 Recruit, retain, and develop a high-performing workforce.
- 1.2 Promote responsible stewardship of financial and operational resources through the elimination of inefficiencies, enhanced accountability mechanisms, and assurance that taxpayer funds are utilized effectively.
- 1.3 Promote transparency, ethics, and public trust.
- 1.4 Modernize IT systems and cybersecurity to support mission delivery.

### *Strategies*

- Expand operational capacity to support safety operations, evolving supply chains, and marketplace dynamics.
- Transition IT systems to cloud-based open-source platforms and adopt AI to enhance productivity and evidence-based decision-making.
- Foster public trust in the Commission by holding federal employees to the highest standard of ethics.
- Strengthen financial stewardship through effective management, acquisition planning, and internal controls.
- Advance cybersecurity maturity through continuous risk assessment, zero trust architecture, and FISMA compliance.
- Restore merit-based hiring that eliminates identity-based preferences, restores competitive examinations, and ensures hiring is based solely on qualifications, mission alignment, and constitutional principles.

### *Performance Measures could include:*

- Percentage of new hires who meet or exceed performance expectations within their first year.

- Percentage of IT systems migrated to the cloud and using open-source applications.
- Percentage of high-risk cybersecurity FISMA findings resolved on time.
- Achieve unqualified (clean) independent annual financial statement audit opinions.
- Achieve 100% compliance with the Federal Hiring Plan by reducing time-to-hire to under 80 days, implementing skills-based assessments for all competitive service positions, and ensure all hiring decisions are based solely on merit, technical competence, and constitutional commitment, as verified through agency Talent Team oversight.
- Ensure 100% of covered employees are evaluated annually using the standardized governmentwide performance appraisal system, with documented alignment to objective, job-related criteria and timely action taken on all cases of unacceptable performance.

## **Strategic Goal 2: Intelligence**

### Overview

To prevent harm, CPSC aims to detect product hazards before they reach consumers. This goal focuses on building modern, data-driven surveillance and analytics capabilities. Intelligence is not just about collecting data – it is about using it to act. CPSC will strengthen its ability to identify and assess risks early, especially those posed by unsafe imports and online marketplaces. By leveraging AI, scientific rigor, and real-time data, the agency will improve targeting, support enforcement, and ensure that hazard detection directly contributes to public safety.

### *Strategic Objectives*

- 2.1 Strengthen identification and timely assessment of hazardous products.
- 2.2 Enhance risk assessment necessary to target unsafe imports and facilitate compliant trade.
- 2.3 Apply principles of quality, normalization, scientific integrity, and leading practices in hazard evaluation, including the costs and benefits of potential standards.
- 2.4 Strengthen monitoring of e-commerce sites and the secondary market to support enforcement.

### *Strategies*

- Modernize the National Electronic Injury Surveillance System (NEISS) by integrating electronic health records and AI for better and faster hazard detection.
- Expand use of predictive analytics by integrating previously untapped public and commercial data with existing sources to identify emerging risks earlier and target interventions more effectively.
- Enhance targeting of violative imports and dangerous goods by deploying AI-enabled targeting systems and real-time data integration, while streamlining processes to facilitate compliant trade.
- Rely on normalized incident data to distinguish credible threats from anomalies and enable earlier and more reliable hazard identification.
- Institutionalize data-driven decision making across the agency, establishing an Analytics Center of Excellence to integrate advanced analytics, expand predictive capabilities, and ensure consistent application of insights to mission priorities.
- Promote quality and credibility in all scientific evaluations and assessments through peer review, transparency, and reproducibility.

*Performance Measures could include:*

- Number of hazard characterizations completed on consumer product-related fatalities, injuries, and/or losses for specific hazards.
- Percentage of consumer product-related injury cases correctly captured from injury reports provided by health care professionals.
- Percentage of high-risk consumer products sampled at import that are found to be violative.
- Percentage of scientific evaluations that are peer-reviewed and directly inform enforcement, standards-setting actions, or product safety research.
- Number of screened and requested takedowns of banned and recalled products from consumer-to-consumer internet platforms.

## **Strategic Goal 3: Operations**

### Overview

CPSC's safety operations include activities at U.S. borders and ports of entry, litigation and enforcement; the development of safety standards; and the communication of recalls and safety warnings to the public. This goal ensures that operations are fast, effective, and outcome-focused. CPSC will prioritize actions that reduce consumer exposure to hazardous products, deter unlawful conduct, and strengthen compliance across the marketplace. Whether through targeted enforcement, timely recalls, or data-driven standards development, operational decisions will be risk-based, grounded in law, and measured by results.

### Strategic Objectives

- 3.1 Prioritize imported hazardous consumer products for examination at ports of entry and for subsequent enforcement action.
- 3.2 Protect American families through fast-track and other voluntary recalls, safety warnings, e-commerce takedown requests, administrative and federal court litigation, imminent hazard declarations, refusal of admissions, and other actions as appropriate.
- 3.3 Improve the safety of consumer products through robust and effective safety standards.
- 3.4 Strengthen recall effectiveness and monitor post-recall firm actions.
- 3.5 Deter violations and promote compliance through civil and criminal enforcement actions.

### Strategies

- Expand operational capacity at high-volume ports and express courier hubs to interdict violative shipments.
- Leverage AI-driven targeting systems and real-time data integration to identify and prioritize shipments likely to contain violative or hazardous products.
- Strengthen coordination with federal partners to streamline joint enforcement actions and improve interdiction outcomes.
- Accelerate the initiation and resolution of recalls through improved case triage, Fast-Track processing, and early engagement with firms.
- Pursue litigation and imminent hazard actions as appropriate.
- Strengthen safety standards by focusing on real risks, using sound science and data, and reducing or removing outdated or burdensome rules that do not advance safety.
- Use AI and analytics to monitor post-recall compliance.

- Expand recall communication and outreach by encouraging firms to provide direct and timely notification to affected consumers and to use multiple channels to maximize awareness, consumer response, and participation.
- Pursue enforcement actions to deter violations and promote compliance.
- Address illegal product listings on e-commerce platforms through targeted enforcement.
- Coordinate enforcement actions with DOJ, state attorneys general, and international regulators to address cross-border violations.

*Performance Measures could include:*

- Percentage of import samples collected that result in an enforcement action.
- Number of import examinations completed.
- Percentage of recalled products successfully removed from the marketplace.
- Percentage of cases for which a CAP is accepted, or public notice process initiated, within 90 business days.
- Percentage of initial civil penalty assessments completed within 90 days of recall announcement.

## External Factors

Key external factors beyond CPSC's control may affect the achievement of these strategic goals and objectives.

*Economy and Supply Chain:* Domestic and global conditions will continue to influence the agency's ability to carry out its mission. Labor market fluctuations may affect CPSC's capacity to recruit, hire, deploy, and train a highly skilled workforce. Supply chain disruptions may alter the availability and quality of consumer products, increase the volume of trade, and elevate the risk of unsafe goods entering the domestic marketplace. At the same time, evolving e-commerce platforms, direct-to-consumer business models, and other shifts in the retail landscape are expanding consumer access to products while complicating traditional oversight and enforcement approaches.

*Security Threats:* CPSC must continually assess and respond to national and international threats to its systems and operations. Cybersecurity risks, in particular, present ongoing challenges to the integrity of agency data, the protection of sensitive information, and the continuity of mission-critical functions.

*Technology:* Rapid advances in information technology and data science can significantly expand the Commission's analytical capacity but require ongoing reinvestment and modernization to keep pace. Emerging technologies, such as connected devices, wearables, smart home systems, advanced batteries, and micro-mobility products, are creating novel product categories and potential hazards at a speed that exceeds traditional regulatory cycles. In addition, technology is accelerating consumer adoption and product turnover, with direct implications for recall effectiveness and marketplace oversight.

*Governmental, Legislative, and Legal Action:* Governmental, legislative, and legal factors beyond CPSC's control significantly influence the Commission's ability to achieve its strategic goals and objectives. The Commission relies on appropriations and authorizations from Congress to implement safety initiatives on behalf of the American people. Lapses in appropriations directly affect agency operations, while reliance on short-term continuing resolutions constrains long-term planning and resource alignment. Statutory amendments or new legislative mandates may alter the Commission's authorities, responsibilities, or resource needs. Executive Orders and OMB directives can impose government-wide requirements that affect regulatory policy, workforce management, and information technology. Commission enforcement and regulatory determinations are subject to judicial review, and outcomes in such proceedings may materially affect the scope and timing of mission execution. Effective cooperation with partner agencies such as CBP, DOJ, and HHS is essential to enforcement and standards development, and changes in partner agency priorities can directly affect Commission outcomes.

*E-Commerce and Global Market Dynamics:* The rapid growth of global e-commerce platforms has increased the volume and complexity of imported consumer goods, including products that bypass traditional supply chains and safety checks. This trend challenges CPSC's ability to monitor,

interdict, and enforce safety standards at scale, particularly for products sold directly to consumers by foreign entities. Some adversarial foreign governments and organized criminal networks exploit gaps in international oversight to introduce unsafe, counterfeit, or noncompliant products into the U.S. marketplace. These dynamics, combined with evolving trade practices and cross-border business models, complicate enforcement and require sustained adaptation of Commission strategies.

# CPSC Planning and Performance

The 2026 – 2030 Strategic Plan is central to CPSC’s planning, budgeting, and performance management systems. The Strategic Plan sets the framework for subsequent agency planning, communication, management, and reporting. It guides program design, project management, and resource allocation decisions.

CPSC’s budget, annual performance plan, and operating plan documents will serve as the primary implementation tools for the Strategic Plan, and will be aligned with the strategic goals, objectives, and strategies. The budget will outline the necessary resources to implement the strategies, and the annual performance plan will define the expected results at those resource levels. The agency operating plan will serve as the tactical implementation plan, delineating projects and associated resources to incrementally advance toward the accomplishment of the strategic goals.

CPSC’s performance monitoring and reporting systems also will align with the Strategic Plan, and future evaluation and research efforts will be designed to assess progress toward the intended results. The plan will serve as the framework for the agency’s efforts to collect and analyze data and other evidence, and for agency performance reporting. The 2026 – 2030 Strategic Plan includes initial key performance measures to be used for assessing progress toward the strategic objectives, meeting a key requirement of Office of Management and Budget (OMB) Circular No. A-11 and complying with GPRAMA. Majority of these performance measures track higher-level outcomes that reflect the effectiveness of programs, rather than simple project outputs. Additional key measures tracking projects outcomes are likely to be developed during the implementation of the Strategic Plan, including formulation of the agency’s annual plans and operating plans. The agency’s quarterly performance reporting and review process will be used to monitor and manage progress toward the stated Strategic Plan results, and to make management course corrections as warranted. Employee performance plans will be aligned to the Strategic Plan, so that individuals’ performance will have direct, transparent links to the achievement of agency goals.

## **Program Evaluations**

CPSC is committed to using evidence to inform management decisions, drive improvements in program delivery and effectiveness, and inform future strategies and program formulation.

CPSC uses a variety of methods to evaluate its programs. For example, CPSC’s Office of the Inspector General (OIG) conducts audits, evaluations, reviews, and investigations relating to the agency’s programs and operations. The agency’s financial statements are audited annually, which encompasses a thorough overview of the agency’s financial position and various transactions throughout the fiscal year. The purpose of this audit is to provide objective analyses to improve program performance and operations, reduce costs, facilitate decision-making, and contribute to public accountability.

The U.S. Government Accountability Office (GAO) also conducts evaluations and analyses and makes recommendations to help improve CPSC's practices, policies, and programs to ensure effective and efficient operations within the federal government.

CPSC's Office of Financial Management, Planning and Evaluation, conducts Quarterly Performance Reviews with senior leadership to assess the status of program performance measures, processes, improvements, and achievements. This exercise is based on submissions from every program office and engages CPSC's senior leadership in a comprehensive performance review that informs annual planning and budget formulation, sets performance improvement areas for the year, and identifies potential evaluation topics to improve understanding of the effectiveness of agency activities.

In addition, CPSC performs targeted reviews of internal controls. The areas targeted for review are determined by several factors, including risk assessment, management input, prior audits and reviews, and the current external (regulatory) environment. Management evaluates the results from the internal controls reviews to determine what processes should be modified to strengthen and improve operations.

CPSC plans to conduct evaluation and research on the effectiveness of specific strategies and programs that support the strategic goals in the 2026 – 2030 Strategic Plan as well as implement program evaluations in accordance with the Foundations for Evidence-Based Policymaking Act of 2018 (Pub. L. No. 115-435) and OMB Memorandum M-21-27, "Evidence-Based Policymaking: Learning Agendas and Annual Evaluation Plans."

## External Stakeholder Engagement

The CPSC engages with a wide range of external stakeholders—including industry, trade associations, consumer groups, standards organizations, and federal, state, and local partners—to gather information, perspectives, and expertise that inform the agency’s strategic direction. The agency collaborates extensively with federal partners such as U.S. Customs and Border Protection, the Department of Justice, the Department of the Treasury, and the Department of Health and Human Services to share data, strengthen enforcement, and modernize critical programs like NEISS. CPSC also conducts regular outreach with importers, trade associations, technology developers, and testing labs. Engagement with state and local partners further enhances CPSC’s situational awareness and consumer outreach, supporting cooperative enforcement and public safety initiatives nationwide. In addition, the agency consults with congressional committees to obtain input that helps shape and refine the Strategic Plan.

## Appendix A: Acronyms

AI	Artificial Intelligence
CPSA	Consumer Product Safety Act
CBP	U.S. Customs and Border Protection
CPSC	U.S. Consumer Product Safety Commission
CPSIA	Consumer Product Safety Improvement Act
DOJ	U.S. Department of Justice
FISMA	Federal Information Security Modernization Act
GPRAMA	Government Performance and Results Modernization Act of 2010
HHS	U.S. Department of Health and Human Services
NEISS	National Electronic Injury Surveillance System
OIG	Office of the Inspector General
OIRA	Office of Information and Regulatory Affairs
OMB	Office of Management and Budget



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