



Office of the Director  
Bureau of Consumer Protection

UNITED STATES OF AMERICA  
**FEDERAL TRADE COMMISSION**  
WASHINGTON, DC 20580

**Farewell Remarks as Prepared for Delivery**

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Federal Trade Commission  
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Thank you all for being here – I’m truly touched to see so many friends and colleagues. It’s because of you that my eight years at the FTC have been so fulfilling, and it’s because of you that it’s so hard to leave.

And thanks especially to Chair Khan and Director Chopra, without whose support and mentorship I would not be standing here today.

I’ve been reflecting over these last few weeks, and it’s hard to overstate how fortunate I’ve been to have been able to work alongside two of the most dynamic and effective leaders in Washington.

Director Chopra, like me, was deeply affected by the financial crisis, and taught me the importance of using every tool we have – even and especially tools that may need dusting off – to protect the public and hold bad actors accountable, something he’s been doing in spades this week at CFPB.

And Chair Khan inspires me every day. Her list of achievements would fill volumes, but what’s impressed me the most is how she’s mobilized a movement across the political spectrum to take on corporate concentration and abuse. She, like Rohit, is fearless, innovative, and deeply committed to making our economy work better for ordinary people.

I want to use the balance of my remarks to address the staff here directly.

You all have heard a lot about “my” accomplishments over these last four years, but the real credit goes to the people in this room and our teams across the country. You are the engine that keeps BCP running, and that deliver huge victories for American consumers.

Some in the press have predicted that the next four years will bring a retrenchment when it comes to consumer protection. That the FTC will reduce its ambitions and just try to keep our heads down. I don’t know if that’s true, but I would urge all of you to not give up on pursuing big things.

I’ll tell you a story. Picture it – Washington, D.C. – early 2022. Jen Howard comes to my office and suggests doing a rulemaking on junk fees. I was skeptical – what the hell’s a junk fee? But a group of lawyers got together, starting in my office and then in DAP. Economists were brought into the mix. The agency’s years of work on drip pricing was carefully examined. And within a few weeks, we figured out a working definition of junk fee that was built on longstanding UDAP law. DAP began drafting an ANPR. Comments began flowing in. And fast forward to last month, we finalized a rule banning junk fees in two major American industries, knocking out a problem that had bedeviled consumers and enforcers for years.

