

**UNITED STATES
COMMISSION ON CIVIL RIGHTS**



**REQUEST FOR CONGRESSIONAL APPROPRIATION FOR
FISCAL YEAR 2018**

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USCCR BUDGET REQUEST FOR SALARIES AND EXPENSES

| | |
|--|-------------|
| Congressional Appropriation Request for FY 2018..... | \$9,183,000 |
| Annualized Continuing Resolution for FY 2017 | \$9,183,511 |
| Congressional Appropriation for FY 2016 | \$9,200,000 |

APPROPRIATION LANGUAGE

FEDERAL FUNDS

Salaries and Expenses

For necessary expenses of the Commission on Civil Rights, including hire of passenger motor vehicles, \$9,183,000 [\$9,183,551]: Provided, That none of the funds appropriated in this paragraph may be used to employ any individuals under Schedule C of subpart C of part 213 of title 5 of the Code of Federal Regulations exclusive of one special assistant for each Commissioner: Provided further, That none of the funds appropriated in this paragraph shall be used to reimburse Commissioners for more than 75 billable days, with the exception of the chairperson, who is permitted 125 billable days: Provided further, That none of the funds appropriated in this paragraph shall be used for any activity or expense that is not explicitly authorized by section 3 of the Civil Rights Commission Act of 1983 (42 U.S.C. 1975a).

FY 2018 PROGRAM OBJECTIVES AND PRIORITIES

Our \$9.183 million appropriation request will support our civil rights agenda of promoting equal opportunity without regard to color, race, religion, sex, age, disability, or national origin. It will allow the Commission to serve as a civil rights “watchdog;” advise and collaborate with the President, Congress, and other federal agencies; and provide the public access to critical civil rights information.

Our mission includes informing the development of national civil rights policy and enhancing enforcement of federal civil rights laws through quality research, objective findings, and sound recommendations for action. The President, Congress, and the public benefit from our mandate¹ of

¹ We have six specific statutory responsibilities: (1) investigate complaints alleging that citizens are being deprived of their right to vote by reason of their race, color, religion, sex, age, disability, or national origin, or by reason of fraudulent practices; (2) study and collect information relating to discrimination or a denial of equal protection of the laws under the Constitution because of race, color, religion, sex, age, disability, or national origin, or in the administration of justice; (3) appraise federal laws and policies with respect to discrimination or denial of equal protection of the laws because of race, color, religion, sex, age, disability, or national origin, or in the administration of justice; (4) serve as a national clearinghouse for information in respect to discrimination or denial of equal protection of the laws because of race, color, religion, sex, age, disability, or national origin; (5) submit reports, findings, and recommendations to the President and Congress; and (6) issue public service announcements to discourage discrimination or denial of equal protection of the laws.

keeping all informed regarding civil rights issues, including discrimination or denial of equal protection of the laws because of color, race, religion, sex, age, disability, or national origin, or in the administration of justice. We seek to achieve our mission in a manner that both recognizes the full range of civil rights issues facing Americans today and is responsive to the emergence of new issues and challenges.

Our strategic vision consists of six goals:

- The Commission will function as an effective civil rights watchdog, conduct studies, and issue publications on important issues related to civil rights.
- The Commission will regularly provide new, objective information and analysis on civil rights issues.
- The Commission will cooperate, where appropriate, with other federal agencies to apprise individuals of civil rights laws and policies and to raise public awareness of civil rights.
- The Commission will improve its profile and effectiveness in communicating with the general public.
- The Commission will continue to strengthen its financial and operational controls and advance its mission through management excellence, efficiency, and accountability.
- The Commission will increase the participation of its State Advisory Committees (SACs) in the Commission's work.

A more detailed discussion of the Commission's Strategic Plan is in the FY 2014 -2018 Strategic Goals and Objectives section in this document.

REORGANIZATION

To better utilize the Commission's resources and improve management of our State Advisory Committees, the Commission is planning to close two regional offices. In FY 2017, the Commission will close our Central Regional Office in Kansas City, Kansas. The single employee currently located in the Kansas City office will continue to support that office's functions by teleworking. The Director of Regional Programs from the Midwestern Regional Office located in Chicago will manage the employee. In FY 2018, the Commission plans to close our Rocky Mountain Regional office located in Denver, Colorado. Current staff will continue to carry out their duties in support of the office's functions by teleworking. They will report to the Western Regional Office located in Los Angeles, California. The closure of these offices will allow the Commission to operate in a more cost efficient and effective manner.

BUDGET SUMMARY

Our FY 2018 Appropriation Request is \$9.183 million, a decrease of \$511 from our FY 2017 Annualized Continuing Resolution. This request will fund 40 full-time equivalent (FTE) positions.

REVIEW OF THE AGENCY'S FY 2018 FUNDING REQUEST

A. Budget Request by Object Class

The following table provides a summary of the Commission's Budget Request:

| Object Class and Title | FY 2018 Appropriation Request | FY 2017 Annualized Continuing Resolution | Difference |
|--|--|---|-------------------|
| 10 Personnel Compensation & Benefits | \$5,730,993 | \$5,625,000 | \$105,993 |
| 21 Travel & Transportation of Persons | \$176,000 | \$176,000 | \$0 |
| 23 Rent, Communications, and Utilities | \$1,753,000 | \$1,818,000 | (\$65,000) |
| 24 Printing and Reproduction | \$68,800 | \$68,800 | \$0 |
| 25 Other Contractual Services | \$1,385,955 | \$1,427,800 | (\$41,845) |
| 26 Supplies and Materials | \$68,252 | \$67,911 | \$341 |
| 31 Equipment | \$0 | \$0 | \$0 |
| Total Appropriation | \$9,183,000 | \$9,183,511 | (\$511) |

B. Description of Budget Increases and Decreases

The following is a description of the budget increases and decreases from the Commission's FY 2017 Annualized Continuing Resolution to its FY 2018 Congressional Budget Request.

Increases to Maintain Current Services:

Personnel Compensation and Benefits - \$105,993/ 0 FTE

This increase is for an anticipated 1.9 percent pay raise in FY 2018 and annualized FY 2017 pay raise.

Program Increases:

Supplies – \$341

This increase is due to anticipated increase for office supplies.

Program Decreases

Rent, Communications and, Utilities – (\$65,000)

This decrease is due to rent saving from closing two regional offices.

Other Contractual Services – (\$41,845)

The Commission is reducing the use of temporary contracting services and minimizing IT operation and maintenance costs.

Budget Request by Organization

The Commission’s FY 2018 budget request supports several major organizational components. The following table provides a summary of the Commission’s budget request by these components:

| | FY 2018 Appropriation Request | Percent Of Request | FY 2017 Annualized Continuing Resolution | Percent Of Request | Difference |
|---|--|-----------------------------------|---|-----------------------------------|-------------------|
| National Program Offices | \$1,031,280 | 11.2% | \$980,700 | 10.7% | \$50,580 |
| Regional Program Offices | \$1,776,720 | 19.3% | \$1,826,500 | 19.9% | (\$49,780) |
| Commissioners and Commissioner Assistants | \$1,790,223 | 19.5% | \$1,750,000 | 19.1% | \$40,223 |
| Office of Staff Director | \$404,390 | 4.4% | \$389,000 | 4.2% | \$15,390 |
| Robert S. Rankin Civil Rights Library | \$246,000 | 2.7% | \$225,000 | 2.5% | \$21,000 |
| Operations & Administrative | <u>\$3,934,387</u> | 42.8% | <u>\$4,012,311</u> | 43.7% | <u>(\$77,924)</u> |
| Total Appropriation | \$9,183,000 | 100% | \$9,183,511 | 100% | (\$511) |

The National Program Offices consist of the Office of General Counsel (OGC) and Office of Civil Rights Evaluation (OCRE). The Office of the General Counsel provides legal expertise and advice to support our fact-finding and ensures the legal integrity of our written products. The Office of Civil Rights Evaluation provides subject matter and analytical expertise required to prepare social scientific evaluations of civil rights issues. Their combined budget is \$1,031,280 and supports 7 FTE. The National Program Offices’ budget is 11.2 percent of the Commission’s total budget in FY 2018.

The Regional Program Offices provide critical support to the 51 state advisory committees (SACs) required by our statute. The Regional Program Offices’ combined budget in FY 2018 is \$1,776,720 and supports 11 FTE. The Regional Program Office’s budget is 19.3 percent of the Commission’s total budget request.

The Commissioners and Commissioner Assistants’ request covers the salary, benefits, and travel for Commissioners and their Assistants. The FY 2018 Commissioners and Commissioner Assistants’ budget is \$1,790,223 and supports 11 FTE. The Commissioners and Commissioner Assistants’ budget is 19.5 percent of the Commission’s total budget request.

The Office of Staff Director request covers the salary, benefits, and travel for Staff Director and his or her staff. The FY 2018 Office of Staff Director budget is \$404,390 and supports 3 FTE. The Office of Staff Director’s budget is 4.4 percent of the Commission’s total budget request.

The Library is an information source for Commission staff, government agencies, private organizations, and individuals. The Library request includes Westlaw access for Commission staff and the cost of storing and mailing of Commission reports. The FY 2018 budget request for the Library is \$246,000. The Library's budget is 2.7 percent of the Commission's total budget request.

The Operations and Administrative budget request covers rent, information technology, communication, human resources, financial management, and other functions necessary to maintain a Federal agency's operations. The FY 2018 budget request for Operations and Administrative budget is \$3,934,387 and supports 8 FTE. The Operations and Administrative budget is 42.8 percent of the Commission's total budget request.

FY 2016 PERFORMANCE HIGHLIGHTS

This section highlights the Commission's FY 2016 program accomplishments and activities.

A. Briefings

To promote public awareness of current civil rights laws, remedies, and enforcement agencies, we held four successful briefings.

Public Education Funding Inequality in an Era of Increasing Concentration of Poverty and Resegregation

The purpose of this briefing was to examine the funding of K-12 education and how the inequitable distribution of these funds negatively and disproportionately impact the educational opportunities of low-income students and students of color. The briefing also addressed how the practice of underfunding public schools has exacerbated the academic achievement gap in an era where the nation's most vulnerable children are increasingly educated in highly segregated and under-resourced schools.

Quiet Crisis: Federal Funding and Unmet Needs in Indian Country, 2016 Update

The purpose of this briefing was to examine education, health, public safety, housing, rural development and economic opportunity in the Native American Community. The briefing and report will be an update to the Commission's 2003 Report: A Quiet Crisis: Federal Funding and Unmet Needs in Indian Country. Commissioners and Panelists discussed the steps taken to implement the recommendations presented in the 2003 report as well as future actions that must be taken to address unmet needs in Indian country. The Commission heard testimony from Native American Advocacy Groups and Federal and State Government Officials.

Environmental Justice: Toxic Materials, Poor Economies, and the Impact on the Environment of Low-Income, Minority Communities

The Commission briefing for its statutory report examined the Environmental Protection Agency's (EPA) work under Title VI of the Civil Rights Act of 1964 and Order (E.O.) 12,898, with a focus

on the civil rights implications of the placement of coal ash disposal facilities near low-income communities and communities of color. Commissioners and panelists addressed a variety of questions including how to reduce the backlog of Title VI complaints, what more can be done to address the current disproportionate placement of coal ash impoundment sites and landfills in areas with primarily low income residents and residents of color, and what can be done to prevent such placements in the future. The briefing addressed the first coal ash rule published in spring of 2015, and the EPA and other agencies' collaborative work on environmental justice, including that enforced under Title VI.

Municipal Policing and Courts: A Search for Justice or a Quest for Revenue

The purpose of this briefing was to examine how municipalities may target individuals within the criminal justice system to raise revenue via the collection of fees and fines. Municipalities reliant on criminal justice revenue streams may interfere with the judiciary's independent role, divert attention from the courts' essential functions, and adversely impact the most vulnerable residents, principally those living in or near poverty. The briefing examined the national implication of revenue generating tactics in similarly situated jurisdictions across the country and addressed due process issues and the enforcement of other federal laws that violate Title VI of the Civil Rights Act of 1964.

B. Commission Reports

Increasing Compliance with Section 7 of the National Voter Registration Act.

The report examines state compliance with the National Voter Registration Act's mandate to provide voter registration forms and assistance to those utilizing public assistance and disability agencies, and the efforts of the Department of Justice and private citizens in enforcing the mandate, found in Section 7 of the Act.

The report also looks at trends in voter registration modernization, including electronic and automatic registration, and the use of health benefit exchanges to register voters. The Commission held a briefing on April 19, 2013. From this testimony and subsequent research, a majority of the Commission made a number of findings and recommendations.

Highlights of the findings include:

1. Providing for voter registration at public assistance offices is important to improve minority registration and participation in the election process. U.S. Census Bureau statistics show Hispanics and blacks were, respectively, three and four times more likely than whites to register to vote at a public assistance agency. At least one state has observed that having voter registration offered at public assistance offices benefits voters of all demographics.
2. Providing for voter registration at public assistance offices is vital for citizens with disabilities. These citizens struggle with poverty at twice the rate of citizens without disabilities and thus may be more likely to register to vote at those offices.

3. Providing for voter registration at public assistance offices is also important for Limited English Proficient persons, who are more likely to be living in poverty than English proficient individuals. The Election Assistance Commission has translated the National Mail Voter Registration form into Spanish and eight Asian languages.

4. Congress provided the Department of Justice with authority to sue state agencies that fail to comply with the National Voter Registration Act. The Department has additional tools, including publishing guidance on implementing the National Voter Registration Act, conducting investigations, sending letters of intent to enforce the National Voter Registration Act, and reviewing state data reported to the Election Assistance Commission.

5. A recent Election Assistance Commission Report shows that compliance intervention—including cooperative work and/or lawsuits by the Department of Justice or private litigants resulted in seven of the ten top-performing states under Section 7. Litigation is an effective tool to enforce state compliance with Section 7.

6. Integrating voter registration procedures within existing agency processes, including automatic opt out and online processes, is essential to effective National Voter Registration Act compliance. Integrated computerized processes can improve Section 7 compliance and voter registration rates among low-income citizens, Limited English Proficient citizens, and citizens with disabilities.

7. The most efficient and cost-effective registration process for states to meet the National Voter Registration Act's requirements is to provide an electronic automatic "opt out" registration process. This process clarifies any confusion an applicant may have regarding the necessity to register to vote in order to receive benefits. It eliminates hard-copy error from the process and does not rely on an agency employee's memory to comply with the registration process.

Highlights of the recommendations include:

1. States should have strong oversight of their National Voter Registration Act programs, and Congress should fund a single point of contact in the State Board of Elections who coordinates National Voter Registration Act activities in the state.

2. Because compliance with the National Voter Registration Act requires the management of a large volume of data on both voter registration forms and declination forms, Congress should provide resources for states to learn about and invest in technology that streamlines data processing.

3. Congress should increase resources for the Department of Justice to provide technical assistance, training about and enforcement of the National Voter Registration Act.

4. Congress should expand Section 7 to require federal agencies to agree to be designated as a covered agency under Section 7 when requested by states.

5. The Election Assistance Commission should encourage states to move to electronic voter registration rather than relying solely on paper forms, and integrate registration seamlessly with other electronically covered transactions.
6. The Election Assistance Commission should reexamine whether it should translate the National Mail Voter Registration form into additional languages.
7. The Department of Health and Human Services should ensure federally facilitated Health Benefit Exchanges comply with Section 7. Federal employees who assist the public must be trained in assisting with voter registration, and training must be offered on an ongoing basis.

<http://www.usccr.gov/pubs/NVRA-09-07-16.pdf>

Peaceful Coexistence: Reconciling Nondiscrimination Principles with Civil Liberties

The report examined the balance struck by federal courts, foremost among them the U.S. Supreme Court, in adjudicating claims for religious exemptions from otherwise applicable nondiscrimination law.

The Commission heard testimony from experts and scholars in the field and a majority of the Commission made findings and recommendations. Some of those findings were that:

1. Civil rights protections ensuring nondiscrimination, as embodied in the Constitution, laws, and policies, are of preeminent importance in American jurisprudence.
2. Religious exemptions to the protections of civil rights based upon classifications such as race, color, national origin, sex, disability status, sexual orientation, and gender identity, when they are permissible, significantly infringe upon these civil rights.
3. The First Amendment's Establishment Clause constricts the ability of government actors to curtail private citizens' rights to the protections of non-discrimination laws and policies. Although the First Amendment's Free Exercise Clause and the Religious Freedom Restoration Act (RFRA) limit the ability of government actors to impede individuals from practicing their religious beliefs, religious exemptions from nondiscrimination laws and policies must be weighed carefully and defined narrowly on a fact-specific basis.
4. With regard to federal government actions, RFRA protects only First Amendment free exercise rights of religious practitioners and not their Establishment Clause freedoms. Prior to RFRA's enactment, the U.S. Supreme Court had held in *Employment Division v. Smith*, 494 U.S. 872 (1990), that the First Amendment "had never been held to excuse [an individual's religiously motivated conduct] from compliance with an otherwise valid law prohibiting conduct that the state is free to regulate." This holding strengthened nondiscrimination laws and policies against actors who asserted religious justification for civil rights discrimination. RFRA now supersedes *Smith* as a controlling source of federal authority. Some states have enacted statutes modeled after RFRA which impact state-level nondiscrimination civil liberties and civil rights protections.

Recommendations included:

1. Overly-broad religious exemptions unduly burden nondiscrimination laws and policies. Federal and state courts, lawmakers, and policy-makers at every level must tailor religious exceptions to civil liberties and civil rights protections as narrowly as applicable law requires.
2. RFRA protects only religious practitioners' First Amendment free exercise rights, and it does not limit others' freedom from government-imposed religious limitations under the Establishment Clause.
3. In the absence of controlling authority to the contrary such as a state-level, RFRA-type statute, the recognition of religious exemptions to nondiscrimination laws and policies should be made pursuant to the holdings of *Employment Division v. Smith*, which protect religious beliefs rather than conduct.
4. Federal legislation should be considered to clarify that RFRA creates First Amendment Free Exercise Clause rights only for individuals and religious institutions and only to the extent that they do not unduly burden civil liberties and civil rights protections against status-based discrimination.
5. States with RFRA-style laws should amend those statutes to clarify that RFRA creates First Amendment Free Exercise Clause rights only for individuals and religious institutions. States with laws modeled after RFRA must guarantee that those statutes do not unduly burden civil liberties and civil rights with status-based discrimination.

<http://www.usccr.gov/pubs/Peaceful-Coexistence-09-07-16.PDF>

Environmental Justice: Examining the Environmental Protection Agency's Compliance and Enforcement of Title VI and Executive Order 12,898

This report examines whether the Environmental Protection Agency ("EPA") is complying with its environmental justice obligations. The Commission heard testimony from the EPA, experts and scholars in the field, and a majority of the Commission made findings and recommendations.

Some of the findings are:

1. EPA's definition of environmental justice recognizes environmental justice as a civil right, fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations and policies.
2. Racial minorities and low-income communities are disproportionately affected by the siting of waste disposal facilities and often lack political and financial clout to properly bargain with polluters when fighting a decision or seeking redress.

3. The EPA has a history of being unable to meet its regulatory deadlines and experiences extreme delays in responding to Title VI complaints in the area of environmental justice.
4. EPA's Office of Civil Rights has never made a formal finding of discrimination and has never denied or withdrawn financial assistance from a recipient in its entire history, and has no mandate to demand accountability within the EPA.
5. While lacking formal research on links to cancer, it is known that the heavy metals contained in coal ash are known as "hazardous substances" and can potentially damage all major organ systems. Not only do the toxic substances found in coal ash become absorbed up the food chain, but they also contaminate the environment (humans and animals) through spills, dam leaks, and sewage pipe breaks.
6. Whether coal ash facilities are disproportionately located in low-income and minority communities depends on how the comparison is done, but the EPA did find the percentage of minorities and low-income individuals living within the catchment area of coal ash disposal facilities is disproportionately high when compared to the national average. The EPA did not fully consider the civil rights impacts in approving movement and storage of coal ash.
7. The EPA's Final Coal Ash Rule negatively impacts low-income and communities of color disproportionately, and places enforcement of the Rule back on the shoulders of the community. This system requires low-income and communities of color to collect complex data, fund litigation and navigate the federal court system - the very communities that the environmental justice principles were designed to protect.

Highlights of the recommendations include:

1. The EPA should not eliminate the deadlines related to processing and investigating Title VI complaints, nor should it adopt a phased-approach to conducting post-award compliance reviews. The EPA should include affected communities in the settlement process.
2. The EPA should bring on additional staff to meet current and future needs, and to clean up its backlog of Title VI complaints. EPA should empower and support the efforts of the Office of Civil Rights (and Deputy Officers), continue sharing expertise among regions, and provide the Office with the necessary tools to hold accountable other EPA entities in minority jurisdictions.
3. Coal Ash should be classified as "special waste" and federal funding should be provided for research on health impact of coal ash exposure to humans. The EPA should provide assistance to affected communities to help enforce the Coal Ash Rule. In addition, the EPA should test drinking water wells, and assess high-risk coal-ash dams and coal ash disposal sites.
4. EPA should provide technical assistance to minority, tribal, and low-income communities to help enforce the Coal Ash Rule and should promulgate financial assurance requirements for coal ash disposal as soon as possible under RCRA or CERCLA authority.

5. EPA should prohibit its state partners, and any recipients of EPA funds, from allowing industrial facilities in their jurisdiction to operate without the appropriate permits and the EPA should enforce permitting requirements and re-evaluate remediation fund reserve guidelines.

http://www.usccr.gov/pubs/Statutory_Enforcement_Report2016.pdf

C. State Advisory Committee Reports

The Status of Civil Rights in Oregon

The Oregon Advisory Committee to the U.S. Commission on Civil Rights examined emerging civil rights challenges in four areas: (1) human trafficking, (2) domestic violence, (3) disparities and inequalities in healthcare in Oregon, and (4) the militarization of police forces. As Oregon embarks on the 21st century, the good news regarding the status of civil rights is that the premise that all persons deserve equal rights has widespread general support. Despite overt expressions for equal opportunity, however, centuries of stereotyping and prejudice along racial, religious, ethnic, and gender lines have left lingering scars on society; and cultural and demographic changes continue to present challenges for equal opportunity. The members of the Oregon Advisory Committee approved this report by unanimous vote.

http://www.usccr.gov/pubs/OR_SAC_StatusofCivilRights-WebV.pdf

Seclusion and Restraint of Children with Disabilities in Kansas

On March 23, 2015, the Kansas Advisory Committee to the U.S. Commission on Civil Rights convened a public meeting to examine preliminarily the potential disparate impact of the practice of seclusion and restraint in Kansas schools on children with disabilities. For the purposes of this inquiry, restraint was defined according to the United States Government Accountability Office (GAO) guidelines as “any manual method, physical or mechanic device, material, or equipment that immobilizes or reduces the ability of an individual to move his or her arms, legs, body or head freely.” Likewise, seclusion was defined as the “involuntary confinement of an individual alone in a room or area from which the individual is physically prevented from leaving.” In this meeting, the Committee sought to begin to understand the extent to which seclusion and restraint practices in both public and private schools may have a disparate, negative impact on students with disabilities. The Committee also sought testimony regarding the potential need for specific federal intervention on this topic. The Committee notes that the focus of this particular inquiry was intentionally limited in scope; including the testimony of four panelists who spoke exclusively on the impact of seclusion and restraint interventions on students with disabilities. The purpose of this inquiry was to determine whether or not sufficient concerns exist to recommend that the Commission consider this topic on a national scale. Following the meeting, a majority of the Committee approved a memo providing background information regarding use of seclusion and restraint in schools, an overview of the testimony before the Committee, and specific recommendations for further study.

http://www.usccr.gov/pubs/KS_Advisory_Memo_FINAL.pdf

Civil Rights and Federal Low Income Childcare Subsidy Distributions in Mississippi

On April 29, 2015, the Mississippi Advisory Committee to the U.S. Commission on Civil Rights convened a public meeting via web conference to hear testimony regarding alleged discrimination against recipients of federal low-income childcare subsidies, and the providers who serve them, on the basis of race or color in the State. A second public web conference involving additional testimony followed on May 13, 2015. These hearings were in fulfillment of a project proposal adopted by the Committee on February 27, 2015. Key to the Committee's inquiry was an examination of the federal Child Care and Development Fund (CCDF) and related programs, and the potential for disparate impact on the basis of race or color as a result of the State's discretionary administration of these funds. A majority of the Committee adopted a resulting memo and recommendations included within it.

http://www.usccr.gov/pubs/MississippiCCS_memo_final_with%20appendix.pdf

Civil Rights and State-Level Immigration Enforcement in Nebraska

On May 05, 2015, the Nebraska Advisory Committee to the U.S. Commission on Civil Rights voted to study state level immigration enforcement in Nebraska. Specifically, the Committee sought to examine the civil rights impact of Nebraska's 2009 Legislative Bill 403 (LB 403). Codified in October of 2009 as Nebraska Rev. Stat. §§ 4-108 through 4-114, the law requires that State agencies and their political subdivisions verify the lawful presence of applicants before providing federal, state, or local public benefits. It also requires that State agencies and their political subdivisions verify the work eligibility status of new employees. While the law explicitly states that it "shall be enforced without regard to race, religion, gender, ethnicity, or national origin," opponents argued that it would necessarily target persons of Hispanic origin in a discriminatory manner. As part of a 2010 public briefing on civil rights concerns in Nebraska, the Committee heard preliminary testimony regarding the potential for such discrimination. In the present study, the Committee sought to examine civil rights concerns that may have surfaced since the initial implementation of LB 403—particularly those related to disparate impact on the basis of race, color, or national origin; and to unequal protection under the law. A majority of the Committee adopted a resulting memo and the recommendations included within it.

http://www.usccr.gov/pubs/MississippiCCS_memo_final_with%20appendix.pdf

Civil Rights and Environmental Justice in Illinois

On March 09, 2016, the Illinois Advisory Committee to the U.S. Commission on Civil Rights convened a public meeting to hear testimony regarding concerns of environmental justice in the State. Key to the Committee's inquiry was an examination of factors contributing to disproportionately poor air quality and other environmental hazards on the basis of race, color, or national origin; particularly in the Chicago neighborhoods of Little Village, South Lawndale, Pilsen, and the City's Southeast side, as well as the City of Waukegan, Illinois. An advisory memorandum results from the testimony provided during the March 09, 2016 meeting of the Illinois Advisory Committee, as well as related testimony submitted to the Committee in writing during the relevant period of public comment. A majority of the Committee adopted this memo and the recommendations included within it. The U.S. Commission on Civil Rights incorporated this memo in Appendix B of its *Environmental Justice: Examining the Environmental Protection Agency's Compliance and Enforcement of Title VI and Executive Order 12,898* report.

http://www.usccr.gov/pubs/Statutory_Enforcement_Report2016.pdf

Civil Rights and the School to Prison Pipeline in Oklahoma

The Oklahoma Advisory Committee to the U.S. Commission on Civil Rights issued this report regarding the civil rights impact of school discipline and juvenile justice policies in the state, which may lead to high rates of juvenile incarceration in what has become known as the “school to prison pipeline.” This report details civil rights concerns raised by panelists with respect to school discipline disparities, particularly for students of color, throughout the state of Oklahoma. It discusses the roles of exclusionary school discipline, implicit biases, and poverty in funneling students of color into the school-to-prison pipeline. From these findings, the Committee offers to the Commission recommendations for addressing this problem of national importance.

http://www.usccr.gov/pubs/Oklahoma_SchooltoPrisonPipeline_May2016.pdf

Civil Rights and Police/Community Relations in Missouri

The Missouri Advisory Committee to the U.S. Commission on Civil Rights issued this report regarding the civil rights impact of police and community relations in Missouri, particularly disparities in the use of force on people of color. The contents of this report are primarily based on testimony the Committee heard during hearings on February 23, 2015 in St. Louis, Missouri, and August 20, 2015 in Kansas City, Missouri. This report details the civil rights concerns raised by panelists with respect to policing strategies throughout the state of Missouri and discusses the roles of municipal fragmentation, implicit biases, and responses to police misconduct in informing policing strategies and contributing to mistrust between law enforcement and the communities they serve. From these findings, the Committee offers to the Commission recommendations for addressing this problem of national importance.

http://www.usccr.gov/pubs/MOPoliceRelationsReport_Publish.pdf

Environmental Justice Issues in North Carolina

On April 7, 2016, the North Carolina Advisory Committee to the United States Commission on Civil Rights convened a public meeting in the City of Walnut Cove (Stokes County) North Carolina to hear testimony regarding environmental justice issues in the state, particularly issues related to coal ash disposal and its civil rights impacts on communities based upon race and color. The advisory memorandum results from the testimony provided during the April 7, 2016 meeting of the North Carolina Advisory Committee, as well as related testimony submitted to the Committee. The memo is intended to focus specifically on concerns of disparate impact regarding hazardous environmental contamination on the basis of race, color, or other federally protected category. A majority of the Committee adopted this memo and the recommendations included within it. The U.S. Commission on Civil Rights incorporated this memo in Appendix C of its *Environmental Justice: Examining the Environmental Protection Agency’s Compliance and Enforcement of Title VI and Executive Order 12,898* report.

http://www.usccr.gov/pubs/Statutory_Enforcement_Report2016.pdf

Civil Rights and Civil Asset Forfeiture in Michigan

The Michigan Advisory Committee to the U.S. Commission on Civil Rights issues this report regarding the civil rights impact of asset forfeiture in Michigan as part of its responsibility to study and report on civil rights issues in the state of Michigan. The contents of this report are primarily based on testimony the Committee heard during public hearings on May 23 and 26, 2016, as well as related testimony submitted to the Committee in writing during the relevant period of public comment. This report is intended to focus specifically on civil rights concerns regarding due process and the potential for disparate impact resulting from asset forfeiture practices in Michigan. A majority of the Committee adopted this memo and the recommendations included within it.

http://www.usccr.gov/pubs/Michigan%20Civil%20Forfeiture%20Report_2016.pdf

FY 2014-2018 STRATEGIC GOALS AND OBJECTIVES

Led by eight commissioners,² our national and regional office staff of civil rights analysts, social scientists, attorneys, and our 51 state advisory committees will carry out our mission in FY 2018 by continuing to improve the alignment of our program activities with the goals and objectives in our strategic plan. We will measure performance against established targets, and report on our challenges and successes.

Throughout our history, the Commission has worked towards fulfilling our Congressional mandate to serve as a bipartisan, fact-finding federal agency charged with making recommendations on civil rights issues that affect our nation. With this in mind, the Commission solicited the views of Commissioners, staff members and Congress to identify areas of strength and weakness within the Commission and its activities. This input was then used as the basis for drafting our strategic goals for the 2014-2018 fiscal years.

Key concerns that were identified through this process were the need for the Commission to: produce more data-driven reports; increase the public's accessibility to these reports; and, to efficiently integrate the SACs into the Commission's work both as a way to raise public awareness of the essential work that the Commission is doing, and as a way to leverage the state-level resources of our SACs to inform the Commission's work.

Our implementation to date of the FY 2014-2018 Strategic Plan follows:

² Four commissioners are presidential appointees and four are congressional appointees; all serve six-year terms.

STRATEGIC GOAL A:

The Commission will function as an effective civil rights watchdog and conduct studies and issue publications on important issues of civil rights.

| Objective | Strategies | Performance Measures |
|---|--|--|
| <ul style="list-style-type: none">• Strengthen the quality and objectivity of the Commission's reports. | <ul style="list-style-type: none">• Concentrate studies and research on national priorities. | <ul style="list-style-type: none">• The Commission will hold at least three briefings and/or hearings each year. |

STRATEGIC GOAL B:

The Commission will regularly provide new, objective information and analysis on civil rights issues.

| Objective | Strategies | Performance Measures |
|---|---|--|
| <ul style="list-style-type: none"> • The Commission will regularly conduct original fact-finding and/or a novel statistical data review in a civil rights investigation. • All Commission products will be prepared using standards that provide for maximum objectivity. | <ul style="list-style-type: none"> • The Commission will include selection of an investigation as part of its annual project planning. • The Commission will strengthen employees' ability to conduct investigations. • The Commission will strengthen its information quality standards and other procedures regarding the process and review | <ul style="list-style-type: none"> • During its regular project planning process, the Commission will select one investigative project involving original fact-finding and/or statistical data reviews, either as a stand-alone project or in conjunction with a briefing or enforcement report. • Upon approval of an investigative project by the Commission, SACs may be solicited to aid the Commission in state and local fact gathering. • The Commission will train and/or cross-train designated employees on field interview techniques and statistical analysis. • The Commission will amend its Human Capital Plan to prioritize developing employee capacities in the areas of statistical analysis and complaint interviews. • By 2016, the Commission will conduct a review of existing information quality standards, administrative instructions, and other quality control and quality |

| Objective | Strategies | Performance Measures |
|-----------|---|---|
| | of agency products, as well as the implementation of such standards and procedures. | assurance guidelines to ensure its reporting maximizes objectivity. |

STRATEGIC GOAL C:

The Commission will cooperate, where appropriate, with other federal agencies to apprise individuals of civil rights laws and policies and to raise public awareness of civil rights.

| Objective | Strategies | Performance Measures |
|---|---|---|
| <ul style="list-style-type: none"> • Strengthen the Commission’s position as a national clearinghouse for civil rights information. • Consult with the civil rights divisions of other agencies to ensure dissemination of accurate information for the complaint referral process. | <ul style="list-style-type: none"> • Measure and analyze web traffic data on the clearinghouse web page to identify top three civil rights areas of interest • Maintain up to date information on the USCCR complaint referral process. | <ul style="list-style-type: none"> • Yearly updates to the clearinghouse web page. • Review annually (FY) and update, as needed, the Uncle Sam publication, in both English and Spanish. • By FY 2016, issue quarterly data reports that list and rank clearinghouse information hits tabulated by agency (DOJ, EEOC, DOE and DOL). • List the name, URL and contact information for each Federal Civil Rights division that we refer complaints to on the USCCR website. • Contact the Federal civil rights divisions that we refer complaints to, semi-annually, to confirm accuracy of civil rights |

| Objective | Strategies | Performance Measures |
|-----------|--|--|
| | <ul style="list-style-type: none"> Simplify the telephone complaint referral process. | <p>complaint contact information.</p> <ul style="list-style-type: none"> By 2014 update the phone lines to allow callers to use a push button system to obtain complaint referral information (ex: push 1 for Employment; Push 2 for Housing, etc.) |

STRATEGIC GOAL D:

Improve the Commission’s profile and effectiveness in communicating with the general public.

| Objective | Strategies | Performance Measures |
|---|---|--|
| <ul style="list-style-type: none"> Raise public awareness of the Commission’s work Modernize the Commission’s information technology infrastructure to increase access to the Commission’s work products. | <ul style="list-style-type: none"> Expand Press Outreach Revise and reformat the website to increase web traffic and access to publications. Increase access to Commission briefings and hearings using online tools | <ul style="list-style-type: none"> Create and update press list on a regular basis Issue press releases (English & Spanish) and update website prior to every hearing and briefing. Participate in speaking engagements and public policy symposia. Reformat website to increase Google hits. By FY 2016, Commission briefings and hearings will be streamed live online and made available on the website for future viewings. |

| Objective | Strategies | Performance Measures |
|---|--|--|
| <ul style="list-style-type: none"> • Improve access to agency publications and dissemination of information for all persons including persons with disabilities and persons with limited English proficiency. • Expand and clarify the USCCR complaint process for all individuals including LEP persons and persons with disabilities. | <ul style="list-style-type: none"> • Measure and analyze web traffic and written requests for Commission reports. • Revise and update the USCCR website to make electronic and information technology (EIT) accessible to persons with disabilities. • Analyze complaint line data and written requests for assistance to identify language access needs. • Improve web-based complaint screening process and online guidance to complainants. | <ul style="list-style-type: none"> • By FY 2014, issue monthly reports on downloads and written requests for USCCR publications (top ten for each category). • By FY 2016, the agency shall implement accessible elements on the website, including alt tags, long descriptions, and captions, as needed.³ • By FY 2016, all documents on the website shall be made available in HTML or a text-based format.⁴ • Maintain log (library and complaint line) to identify which language, other than English, is most often used by callers/writers when they contact the Commission. • By FY 2016, update the USCCR website to include direct links to federal agencies' civil rights complaint page. |

STRATEGIC GOAL E:

Continue to strengthen the Commission’s financial and operational controls and advance the Commission’s mission through management excellence, efficiency, and accountability.

³ These elements are necessary in order to make web pages accessible for persons with disabilities.

⁴ This format is necessary so that a person using a screen reader can access online documents or documents provided library on disc.

| Objective | Strategies | Performance Measures |
|---|---|---|
| <ul style="list-style-type: none"> • Continue to strengthen the Commission’s financial, budget, and performance policy, procedures, and reports • Improve the strategic management of the Commission’s human capital • Improve administrative and clearinghouse services including information technology, acquisition, and library functions. | <ul style="list-style-type: none"> • Align the Commission's budget submissions with the Agency's strategic plan and annual performance plan. • Ensure that the Commission's budget submission complies with OMB Circular A-11. • Enhance financial policy and procedures to ensure reliability of financial reporting. • Monitor and report on the Commission's progress in achieving its annual performance plan goals and objectives. • Update and Implement the Commission's Human Capital Plan to ensure the agency has a highly skilled and flexible workforce to carry out its mission. • Conduct and analyze Employee Satisfaction surveys and develop specific strategies to address issues. • Conduct training to increase awareness of acquisition processes and procedures. | <ul style="list-style-type: none"> • Compliance with OMB Circular A-11 • Compliance with OMB Circular A-11 • Receive a “clean” or unqualified financial statement audit. • Submit a Performance and Accountability Report that adheres to all relevant guidance. • Implementation of commission’s and the Office of Personnel Management (OPM) Human capital Plan program, strategies and initiatives. • Results of the Employee Satisfaction surveys compared to previous surveys. • Annual training sessions, i.e., formal training, issuance of memoranda and/or internal instructions. • Annual FISMA audit |

| Objective | Strategies | Performance Measures |
|-----------|--|--|
| | <ul style="list-style-type: none"> • Comply with Federal information security requirements. • Leverage information technology to enhance the productivity and efficiency of the workforce. | <ul style="list-style-type: none"> • Comply with OMB Cloud Computing Initiatives. |

STRATEGIC GOAL F:

Increase the participation of our State Advisory Committees (SACs) in the Commission’s work.

| Objective | Strategies | Performance Measures |
|---|--|--|
| <ul style="list-style-type: none"> • Include SAC input in the Commission’s program planning process. • Enhance collaboration between and among SACs, regional offices and the Commission. • Strengthen the SAC re-chartering process | <ul style="list-style-type: none"> • Solicit SAC involvement in briefings and hearings. • Expand communication and information sharing through the use of a listserv and webinar capabilities. • Achieve and maintain chartered status for all 51 SACs. | <ul style="list-style-type: none"> • By FY 2015, SACs will be encouraged to participate in at least two briefings/ hearings/fact-finding and/or public forums annually. • Issue monthly updates via listserv (from DC office to Regions). • By FY 2015, Regional offices will have the capability to offer webinars. • Extend SAC appointee terms to 4 years. • Eliminate SAC backlog by FY 2015. |

| Objective | Strategies | Performance Measures |
|------------------|-------------------|---|
| | | <ul style="list-style-type: none">• Re-charter SACs set to expire after 10/1/2014 within 60 days. |

DRAFT FY 2018 ANNUAL PERFORMANCE PLAN

| Strategic Goal A: The Commission will function as an effective civil rights watchdog and conduct studies and issue publications on important issues of civil rights. | | | | | |
|---|--|--|--------------------------|-----------------------------------|-----------------------------------|
| Description of Objective | Strategy | Performance Measures | Performance Goals | FY 2017 Performance Target | FY 2018 Performance Target |
| Strengthen the quality and objectivity of the Commission's reports. | Concentrate studies and research on national priorities. | The Commission will hold at least three briefings and/or hearings each year. | 3 briefings or hearings | 3 briefings or hearings | 3 briefings or hearings |

| Strategic Goal B: The Commission will regularly provide new, objective information and analysis on civil rights issues. | | | | | |
|---|---|---|---|--------------------------------------|--------------------------------------|
| Description of Objective | Strategy | Performance Measures | Performance Goals | FY 2017 Performance Target | FY 2018 Performance Target |
| The Commission will regularly conduct original fact-finding and/or a novel statistical data review in a civil rights investigation. | The Commission will include selection of an investigation as part of its annual project planning. | During its regular project planning process, the Commission will select one investigative project involving original fact-finding and/or statistical data reviews, either as a stand-alone project or in conjunction with a briefing or enforcement report. | 1 investigative project | 1 investigative project | 1 investigative project |
| The Commission will regularly conduct original fact-finding and/or a novel statistical data review in a civil rights investigation. | The Commission will include selection of an investigation as part of its annual project planning. | Upon approval of an investigative project by the Commission, SACs may be solicited to aid the Commission in state and local fact gathering. | Obtain assistance from at least 3 SACs during an investigative project | 3 SACs assisting in an investigation | 3 SACs assisting in an investigation |
| The Commission will regularly conduct original fact-finding and/or a novel statistical data review in a civil rights investigation. | The Commission will strengthen employees' ability to conduct investigations. | The Commission will train and/or cross-train designated employees on field interview techniques and statistical analysis. | Train at least 2 employees in field interview techniques and statistical analysis | 2 Trained employees | 2 Trained employees |

Strategic Goal B: The Commission will regularly provide new, objective information and analysis on civil rights issues.

| Description of Objective | Strategy | Performance Measures | Performance Goals | FY 2017 Performance Target | FY 2018 Performance Target |
|---|--|---|---|-----------------------------------|-----------------------------------|
| The Commission will regularly conduct original fact-finding and/or a novel statistical data review in a civil rights investigation. | The Commission will strengthen employees' ability to conduct investigations. | The Commission will amend its Human Capital Plan to prioritize developing employee capacities in the areas of statistical analysis and complaint interviews. | Update Human Capital Plan to emphasis statistical analysis and complaint interviews | N/A | N/A |
| All Commission products will be prepared using standards that provide for maximum objectivity | The Commission will strengthen its information quality standards and other procedures regarding the process and review of agency products, as well as the implementation of such standards and procedures. | By 2015, the Commission will conduct a review of existing information quality standards, administrative instructions, and other quality control and quality assurance guidelines to ensure its reporting maximizes objectivity. | Complete review | N/A | N/A |

| Strategic Goal C: The Commission will cooperate, where appropriate, with other federal agencies to apprise individuals of civil rights laws and policies and to raise public awareness of civil rights. | | | | | |
|--|---|--|---|--|--|
| Description of Objective | Strategy | Performance Measures | Performance Goals | FY 2017 Performance Target | FY 2018 Performance Target |
| Strengthen the Commission's position as a national clearinghouse for civil rights information. | Measure and analyze web traffic data on the clearinghouse web page to identify top three civil rights areas of interest | Yearly updates to the clearinghouse web page. | Update clearinghouse web page at least once a year. | Update Clearinghouse Webpage | Update Clearinghouse Webpage |
| Strengthen the Commission's position as a national clearinghouse for civil rights information. | Measure and analyze web traffic data on the clearinghouse web page to identify top three civil rights areas of interest | Review annually (FY) and update, as needed, the Uncle Sam publication, in both English and Spanish. | Review Uncle Sam yearly and update as necessary. | Review and Update Uncle Sam | Review and Update Uncle Sam |
| Strengthen the Commission's position as a national clearinghouse for civil rights information. | Measure and analyze web traffic data on the clearinghouse web page to identify top three civil rights areas of interest | By FY 2016, issue quarterly data reports that list and rank clearinghouse information hits tabulated by agency (DOJ, EEOC, DOE and DOL). | Issue quarterly data report by agency | N/A | N/A |
| Consult with the civil rights divisions of other agencies to ensure dissemination of accurate information for the compliant referral process. | Maintain up to date information on the USCCR complaint referral process. | List the name, URL and contact information for each Federal Civil Rights division that we refer complaints to on the USCCR website. | Update contact information once a year | Update contact information once a year | Update contact information once a year |

Strategic Goal C: The Commission will cooperate, where appropriate, with other federal agencies to apprise individuals of civil rights laws and policies and to raise public awareness of civil rights.

| Description of Objective | Strategy | Performance Measures | Performance Goals | FY 2017 Performance Target | FY 2018 Performance Target |
|---|--|--|---|--|--|
| Consult with the civil rights divisions of other agencies to ensure dissemination of accurate information for the compliant referral process. | Maintain up to date information on the USCCR complaint referral process. | Contact the Federal civil rights divisions that we refer complaints to, semi-annually, to confirm accuracy of civil rights complaint contact information. | Update Federal civil rights divisions contact information twice a year. | Update contact information once a year | Update contact information once a year |
| Consult with the civil rights divisions of other agencies to ensure dissemination of accurate information for the compliant referral process. | Simplify the telephone complaint referral process. | By 2014 update the phone lines to allow callers to use a push button system to obtain complaint referral information (ex: push 1 for Employment; Push 2 for Housing, etc.) | Update phone lines for complaint referral | N/A | N/A |

| Strategic Goal D: Improve the Commission's profile and effectiveness in communicating with the general public | | | | | |
|--|--|---|---|---|---|
| Description of Objective | Strategy | Performance Measures | Performance Goals | FY 2017 Performance Target | FY 2018 Performance Target |
| Raise public awareness of the Commission's work. | Expand Press Outreach | Create and update press list on a regular basis. | Update press list | Update press list | Update press list |
| Raise public awareness of the Commission's work. | Expand Press Outreach | Issue press releases (English & Spanish) and update website prior to every hearing and briefing. | Issue press releases for all hearings and briefings | 3 press releases | 3 press releases |
| Raise public awareness of the Commission's work. | Expand Press Outreach | Participate in speaking engagements and public symposia | Participate in 3 speaking engagements or public symposia | 3 public speaking engagements or symposia | 3 public speaking engagements or symposia |
| Modernize the Commission's information technology infrastructure to increase access to the Commission's work products. | Revise and reformat the website to increase web traffic and access to publications | Reformat website to increase Google hits. | Reformat webpage | N/A | N/A |
| Modernize the Commission's information technology infrastructure to increase access to the Commission's work products. | Increase access to Commission briefings and hearings using online tools | By FY 2016, Commission briefings and hearings will be streamed live online and made available on the website for future viewings. | Stream 2 briefings and hearings online and maintain video on the agency's website | 1 Online briefing and/or hearing | 2 Online briefings and/or hearings |

Strategic Goal D: Improve the Commission's profile and effectiveness in communicating with the general public

| Description of Objective | Strategy | Performance Measures | Performance Goals | FY 2017 Performance Target | FY 2018 Performance Target |
|--|--|--|--|-------------------------------------|-------------------------------------|
| Improve access to agency publications and dissemination of information for all persons including persons with disabilities and persons with limited English proficiency. | Measure and analyze web traffic and written requests for Commission reports. | By FY 2014, issue monthly reports on downloads and written requests for USCCR publications (top ten for each category). | 12 Monthly Reports | N/A | N/A |
| Improve access to agency publications and dissemination of information for all persons including persons with disabilities and persons with limited English proficiency. | Revised and update the USCCR Website to make electronic and information technology (EIT) accessible to persons with disabilities | By FY 2016, the agency shall implement accessible elements on the website, including alt tags, long descriptions, and captions, as needed. | Website is Accessible to Persons with Disabilities | 25 percent of Website is accessible | 50 percent of Website is accessible |

| Strategic Goal D: Improve the Commission's profile and effectiveness in communicating with the general public | | | | | |
|--|--|---|---|--|--|
| Description of Objective | Strategy | Performance Measures | Performance Goals | FY 2017 Performance Target | FY 2018 Performance Target |
| Improve access to agency publications and dissemination of information for all persons including persons with disabilities and persons with limited English proficiency. | Revised and update the USCCR Website to make electronic and information technology (EIT) accessible to persons with disabilities | By FY 2016, all documents on the website shall be made available in HTML or a text-based format. | All documents on the agency website are available in HTML or text formats | 25 percent of documents are in HTML or text based | 50 percent of documents are in HTML or text based |
| Improve access to agency publications and dissemination of information for all persons including persons with disabilities and persons with limited English proficiency. | Analyze complaint line data and written requests for assistance to identify language access needs. | Maintain log (library and complaint line) to identify which language, other than English, is most often used by callers/writers when they contact the Commission. | Log all library and complaint line calls to determine language of requester | Complaint log identifies language of request | Complaint log identifies language of request |
| Expand and clarify the USCCR complaint process for all individuals including LEP persons and persons with disabilities. | Improve web-based complaint screening process and online guidance to complaints | By FY 2015, update the USCCR website to include direct links to federal agencies civil rights complaint page | Website contains links to federal agencies civil rights complaint page | Updated Links to Federal Agencies' civil rights compliant page | Updated Links to Federal Agencies' civil rights compliant page |

| Strategic Goal E: Continue to strengthen the Commission’s financial and operational controls and advance the Commission’s mission through management excellence, efficiency, and accountability. | | | | | |
|---|--|---|---|---|---|
| Description of Objective | Strategy | Performance Measures | Performance Goals | FY 2017 Performance Target | FY 2018 Performance Target |
| Continue to strengthen the Commission’s financial, budget, and performance policy, procedures, and reports | Align the Commission's budget submissions with the Agency's strategic plan and annual performance plan. | Compliance with OMB Circular A-11 | Budget is aligned with the Agency Strategic Plan | Budget is aligned with the Agency Strategic Plan | Budget is aligned with the Agency Strategic Plan |
| Continue to strengthen the Commission’s financial, budget, and performance policy, procedures, and reports | Ensure that the Commission's budget submission complies with OMB Circular A-11. | Compliance with OMB Circular A-11 | Budget is compliant with OMB Circular A-11 | Budget is compliant with OMB Circular A-11 | Budget is compliant with OMB Circular A-11 |
| Continue to strengthen the Commission’s financial, budget, and performance policy, procedures, and reports | Enhance financial policy and procedures to ensure reliability of financial reporting. | Receive a “clean” or unqualified financial statement audit. | Unqualified Opinion on financial statement | Unqualified Opinion | Unqualified Opinion |
| Continue to strengthen the Commission’s financial, budget, and performance policy, procedures, and reports | Monitor and report on the Commission's progress in achieving its annual performance plan goals and objectives. | Submit a Performance and Accountability Report that adheres to all relevant guidance. | Performance and Accountability Report adheres to all relevant guidance. | Performance and Accountability Report (PAR) adheres to all relevant guidance. | Performance and Accountability Report (PAR) adheres to all relevant guidance. |

Strategic Goal E: Continue to strengthen the Commission’s financial and operational controls and advance the Commission’s mission through management excellence, efficiency, and accountability.

| Description of Objective | Strategy | Performance Measures | Performance Goals | FY 2017 Performance Target | FY 2018 Performance Target |
|---|---|---|--|-----------------------------------|-----------------------------------|
| Improve the strategic management of the Commission’s human capital | Update and Implement the Commission's Human Capital Plan to ensure the agency has a highly skilled and flexible workforce to carry out its mission. | Implementation of commission’s and the Office of Personnel Management (OPM) Human capital Plan program, strategies and initiatives. | The Commission's Human Capital Plan is updated and implemented | Implement Human Capital Plan | Implement Human Capital Plan |
| Improve the strategic management of the Commission’s human capital | Conduct and analyze Employee Satisfaction surveys and develop specific strategies to address issues. | Results of the Employee Satisfaction surveys compared to previous surveys. | Employee Satisfaction survey scores increase each year. | Increase response rate by 10% | Increase response rate by 10% |
| Improve administrative and clearinghouse services including information technology, acquisition, and library functions. | Conduct training to increase awareness of acquisition processes and procedures. | Annual training sessions, i.e., formal training, issuance of memoranda and/or internal instructions. | Perform acquisition training as required. | Conduct acquisition training | Conduct acquisition training |
| Improve administrative and clearinghouse services including information technology, acquisition, and library functions. | Comply with Federal information security requirements. | Annual FISMA audit | FISMA Audit | FISMA Audit | FISMA Audit |

Strategic Goal E: Continue to strengthen the Commission’s financial and operational controls and advance the Commission’s mission through management excellence, efficiency, and accountability.

| Description of Objective | Strategy | Performance Measures | Performance Goals | FY 2017 Performance Target | FY 2018 Performance Target |
|---|--|--|---|---|---|
| Improve administrative and clearinghouse services including information technology, acquisition, and library functions. | Leverage information technology to enhance the productivity and efficiency of the workforce. | Comply with OMB Cloud Computing Initiatives. | Agency is in compliance with Cloud Computer Initiatives | Compliant with Cloud Computer Initiatives | Compliant with Cloud Computer Initiatives |

| Strategic Goal F: Increase the participation of our State Advisory Committees (SACs) in the Commission's work. | | | | | |
|---|--|--|--|---|---|
| Description of Objective | Strategy | Performance Measures | Performance Goals | FY 2016 Performance Target | FY 2017 Performance Target |
| Include SAC input in the Commission's program planning process. | Solicit SAC involvement in briefings and hearings | By FY 2015, SACs will be encouraged to participate in at least two briefings/ hearings/fact-finding and/or public forums annually. | SACs will participate in 2 hearings, briefings, fact-finding, and/or public forums | SACs participation in 2 hearings, briefings, fact-finding, and/or public forums | SACs participation in 2 hearings, briefings, fact-finding, and/or public forums |
| Enhance collaboration between and among SACs, regional offices and the Commission. | Expand communication and information sharing via a listserv and use of webinars. | Issue monthly updates via listserv (from DC office to Regions). | Staff director or RPCU issues monthly updates to Regional Offices | Monthly Reports | Monthly Reports |
| Enhance collaboration between and among SACs, regional offices and the Commission. | Expand communication and information sharing via a listserv and use of webinars. | By FY 2015, Regional offices will have the capability to offer webinars. | Regionals office have the capacity to offer webinars | All regional office can conduct webinars | All regional office can conduct webinars |
| Enhance collaboration between and among SACs, regional offices and the Commission. | Expand communication and information sharing via a listserv and use of webinars. | Extend SAC appointee terms to 4 years. | SAC appointee terms are 4 years | SAC appointee terms are 4 years | SAC appointee terms are 4 years |
| Strengthen the SAC re-chartering process | Achieve and maintain chartered status for all 51 SACs | Eliminate SAC backlog by FY 2015 | SAC backlog eliminated | N/A | N/A |

Strategic Goal F: Increase the participation of our State Advisory Committees (SACs) in the Commission’s work.

| Description of Objective | Strategy | Performance Measures | Performance Goals | FY 2016 Performance Target | FY 2017 Performance Target |
|--|---|--|---|-----------------------------------|-----------------------------------|
| Strengthen the SAC re-chartering process | Achieve and maintain chartered status for all 51 SACs | Re-Charter SACs set to expire after 10/1/2014 within 60 days | 80 percent of SACs are chartered within 60 days | 80 percent | 80 percent |