

**UNITED STATES  
COMMISSION ON CIVIL RIGHTS**



**REQUEST FOR CONGRESSIONAL APPROPRIATION FOR  
FISCAL YEAR 2019**

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**USCCR BUDGET REQUEST FOR SALARIES AND EXPENSES**

Congressional Appropriation Request for FY 2019.....	\$9,200,000
Annualized Continuing Resolution for FY 2018 .....	\$9,137,523
Congressional Appropriation for FY 2017 .....	\$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, \$9,200,000 [\$9,200,000]: 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 2019 PROGRAM OBJECTIVES AND PRIORITIES**

Our \$9.2 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. The mission of the United States Commission on Civil Rights is to inform the development of national civil rights policy and enhance enforcement of Federal civil rights laws. The Commission pursues this mission by investigating alleged deprivations of voting rights or allegations of discrimination based on race, color, religion, sex, age, disability, national origin, or in the administration of justice. The Commission also serves as a monitor of effective enforcement of civil rights laws by the Federal government. The Commission is committed to quality research that leads to findings and policy recommendations to inform the President, Congress, and the public on important civil rights issues.

Our strategic vision consists of three goals:

- The Commission will function as a monitor of effective federal enforcement of civil rights laws and inform national civil rights laws and policy. The Commission is aided in this endeavor by the work of its Advisory Committees.
- The Commission will serve as a national clearinghouse to inform and raise awareness on civil rights issues amongst the general public.
- The Commission will continue to strengthen the Commission’s financial and operational controls and advance the Commission’s mission through management excellence, efficiency, and accountability.

A more detailed discussion of the Commission’s Strategic Plan is in the FY 2019 -2022 Strategic Goals and Objectives section in this document.

**BUDGET SUMMARY**

Our FY 2019 Appropriation Request is \$9.2 million. This request will fund 40 full-time equivalent (FTE) positions.

<b>Object Class and Title</b>	<b>FY 2019 Appropriation Request</b>	<b>FY 2018 Appropriation Request</b>	<b>Difference</b>
10 Personnel Compensation & Benefits	\$5,921,221	\$5,688,316	\$232,905
21 Travel & Transportation of Persons	\$151,000	\$150,000	\$1,000
23 Rent, Communications, and Utilities	\$1,735,300	\$1,759,000	(\$23,700)
24 Printing and Reproduction	\$41,900	\$46,000	(\$4,100)
25 Other Contractual Services	\$1,299,455	\$1,425,955	(\$126,500)
26 Supplies and Materials	\$51,124	\$68,252	(\$17,128)
31 Equipment	\$0	\$0	\$0
<b>Total Appropriation</b>	<b>\$9,200,000</b>	<b>\$9,137,523</b>	<b>\$62,477</b>

**REVIEW OF THE AGENCY’S FY 2019 FUNDING REQUEST**

**A. Budget Request by Object Class**

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

## **B. Description of Budget Increases and Decreases**

The following is a description of the budget increases and decreases from the Commission's Annualized Continuing Resolution for FY 2018.

### **Increases to Maintain Current Services:**

#### Personnel Compensation and Benefits - \$36,388/ 0 FTE

This increase is for the annualization of the FY 2018 pay raise.

### **Program Increases:**

#### Personnel Compensation and Benefits – \$196,517/ 1 FTE

This increase is primarily due to hiring a director for the Office of Civil Rights and Evaluation.

#### Travel – \$1,000

This increase is due to increase in travel costs.

### **Program Decreases**

#### Rent, Communication, and Utilities – (\$23,700)

This decrease is due to the closing of regional offices.

#### Printing – (\$4,100)

This decrease is due to reductions in printing of Commission reports.

#### Other Contractual Services – (\$126,500)

The decrease is primarily due to a mandatory move of our Midwestern Regional Office in FY 2018. These one-time move costs are not necessary in FY 2019.

#### Supplies – (\$17,128)

This decrease is due to a reduction in office supplies.

## **C. Budget Request by Organization**

The Commission's FY 2019 budget request supports several major organizational components. The following table provides a summary of the Commission's budget request by these components:

	<b>FY 2019 Appropriation Request</b>	<b>Percent Of Request</b>	<b>FY 2018 Appropriation Request</b>	<b>Percent Of Request</b>	<b>Difference</b>
National Program Offices	\$1,207,630	13.1%	\$1,022,360	11.2%	\$185,270
Regional Program Offices	\$1,755,850	19.1%	\$1,892,720	20.7%	(\$136,870)
Commissioners and Commissioner Assistants	\$1,752,890	19.1%	\$1,707,666	18.7%	\$45,224
Office of Staff Director	\$408,010	4.4%	\$404,390	4.4%	\$3,620
Robert S. Rankin Civil Rights Library	\$170,000	1.8%	\$170,000	1.9%	\$0
Operations & Administrative	<u>\$3,905,620</u>	42.5%	<u>\$3,940,387</u>	43.1%	<u>(\$34,767)</u>
<b>Total Appropriation</b>	<b>\$9,200,000</b>	<b>100%</b>	<b>\$9,137,523</b>	<b>100%</b>	<b>\$62,477</b>

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 the Commission's mission and ensures the legal integrity of our written products. The Office of Civil Rights Evaluation provides subject matter and analytical expertise required to monitor, evaluate, and report on the civil rights enforcement effort of the Federal Government. Their combined budget is \$1,207,630 and supports eight FTE. The National Program Offices' budget is 13.1 percent of the Commission's total budget in FY 2019.

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 2019 is \$1,755,850 and supports 11 FTE. The Regional Program Office's budget is 19.1 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 2019 Commissioners and Commissioner Assistants' budget is \$1,752,890 and supports 10 FTE. The Commission and Assistants' budget is 19.1 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 2019 Office of Staff Director budget is \$408,010 and supports three 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 2019 budget request for the Library is \$170,000. The Library's budget is 1.8 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 2017 budget request for Operations and Administrative budget is \$3,905,620 and supports eight FTE. The Operations and Administrative budget is 42.5 percent of the Commission's total budget request.

## **FY 2017 PERFORMANCE HIGHLIGHTS**

This section highlights the Commission's FY 2017 program accomplishments and activities.

### **A. Briefings**

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

#### **Targeted Fines and Fees Against Communities of Color: Civil Right and Constitutional Implications**

To fulfill our statutory obligation to annually examine federal agency civil rights enforcement, the Commission hosted a public briefing to review the Department of Justice's ("the Department") enforcement efforts in holding jurisdictions accountable for constitutional violations that come from financial conflicts of interest and the adverse impacts to communities that can result from jailing or otherwise further penalizing community members for the non-payment of fines and fees. At the first briefing in FY 2016, the Commission heard from legal scholars, national experts, and community representatives as to the historical context of how revenue-generating practices in the municipal courts have evolved and how pervasive these practices are across the county. The Commission also heard from the former Director of the Office of Access to Justice at the Department of Justice.

At the second briefing held this fiscal year on March 17, 2017, the Commission heard from the five states awarded grant money for reform by the Department, individuals familiar with the Department's investigation of Ferguson, Missouri related to this topic, those impacted by the Department's efforts, and researchers. Written and oral testimony received by the Commission encouraged the Department to investigate other jurisdictions in addition to Ferguson. Experts also recommended that the Department should continue grant programs in this area and called for the Department to coordinate data collection and analysis on the imposition of municipal fines and fees.

## **Collateral Consequences: The Crossroads of Punishment, Redemption, and the Effects on Communities**

At its briefing on May 19, 2017, the Commission examined the collateral consequences that formerly incarcerated individuals face upon and after reentry to society, and the extent to which these individuals and their families are affected. These collateral consequences create barriers for formerly incarcerated individuals to vote, serve on juries, and obtain gainful employment, adequate housing, public assistance, and much more. Additionally, given historic disproportions in the rates of felony convictions in the United States, people of color, people with disabilities, LGBT individuals, and other vulnerable populations are disproportionately affected by these collateral consequences.

### **B. Commission Reports**

To promote public awareness of current civil rights laws, remedies, and enforcement agencies, we published one report and approved two other reports.

#### **Targeted Fines and Fees Against Communities of Color: Civil Rights & Constitutional Implications Statutory Briefing Report**

Congress has tasked the United States Commission on Civil Rights with annually examining “Federal civil rights enforcement efforts in the United States.” This year’s report focuses on the United States Department of Justice’s (“the Department’s”) enforcement efforts regarding municipal court reforms, and fines and fees. After the shooting death of Michael Brown on August 9, 2014, by a Ferguson, Missouri police officer, the Department began an investigation of the Ferguson, Missouri police force, and municipal court system. The Department’s investigation revealed that the financial relationship between Ferguson’s municipal courts and its police department resulted in the disproportionate ticketing, fining, and jailing of its African American residents. The Department also found evidence of intentional racism in these practices. The investigation brought nationwide attention to these issues.

With the above in mind, the Commission reviewed the Department’s efforts in holding jurisdictions accountable for constitutional violations that come from financial conflicts of interest and the adverse impacts to communities that can result from jailing or otherwise further penalizing community members for the non-payment of fines and fees. The Commission also examined the Department’s efforts in issuing “Dear Colleague” letters informing states and localities of best practices for municipal courts, and for imposing fines and fees on juvenile offenders. Finally, the Commission considered the Department’s efforts in sponsoring a national taskforce and providing competitive grant money for reform of municipal court practices.

The Commission found, by majority vote, that the Department was unaware of the extent to which financial conflicts of interest in the administration, as well as the imposition and



collection, of fines and fees existed until its investigation of the City of Ferguson. In addition, the Department's authority to investigate municipal courts is limited to those situations that involve juveniles or where the court's structure and revenue collection overlaps with law enforcement. Notwithstanding the Department's jurisdictional limitations, the Department of Justice responded quickly and implemented multiple enforcement efforts in a short, two-year period, including the issuance of "Dear Colleague" letters and offering a competitive grant to states and localities. The Department's approach of partnering with states and localities has been well received by those jurisdictions.

**Highlights of the findings in the report:**

1. Court imposition of fines and fees for criminal and civil justice activities has become a common practice in many jurisdictions.
2. A significant number of low-level fines and fees are for traffic violations.
3. Municipalities target poor citizens and communities of color for fines and fees.
4. Targeting the poor and communities of color for fines and fees undermines public confidence in the judicial system.
5. Revenue generated for courts and municipalities from fines and fees may create conflicts of interest between raising funds and law enforcement.
6. For-profit debt collection increases financial burdens on the poor.
7. Best practices delink revenue collection with budget needs of municipalities and courts.
8. More data is needed to examine the jailing of individuals because of their inability to pay.
9. There are inconsistent policies in determining the ability to pay fines and fees and the consequences for individuals' failure to pay.
10. Lack of counsel, waivers, and adequate community service options exacerbate the consequences of fines and fees.
11. Department of Justice consent decrees have resulted in changes that limit funding of municipalities from unreasonable fines and fees and preserve constitutional rights of individuals.
12. The Department's "Price of Justice" grant program provides innovative ways to determine individuals' ability to pay and to collect fines and fees in a constitutional manner.

13. The Department's "Dear Colleague" letter has led to reforms among states and municipalities.

**Highlights of the recommendations in the report:**

1. The Department should continue to promote core principles identified through its Dear Colleague letter.
2. Congress should enact legislation to give the Department authority to investigate courts inappropriately imposing fines and fees.
3. States and municipalities should create accountability mechanisms concerning the constitutionality of fines and fees, determination of indigency, and alternatives to the imposition of fines and fees.
4. The Department should coordinate and share publicly data collection and analysis of court fines and fees across the country. Such data collection should include the race, gender, and ability status of persons against whom fines and fees are assessed, to determine whether the assessment practices have a disparate impact on the basis of a protected status.

**The full report is available on our website.**

[http://www.usccr.gov/pubs/Statutory\\_Enforcement\\_Report2017.pdf](http://www.usccr.gov/pubs/Statutory_Enforcement_Report2017.pdf).

**Approved Reports**

In addition to the report published in FY 2017, the Commission voted to approve text for two additional reports.

**Working for Inclusion: Time for Congress to Enact Federal Legislation to Address Workplace Discrimination Against Lesbian, Gay, Bisexual, and Transgender Americans**

This report examines civil rights implications of the absence of federal nondiscrimination protections in the workplace for LGBT employees. The report analyzes whether federal legislation should be enacted that would prohibit workplace discrimination against LGBT Americans. In examining this question, the report considers economic and religious liberties impacts such legislation would have, along with the efforts taken by some states and businesses to increase workplace protections for LGBT employees. The Commission held a briefing on this topic on March 16, 2015. The majority of Commissioners voted on September 8, 2017, to approve this report. The Commission released the report on November 29, 2017.

[http://www.usccr.gov/pubs/LGBT\\_Employment\\_Discrimination2017.pdf](http://www.usccr.gov/pubs/LGBT_Employment_Discrimination2017.pdf)

### **Public Education Funding Inequity in an Era of Increasing Concentration of Poverty and Resegregation**

This report examines inequities of the K-12 public education finance system. Over 6 decades after the *Brown v. Board* decision that decreed that public education should be available to all on equal terms, many public schools have insufficient financial resources to provide a quality education for all students—disproportionately negatively affecting low-income students and students of color. This report examines how increasing concentrations of poverty and resegregation in neighborhoods and schools often exacerbate disparities in the quality of education that students receive and perpetuate achievement gaps among students. The Commission held a briefing on this topic on May 20, 2016. On September 26, 2017, the majority of the Commission voted to approve this report. The Commission released the report on January 11, 2018.

<http://www.usccr.gov/pubs/2018-01-10-Education-Inequity.pdf>

### **C. State Advisory Committee Reports**

The Commission's state advisory committees issued nine report in FY 2017.

#### **Hate Crime and Civil Rights in Wisconsin**

The Wisconsin Advisory Committee to the U.S. Commission on Civil Rights held two public hearings: one in Madison, WI on September 12, 2013 and the other in Milwaukee, WI on August 29, 2016. The Committee heard testimony on hate crimes in Wisconsin, and their impact on communities targeted because of their race, color, age, religion, or disability. This report details civil rights concerns relating to the incidence of and response to hate crime in the state. Primary concerns included victim underreporting; a lack of trust and collaboration between communities and law enforcement, which may result in unequal protection of the law; respect for First Amendment rights to free speech; and the high burden of proof necessary to successfully prosecute bias-motivated crimes. From these findings, the Committee offers to the Commission recommendations for addressing this problem of national importance. This report was approved by a majority vote of the Committee for publication and submission to the Commission on June 16, 2017.

<http://www.usccr.gov/pubs/08-17-Wisconsin-hate-crimes.pdf>

#### **Voting Integrity in California - Issues and Concerns in the 21st Century**

On August 28, 2015, the California Advisory Committee to the U.S. Commission on Civil Rights convened public hearing at the Central Library of the City of Los Angeles. The scope of the hearing

was the general compliance by the California with the Help America Vote Act (HAVA) of 2002. Invited presenters included, among others, the California Secretary of State, the California State Auditor, election officials in Los Angeles and San Diego Counties, representatives from the Pew Charitable Trust, Everyone Counts, the Election Integrity Project, and the public. An assessment of all 50 states' election performances in 2012 and 2014 by an independent non-profit organization reported that California performed well below the national average. California's low performance prompted the California Advisory Committee to undertake an examination questioning the implementation of HAVA, and the integrity of the voting process in California. This report was approved by the members of the California Advisory Committee on June 1, 2016. The report did not go through the Commission's editorial or legal sufficiency review process and was released in June 2017.

<http://www.usccr.gov/pubs/07-24-Voting-Integrity-in-CA.pdf>

### **Human Trafficking and Civil Rights in Ohio**

The Ohio Advisory Committee to the U.S. Commission on Civil Rights held two public hearings in Toledo, OH on June 5 & 6, 2013. The Committee heard testimony regarding human trafficking in Ohio, and its impact on communities targeted because of their race, color, age, sex, religion, national origin, or disability. This report details civil rights concerns relating to the incidence of and response to human trafficking in the State of Ohio. Primary concerns include: the continued perception or treatment of trafficking victims as criminals; insufficient mental health supports to address the psychological impact of trauma associated with trafficking; insufficient or incomplete data collection; insufficient legal protection for children involved in sex trafficking; and a lack of public awareness and cooperation between law enforcement and community groups to most effectively identify victims and connect them with the appropriate support services. From these findings, the Committee offers to the Commission recommendations for addressing this problem of national importance. This report was approved by a majority vote of the Committee for publication and submission to the Commission on February 27, 2017.

<http://www.usccr.gov/pubs/06-15-Human-Trafficking-and-Civil-Rights-Ohio.pdf>

### **Municipal Fines and Fees in the State of Nevada**

On March 15, 2017, the Nevada Advisory Committee to the U.S. Commission on Civil Rights convened public meetings held simultaneously in Las Vegas and Reno to hear testimony to examine the potential for disparate impact on the basis of race, color, or other federally protected category in the enforcement of municipal fines and fees. The advisory memorandum was based on the following sources: (i) testimony provided during the March 15, 2017 meeting of the Nevada Advisory Committee, (ii) supplementary testimony provided during a March 29, 2017, meeting of the Nevada Advisory Committee, and (iii) written testimony and comment submitted to the Committee during the thirty-day public comment period. It begins with a brief background of the topic. It then presents an overview of the testimony received. To conclude, this memorandum

identifies recommendations for addressing civil rights concerns directed to various stakeholders at the federal and state level. This memo with recommendations was approved by the Committee for publication and submission to the Commission on May 25, 2017.

<http://www.usccr.gov/press/2017/06-13-Fines-Fees-Nevada-Memo.pdf>

### **Advisory Memorandum Recommending Legislation on Solitary Confinement in Connecticut**

The Connecticut Advisory Committee to the U.S. Commission on Civil Rights held a briefing on February 7, 2017, to examine the use of solitary confinement in Connecticut correctional facilities. The Committee convened this briefing because of reports that Blacks and Latinos are overrepresented in solitary confinement and that solitary confinement can be particularly harmful for vulnerable people, such as juveniles, young adults, and people with mental illness and other disabilities. The Committee wanted to learn whether there are disparities in solitary confinement practices and examine the underlying factors that may contribute to such disparities in the Connecticut correctional system. The Committee heard from the Commissioner of the Department of Correction, legal and medical experts, advocates, and academics. The Committee also heard presentations from individuals previously incarcerated in Connecticut as well as statements read for the record for individuals currently incarcerated. The Committee recommends that Connecticut enact legislation regarding solitary confinement. This memorandum was approved by the Committee for publication and submission on May 2, 2017.

<http://www.usccr.gov/correspd/05-02-17-Advisory-Memorandum.pdf>

### **Human Trafficking in Maine**

The Maine Advisory Committee to the U.S. Commission on Civil Rights started examining the issue of human trafficking in 2011 and convened a briefing in April 2012. The Committee heard from law enforcement officials, prosecutors, legislators, and advocates. Survivors of human trafficking also participated, putting a human face on the problem. The briefing shined a light on the fact that Maine did not have a stand-alone dedicated human trafficking law. The Maine SAC convened a second briefing on human trafficking in June 2014 to learn about the impact of the new trafficking laws and to find out what still needs to be done to address human trafficking in Maine. The Committee invited additional law enforcement officials, prosecutors, legislators, advocates, and survivors of human trafficking to update the Committee. In issuing this report, the Committee commends the state for the progress it has made in addressing human trafficking. Nonetheless, the Committee finds that more needs to be done to help victims and survivors of trafficking. This report was approved by the Committee for publication and submission to the Commission on May 2, 2017.

<http://www.usccr.gov/pubs/Human-Trafficking-in-Maine.pdf>

## **Voting Rights and the Kansas Secure and Fair Elections Act**

The Kansas Advisory Committee to the U.S. Commission on Civil Rights heard testimony during a public hearing on January 28, 2016 in Topeka, KS. The Committee heard testimony on voting requirements outlined in the Kansas Secure and Fair Elections (S.A.F.E.) Act, and the potential disparate impact such requirements have on the basis of race, color, age, religion, or disability. This report details civil rights concerns relating to the SAFE Act's key requirements that: (1) voters provide documentary proof of citizenship upon registering to vote; and (2) that voters present photographic identification at the polls. Primary concerns included inconsistent training and implementation, resulting in individuals with valid identification being turned away at the polls; insufficient voter education to ensure that voters are aware of the new documentation requirements and how to fulfill them; circumstances under which individuals may be charged a fee to obtain the required documentation to vote; the potential for disparate impact on the basis of a number of federally protected classes; and the importance of weighing measures intended to prevent voter fraud against the potential for voter disenfranchisement. From these findings, the Committee offers to the Commission recommendations for addressing this problem of national importance. This report was approved by the Committee for publication and submission to the Commission on February 22, 2017.

<http://www.usccr.gov/pubs/KS-Voting-Rights-Report.pdf>

## **Civil Rights and the School-to-Prison Pipeline in Indiana**

The Indiana Advisory Committee to the U.S. Commission on Civil Rights heard testimony during a web-based hearing on January 20, 2016 and an in-person hearing on February 17, 2015 in Indianapolis, IN. The Committee heard testimony on 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 Indiana. It discusses the roles of implicit biases, economic disparities, and exclusionary school discipline policies 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. This report was approved by the Committee for publication and submission to the Commission on December 9, 2016.

<http://www.usccr.gov/pubs/Civil-Rights%20and-the-School-to-Prison-Pipeline-in%20Indiana.pdf>

## **Civil Rights and Civil Asset Forfeiture in Michigan**

The Michigan Advisory Committee to the U.S. Commission on Civil Rights held public hearings on May 23 and 26, 2016 and received related testimony submitted to the Committee in writing during the relevant period of public comment. The Committee heard testimony 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 focus of this report is on civil rights concerns regarding due process and the potential for disparate impact resulting from asset forfeiture practices in Michigan. This report was approved by the Committee for publication and submission to the Commission on October 3, 2016.

[http://www.usccr.gov/pubs/Michigan%20Civil%20Forfeiture%20Report\\_2016.pdf](http://www.usccr.gov/pubs/Michigan%20Civil%20Forfeiture%20Report_2016.pdf)

**FY 2019-2022 STRATEGIC GOALS AND OBJECTIVES**

Throughout our history, the Commission has worked towards fulfilling our Congressional mandate to serve as an independent, 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.

**Strategic Goal A:**

**The Commission will function as a monitor of effective federal enforcement of civil rights laws and inform national civil rights laws and policy. The Commission is aided in this endeavor by the work of its Advisory Committees.**

Objective	Strategies	Performance Measures
The Commission will assess the national state of important civil rights issues.	The Commission will determine civil rights issues of national significance on which to conduct informative briefings and/or hearings.	The Commission will develop proposals and investigative plans to conduct investigations into civil rights issues of national significance.
		The Commission will hold at least two briefings and/or hearings each year.
	The Commission will keep the Advisory Committees engaged with the Commission’s investigative projects.	The Commission will regularly inform the Advisory Committees of its own past and upcoming activities

Objective	Strategies	Performance Measures
		The Commission will keep Advisory Committees apprised of investigative priorities so that Advisory Committees can determine whether there is any beneficial overlap or alignment in their agenda setting.
		The Staff Director or Commissioners will attend (telephonically or in-person) Advisory Committee briefings or meetings in order to maintain the connection between headquarters and the Committees.
The Commission will publish reports, letters, and statements on important civil rights issues, following investigation and as informed by research, and distribute them to the President, Congress, and the American people.	The Commission will continuously monitor the state of civil rights and issues of national significance, and use its expertise to report its policy recommendations.	The Commission will issue reports, including its annual statutory enforcement report, to inform its stakeholders of policy recommendations.
		The Commission will issue statements and letters on current civil rights events and issues of concern.
The Commission’s Advisory Committees as a group will hold briefings and meetings on civil rights concerns in their jurisdiction and issue publications on their concerns, providing recommendation for action on those issues.	The Commission will maintain all 51 Advisory Committees.	The Commission will ensure that each Advisory Committee is promptly appointed after expiration.



<b>Objective</b>	<b>Strategies</b>	<b>Performance Measures</b>
	The Commission’s Advisory Committees will assess the state of civil rights, or a particular civil rights issue, in their jurisdiction.	Advisory Committees will develop proposals and investigative plans to conduct investigations into civil rights issues of significance in their jurisdiction.
		Advisory Committees will hold briefings, public forums, or another mechanism.
		Advisory Committees will publish reports, statements, memoranda, or other publications to provide policy recommendations to the Commission.

**Strategic Goal B:**

**The Commission will serve as a national clearinghouse to inform and raise awareness on civil rights issues amongst the general public.**

<b>Objective</b>	<b>Strategies</b>	<b>Performance Measures</b>
The Commission will keep the public apprised of historical and current civil rights issues.	The Commission will routinely host public speakers to share their experience and expertise on historical and current civil rights issues.	Holding Speaker Series sessions in conjunction with business meetings
The Commission will keep the public apprised of its, including the State Advisory Committees’, investigatory and fact-finding activities.	Expand press outreach	The Commission will regularly publicize Commission and Advisory Committee briefings and other events.
		The Commission will regularly publicize the release of reports or other publications by the Commission and its Advisory Committees.

<b>Objective</b>	<b>Strategies</b>	<b>Performance Measures</b>
	Increase access to Commission briefings, hearings, and business meetings	The Commission will use technology, including live streaming, phone lines, and social media, to provide immediate public access to its meetings, briefings, publications, and other activities.
	Inform the Advisory Committees of activities by headquarters and of other Advisory Committees in different regions	Ensure a regular update to Advisory Committees of activities by headquarters as well as the other Advisory Committees
Elevate the public profile of the Commission as a national authority on civil rights issues	Expand the opportunities for the Chair or other designated spokesperson to speak directly to the public on civil rights issues	Ensure that the Chair or other designated spokesperson speaks directly to the public about civil rights

**Strategic Goal C:**

**The Commission will continue to strengthen the Commission’s financial and operational controls and advance the Commission’s mission through management excellence, efficiency, and accountability.**

<b>Objective</b>	<b>Strategies</b>	<b>Performance Measures</b>
The Commission will strengthen its human resources, 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.
	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.

Objective	Strategies	Performance Measures
		Implementation of Commission's and Office of Personnel Management's Human Capital Plan program, strategies, and initiatives.
	Conduct and analyze Employee Satisfaction surveys and develop specific strategies to address issues.	Results of the Employee Satisfaction surveys
	Comply with federal information security requirements	Conduct an annual FISMA Audit
	Leverage information technology to enhance the productivity and efficiency of the workforce.	Compliance with OMB Cloud Computing initiatives.
The Commission will improve the efficiency, effectiveness, and accountability of its organization.	Improve organization structure and reduce real property inventory.	Implement Agency Reform Plan by the FY 2020.

**DRAFT ANNUAL PERFORMANCE PLAN**

<b>Strategic Goal A: The Commission, including through its State Advisory Committees, will function as a monitor of effective federal enforcement of civil rights laws and inform national civil rights laws and policy.</b>				
<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>FY 2018 Performance Target</b>	<b>FY 2019 Performance Target</b>
The Commission will assess the national state of important civil rights issues.	The Commission will determine civil rights issues of national significance on which to conduct informative briefings and/or hearings.	The Commission will develop proposals and investigative plans to conduct investigations into civil rights issues of national significance.	Two new projects	Two new projects
The Commission will assess the national state of important civil rights issues.	The Commission will determine civil rights issues of national significance on which to conduct informative briefings and/or hearings.	The Commission will hold at least two briefings and/or hearings each year.	Two briefings and/or hearings	Two briefings and/or hearings
The Commission will assess the national state of important civil rights issues.	The Commission will keep the Advisory Committees engaged with the Commission’s investigative projects.	The Commission will regularly inform the Advisory Committees of its own past and upcoming activities	Quarterly newsletter	Quarterly newsletter
The Commission will assess the national state of important civil rights issues.	The Commission will keep the Advisory Committees engaged with the Commission’s investigative projects.	The Commission will keep Advisory Committees apprised of investigative priorities so that Advisory Committees can determine whether there is any beneficial overlap or alignment in their agenda setting.	If a Committee’s report topic aligns with a headquarters-issued report, it was included with the headquarters-issued report	If a Committee’s report topic aligns with a headquarters-issued report, it was included with the headquarters-issued report

**Strategic Goal A: The Commission, including through its State Advisory Committees, will function as a monitor of effective federal enforcement of civil rights laws and inform national civil rights laws and policy.**

<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>FY 2018 Performance Target</b>	<b>FY 2019 Performance Target</b>
The Commission will assess the national state of important civil rights issues.	The Commission will keep the Advisory Committees engaged with the Commission’s investigative projects.	The Staff Director or Commissioners will attend (telephonically or in-person) Advisory Committee briefings or meetings in order to maintain the connection between headquarters and the Committees.	Three Meetings	Four Meetings
The Commission will publish reports, letters, and statements on important civil rights issues, following investigation and as informed by research, and distribute them to the President, Congress, and the American people.	The Commission will continuously monitor the state of civil rights and issues of national significance, and use its expertise to report its policy recommendations.	The Commission will issue reports, including its annual statutory enforcement report, to inform its stakeholders of policy recommendations.	Two reports	Two reports
The Commission will publish reports, letters, and statements on important civil rights issues, following investigation and as informed by research, and distribute them to the President, Congress, and the American people.	The Commission will continuously monitor the state of civil rights and issues of national significance, and use its expertise to report its policy recommendations.	The Commission will issue statements and letters on current civil rights events and issues of concern.	Five statements and/or letters	Five statements and/or letters
The Commission’s Advisory Committees as a group will hold briefings and meetings on civil rights concerns in their jurisdiction and issue publications on their concerns, providing recommendation for action on those issues.	The Commission will maintain all 51 Advisory Committees.	The Commission will ensure that each Advisory Committee is promptly appointed after expiration.	90% currently appointed Advisory Committees	90% currently appointed Advisory Committees

**Strategic Goal A: The Commission, including through its State Advisory Committees, will function as a monitor of effective federal enforcement of civil rights laws and inform national civil rights laws and policy.**

<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>FY 2018 Performance Target</b>	<b>FY 2019 Performance Target</b>
The Commission's Advisory Committees as a group will hold briefings and meetings on civil rights concerns in their jurisdiction and issue publications on their concerns, providing recommendation for action on those issues.	The Commission's Advisory Committees will assess the state of civil rights, or a particular civil rights issue, in their jurisdiction.	Advisory Committees will develop proposals and investigative plans to conduct investigations into civil rights issues of significance in their jurisdiction.	Ten meetings	Ten meetings
The Commission's Advisory Committees as a group will hold briefings and meetings on civil rights concerns in their jurisdiction and issue publications on their concerns, providing recommendation for action on those issues.	The Commission's Advisory Committees will assess the state of civil rights, or a particular civil rights issue, in their jurisdiction.	Advisory Committees will hold briefings, public forums, or another mechanism.	Five briefings/hearings	Five briefings/hearings

**Strategic Goal A: The Commission, including through its State Advisory Committees, will function as a monitor of effective federal enforcement of civil rights laws and inform national civil rights laws and policy.**

<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>FY 2018 Performance Target</b>	<b>FY 2019 Performance Target</b>
The Commission's Advisory Committees as a group will hold briefings and meetings on civil rights concerns in their jurisdiction and issue publications on their concerns, providing recommendation for action on those issues.	The Commission's Advisory Committees will assess the state of civil rights, or a particular civil rights issue, in their jurisdiction.	Advisory Committees will publish reports, statements, memoranda, or other publications to provide policy recommendations to the Commission.	Five publications	Five publications

**Strategic Goal B: The Commission will serve as a national clearinghouse to inform and raise awareness on civil rights issues amongst the general public.**

<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>FY 2018 Performance Target</b>	<b>FY 2019 Performance Target</b>
The Commission will keep the public apprised of historical and current civil rights issues.	The Commission will routinely host public speakers to share their experience and expertise on historical and current civil rights issues.	Holding Speaker Series sessions in conjunction with business meetings	Three Speaker Series' sessions	Three Speaker Series' sessions
The Commission will keep the public apprised of its, including the State Advisory Committees', investigatory and fact-finding activities.	Expand press outreach	The Commission will regularly publicize Commission and Advisory Committee briefings and other events.	10 Press releases or media posts	10 Press releases or media posts
The Commission will keep the public apprised of its, including the State Advisory Committees', investigatory and fact-finding activities.	Expand press outreach	The Commission will regularly publicize the release of reports or other publications by the Commission and its Advisory Committees.	10 Press releases or media posts	10 Press releases or media posts
The Commission will keep the public apprised of its, including the State Advisory Committees', investigatory and fact-finding activities.	Increase access to Commission briefings, hearings, and business meetings	The Commission will use technology, including live streaming, phone lines, and social media, to provide immediate public access to its meetings, briefings, publications, and other activities.	2 live streamed events	2 live streamed events



**Strategic Goal B: The Commission will serve as a national clearinghouse to inform and raise awareness on civil rights issues amongst the general public.**

<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>FY 2018 Performance Target</b>	<b>FY 2019 Performance Target</b>
The Commission will keep the public apprised of its, including the State Advisory Committees', investigatory and fact-finding activities.	Inform the Advisory Committees of activities by headquarters and of other Advisory Committees in different regions	Ensure a regular update to Advisory Committees of activities by headquarters as well as the other Advisory Committees	Quarterly newsletter	Quarterly newsletter
Elevate the public profile of the Commission as a national authority on civil rights issues	Expand the opportunities for the Chair or other designated spokesperson to speak directly to the public on civil rights issues	Ensure that the Chair or other designated spokesperson speaks directly to the public about civil rights	2 speaking engagements with national reach in the fiscal year	2 speaking engagements with national reach in the fiscal year

<b>Strategic Goal C: The Commission will continue to strengthen the Commission’s financial and operational controls and advance the Commission’s mission through management excellence, efficiency, and accountability.</b>				
<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>FY 2018 Performance Target</b>	<b>FY 2019 Performance Target</b>
The Commission will strengthen its human resources, 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 compliant with OMB Circular A-11	Budget is compliant with OMB Circular A-11
The Commission will strengthen its human resources, 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.	PAR adheres to relevant guidance.	PAR adheres to relevant guidance.
The Commission will strengthen its human resources, financial, budget, and performance policy, procedures, and reports.	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 Office of Personnel Management’s Human Capital Plan program, strategies, and initiatives.	Implement Human Capital Plan	Implement Human Capital Plan
The Commission will strengthen its human resources, financial, budget, and performance policy, procedures, and reports.	Conduct and analyze Employee Satisfaction surveys and develop specific strategies to address issues.	Results of the Employee Satisfaction surveys	Increase response rate positively in one or more categories	Increase response rate positively in one or more categories

<b>Strategic Goal C: The Commission will continue to strengthen the Commission’s financial and operational controls and advance the Commission’s mission through management excellence, efficiency, and accountability.</b>				
<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>FY 2018 Performance Target</b>	<b>FY 2019 Performance Target</b>
The Commission will improve administrative and clearinghouse services including information technology, acquisition, and library functions.	Comply with federal information security requirements	Conduct an annual FISMA Audit	FISMA Audit	FISMA Audit
The Commission will improve administrative and clearinghouse services including information technology, acquisition, and library functions.	Leverage information technology to enhance the productivity and efficiency of the workforce.	Compliance with OMB Cloud Computing initiatives.	Compliant with Cloud Computer Initiatives	Compliant with Cloud Computer Initiatives
The Commission will improve the efficiency, effectiveness, and accountability of its organization.	Improve organization structure and reduce real property inventory.	Implement Agency Reform Plan by the FY 2020.	Achieve Agency Report Plan milestones as outline in the approve schedule.	Achieve Agency Report Plan milestones as outline in the approve schedule.