

**UNITED STATES  
COMMISSION ON CIVIL RIGHTS**



**STRATEGIC PLAN FOR  
FISCAL YEARS 2022 – 2026**

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## I. Introduction

Since 1957, the United States Commission for Civil Rights (hereinafter referred to as the “Commission” or “USCCR”) has served as an independent, bipartisan, fact-finding federal agency charged with the responsibility of investigating, reporting, and making recommendations on civil rights issues affecting our nation. President Dwight D. Eisenhower conceived of the Commission and Congress created it as the nation’s first piece of civil rights legislation since Reconstruction. Congress established the Commission as a temporary fact-finding agency to investigate and report on deprivations of the right to vote based on “color, race, religion, or national origin”; to “study” and “collect information” respecting denials of “equal protection of the laws” under the Constitution; and to “appraise” federal laws and policies respecting equal protection.

Since the Commission’s founding, Congress has extended and expanded the Commission’s substantive authorization. In 1983, Congress also made structural changes to the Commission designed to ensure the Commission’s independence and bi-partisan nature. Congress established the present Commission with the United States Commission on Civil Rights Act of 1983 as amended by the Civil Rights Commission Amendments Act of 1994 (the Act).

Under the Act, the Commission statutorily mandated is to:

- “investigate allegations in writing under oath or affirmation that citizens of the United States are being deprived of their right to vote and have that vote counted by reason of color, race, religion, sex, age, disability, or national origin,”<sup>1</sup> and
- “(A) study and collect information relating to; (B) make appraisals of the laws and policies of the Federal government with respect to; (C) serve as a national clearinghouse for information relating to; and (D) prepare public service announcements and advertising campaigns to discourage discrimination or denials of equal protection of the laws under the Constitution of the United States because of color, race, religion, sex, age, disability, or national origin, or in the administration of justice.”<sup>2</sup>

The Commission’s success lies in its strength and ability to gather facts, study the law, and make recommendations. The Fiscal Year 2022-2026 Strategic Plan builds on these strengths and abilities.

## II. Mission Statement

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

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<sup>1</sup> 42 U.S.C. § 1975a(1).

<sup>2</sup> 42 U.S.C. § 1975a (2) et seq.

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.

The Strategic Plan for FY 2022 – 2026 sets the framework for achieving this mission through the pursuit of the Commission’s strategic goals and objectives.

### III. Strategic Goals

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. The Commission solicited the views of Commissioners, staff members, Congress, and stakeholders to identify areas of strength and weakness within the Commission and its activities. The Commission used this input to facilitate the development of 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. Advisory Committees aid the Commission in this endeavor.**

Objective	Strategies	Performance Measures	Examples of Performance Targets
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
		The Commission will hold at least two briefings and/or hearings each year.	Two briefings and/or hearings

<b>Objective</b>	<b>Strategies</b>	<b>Performance Measures</b>	<b>Examples of Performance Targets</b>
	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 they can determine whether there is any beneficial overlap or alignment in their agenda setting.	Headquarters issued report will include Advisory Committee's reports we their topics align.
		The Staff Director or Chair will attend (telephonically or in-person) Advisory Committee briefings or meetings to maintain the connection between the Commission and Advisory Committees.	Two briefing or 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.
		The Commission will issue statements and letters on current civil rights events or issues of concern.	Five statements and/or letters.

<b>Objective</b>	<b>Strategies</b>	<b>Performance Measures</b>	<b>Examples of Performance Targets</b>
<p>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.</p>	<p>The Commission will maintain all 56 Advisory Committees.</p>	<p>The Commission will promptly appoint members to each Advisory Committee after expiration.</p>	<p>90% currently appointed Advisory Committees</p>
	<p>The Commission’s Advisory Committees will assess the state of civil rights, or a particular civil rights issue, in their jurisdiction.</p>	<p>Advisory Committees will develop proposals and investigative plans to conduct investigations into civil rights issues of significance in their jurisdiction.</p>	<p>Ten meetings</p>
		<p>Advisory Committees will hold briefings, public forums, or another mechanism.</p>	<p>Five fact-finding events</p>
		<p>Advisory Committees will publish reports, statements, memoranda, or other publications to provide policy recommendations to the Commission.</p>	<p>Five publications</p>

**Strategic Goal B:**

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

Objective	Strategies	Performance Measures	Examples of Performance Targets
The Commission will keep the public apprised of historic and current civil rights issues.	The Commission will routinely post to social media to keep the public informed on civil rights historical events	Increased engagement with the Commission’s social media accounts as seen through analytic tracking	Increase in social media activity.
The Commission will keep the public and individual Advisory Committees apprised of both the Commission and Advisory Committees’, investigations, fact-finding activities, reports and other publications.	Use press outreach, social media, and newsletters to reach more individuals, improve participation at events, and increase awareness of Commission and Advisory Committees activities.	The Commission will regularly publicize Commission and Advisory Committee investigations, fact-finding activities, reports and other publications.	Monthly newsletter, press releases, social media posts.
	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.	Two live streamed events
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	Two speaking engagements with national reach

**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>	<b>Examples of Performance Targets</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
	Monitor and report on the Commission’s progress in achieving its annual performance plan goals and objectives.	Submit a Performance and Accountability Report (PAR) that adheres to all relevant guidance.	PAR adheres to relevant guidance.
	Ensure the agency has a highly skilled and flexible workforce to carry out its mission.	Implementation of Commission’s Recruitment and Hiring Plan. and Office of Personnel Management’s program, strategies, and initiatives.	Implement the Commission’s and OPM’s hiring initiatives.

<b>Objective</b>	<b>Strategies</b>	<b>Performance Measures</b>	<b>Examples of Performance Targets</b>
	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.
The Commission will strengthen its information technology infrastructure and security.	Comply with federal information security requirements	Conduct an annual FISMA Audit	FISMA Audit
	Leverage information technology to enhance the productivity and efficiency of the workforce.	Compliance with OMB Cloud Computing initiatives.	Compliance with Cloud Computer Initiatives
	Establish a modern and scalable network infrastructure.	Compliance with OMB memo M-21-07, "Completing the Transition to Internet Protocol Version 6 (IPv6)	No later than FY2023, all new networked Federal information systems will be IPv6-enabled at the time of deployment, and USCCR's intent is to phase out the use of IPv4 for all systems by FY2025 to the extent possible and practical.