

**UNITED STATES
COMMISSION ON CIVIL RIGHTS**



**REQUEST FOR CONGRESSIONAL APPROPRIATION FOR
FISCAL YEAR 2021**

Table of Contents

USCCR BUDGET REQUEST FOR SALARIES AND EXPENSES	3
APPROPRIATION LANGUAGE.....	3
FY 2021 PROGRAM OBJECTIVES AND PRIORITIES	3
BUDGET SUMMARY.....	4
REVIEW OF THE AGENCY’S FY 2021 FUNDING REQUEST	4
A. Budget Request by Object Class	4
B. Description of Budget Increases and Decreases	5
C. Budget Request by Organization.....	6
FY 2019 PERFORMANCE HIGHLIGHTS.....	7
A. Public Briefings.....	7
B. Commission Reports	8
C. State Advisory Committees Reports, Memoranda, and Statements.....	13
FY 2019-2022 STRATEGIC GOALS AND OBJECTIVES.....	21
Strategic Goal A.....	21
Strategic Goal B.....	23
Strategic Goal C.....	24
DRAFT ANNUAL PERFORMANCE PLAN.....	26

USCCR BUDGET REQUEST FOR SALARIES AND EXPENSES

Congressional Appropriation Request for FY 2021	\$10,065,000
Congressional Appropriation for FY 2020	\$10,500,000
Congressional Appropriation for FY 2019	\$10,065,000

APPROPRIATION LANGUAGE

FEDERAL FUNDS

Salaries and Expenses

For necessary expenses of the Commission on Civil Rights, including hire of passenger motor vehicles, \$10,065,000 [\$10,500,000]: 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 the Chair may accept and use any gift or donation to carry out the work of the Commission: 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 2021 PROGRAM OBJECTIVES AND PRIORITIES

Our \$10.065 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 2021 Appropriation Request is \$10.065 million. This request will fund 41 full-time equivalent (FTE) positions, a decrease of 2 FTE from FY 2020 Appropriation Act.

REVIEW OF THE AGENCY’S FY 2021 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 2021 Appropriation Request	FY 2020 Appropriation	Difference
10 Personnel Compensation & Benefits	\$6,633,000	\$6,830,000	(\$197,000)
21 Travel & Transportation of Persons	\$132,000	\$252,000	(\$120,000)
23 Rent, Communications, and Utilities	\$1,735,000	\$1,740,000	(\$5,000)
24 Printing and Reproduction	\$78,000	\$93,000	(\$15,000)
25 Other Contractual Services	\$1,463,000	\$1,512,000	(\$49,000)
26 Supplies and Materials	\$24,000	\$36,000	(\$12,000)
31 Equipment	\$0	\$37,000	(\$37,000)
Total Appropriation	\$10,065,000	\$10,500,000	(\$435,000)

B. Description of Budget Increases and Decreases

The following is a description of the budget increases and decreases from the Commission's FY 2020 Appropriation Act.

Increases to Maintain Current Services:

Personnel Compensation and Benefits - \$104,000/ 0 FTE

This increase is for the expected pay raise in FY 2021 and annualization of the FY 2020 pay raise.

Program Increases

Personnel Compensation and Benefits – \$52,000/ 0 FTE

This is a 1 percent increase in awards spending in support of the President's Management Agenda (PMA) Workforce Cross Agency Priority Goal 1.

Program Decreases

Personnel Compensation and Benefits – (\$353,000)/ 2 FTE

This decrease is due to eliminating two civil rights analyst positions.

Travel – (\$120,000)

This decrease is due to fewer State Advisory Committee meetings and reductions in travel for Commission briefings.

Printing – (\$15,000)

This decrease is primarily due to fewer State Advisory Committee meetings requiring Federal Register Notices.

Rent, Communication, and Utilities – (\$5,000)

This decrease is due to reductions in rent and communication costs.

Other Contractual Services – (\$49,000)

The decrease is due to reduced costs for transcription services, maintenance of information technology, Federal Protective Service, and other services related to State Advisory Committee meetings.

Supplies – (\$12,000)

This decrease is due to lower supply costs.

Equipment – (37,000)

This decrease is due to a one-time Information Technology and copier purchases in FY 2020.

C. Budget Request by Organization

The Commission’s FY 2021 budget request supports several major organizational components. The following table provides a summary of the Commission’s budget request by these components:

	FY 2021 Appropriation Request	Percent Of Request	FY 2020 Appropriation	Percent Of Request	Difference
National Program Offices	\$1,666,000	16.6%	\$1,709,000	16.3%	(\$43,000)
Regional Program Offices	\$1,731,000	17.2%	\$2,124,000	20.2%	(\$393,000)
Commissioners and Commissioner Assistants	\$1,840,000	18.3%	\$1,777,000	17.0%	\$63,000
Office of Staff Director	\$506,000	5.0%	\$495,000	4.7%	\$11,000
Robert S. Rankin Civil Rights Library	\$181,000	1.8%	\$173,000	1.6%	\$8,000
Operations & Administrative	<u>\$4,141,000</u>	41.1%	<u>\$4,222,000</u>	40.2%	<u>(\$81,000)</u>
Total Appropriation	\$10,065,000	100%	\$10,500,000	100%	(\$435,000)

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 \$1,666,000 and supports 9 FTE. The National Program Offices’ budget is 16.6 percent of the Commission’s total budget in FY 2021.

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 2021 is \$1,731,000 and supports 11 FTE. The Regional Program Office’s budget is 17.2 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 2021 Commissioners and Commissioner Assistants’ budget is \$1,840,000 and supports 10 FTE. The Commission and Assistants’ budget is 18.3 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 2021 Office of Staff Director budget is \$506,000 and supports 3 FTE. The Office of Staff Director’s budget is 5.0 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 2021 budget request for the Library is \$181,000. The Library's budget is 1.8 percent of the Commission's total budget request.

The Operations and Administrative budget request covers rent, communications, information technology, human resources, financial management, and other functions necessary to maintain a Federal agency's operations. The FY 2021 budget request for Operations and Administrative budget is \$4,151,000 and supports 8 FTE. The Operations and Administrative budget is 41.1 percent of the Commission's total budget request.

FY 2019 PERFORMANCE HIGHLIGHTS

This section highlights the Commission's FY 2019 program accomplishments and activities.

A. Public Briefings

Are Rights a Reality? Evaluating Federal Civil Rights Enforcement

On November 2, 2018, the Commission held a public briefing in Washington, DC to evaluate federal civil rights enforcement. Broadly, the Commission delved into the question: is the federal government satisfying its obligation to the American people to protect and vindicate their civil rights across the justice system and other issue areas, such as education, employment, healthcare, housing, and immigration? The Commission heard presentations from current and former federal officials, academic and legal experts, advocates, and diverse stakeholders. Members of the public also shared their views and experiences directly with the Commission.

Women in Prison: Seeking Justice Behind Bars

On February 22, 2019, the Commission held a public briefing in Washington, DC to evaluate the civil rights of women in prison including deprivations of women's medical needs that may violate the constitutional requirement to provide adequate medical care for all prisoners; implementation of the Prison Rape Elimination Act; and the sufficiency of programs to meet women's needs after release. The Commission also examined consequences of discipline practices in women's prisons and the impact on families when women are placed far from home or parental rights are terminated despite their caregiving role. Commissioners heard from state and federal corrections officials, women who have experienced incarceration, academic and legal experts, and advocates. Members of the public also shared their views and experiences directly with the Commission.

Federal Me Too: Examining Sexual Harassment in Government Workplaces

On May 9, 2019, the Commission held a public briefing in Washington, DC to examine the Equal Employment Opportunity Commission's (EEOC) enforcement efforts to combat workplace sexual harassment across the federal government, including the frequency of such claims and findings of harassment, the resources dedicated to preventing and redressing harassment, and the impact and efficacy of these enforcement efforts. The briefing also examined agency-level sexual harassment practices at the U.S. Department of State and the National Aeronautics and Space Administration (NASA). Commissioners heard from current and former government officials, academic and legal experts, advocates, and individuals who have experienced harassment. Members of the public also shared their views and experiences directly with the Commission.

Immigration Detention Centers & Treatment of Immigrants

On April 12, 2019, the Commission held a public comment session in Washington, DC to seek public comment on the changes in policy, procedures, treatment, and impact of the detention and separation of immigrant families detained at the southern border by the current Administration. The Commission's 2015 report, *With Liberty and Justice for All: The State of Civil Rights at Immigration Detention Facilities*, addressed the status of detained undocumented immigration children. In July 2018, the Commission voted to reopen the prior investigation on the conditions of immigration detention, and appointed a Subcommittee to examine the issue further.

B. Commission Reports

Police Use of Force: An Examination of Modern Policing Practices.

In this report, the Commission investigated rates of police use of force; whether rates and instantiations of that use of force violate civil rights of persons of color, persons with disabilities, LGBT communities, and low-income persons; promising or proven policies and practices worth replicating to minimize unnecessary use of force; and the perception and reality of discrimination in police use of force. The Commission considered evidence from law enforcement and court officials, community leaders and police reform advocates, scholars, legal experts, as well as testimony taken in by the Commission's State Advisory Committees in Minnesota, New York, Maine, and Delaware.

The Commission majority approved key findings including the following: While police officers have the difficult and admirable job of providing crucial services to the communities they protect and serve, their job sometimes puts them in harm's way and may require the use of force. Accordingly, police officers must operate with the highest standards of professionalism and accountability. Every community resident should be able to live, work, and travel confident in an expectation that interactions with police officers will be fair, consistent with constitutional norms, and guided by public safety free from bias or discrimination. Unfortunately, too many communities

are not confident in these expectations, and so these communities have called for reforms to foster better community-police relations and prevent unjustified and excessive police uses of force.

Accurate and comprehensive data regarding police uses of force is generally not available to police departments or the American public. No comprehensive national database exists that captures police uses of force. The best available evidence reflects high rates of uses of force nationally, with increased likelihood of police use of force against people of color, people with disabilities, LGBT people, people with mental health concerns, people with low incomes, and those at the intersection of these communities. Lack of sufficient training—and funding for training—leaves officers and the public at risk. Repeated and highly publicized incidents of police use of force against persons of color and people with disabilities, combined with a lack of accurate data, lack of transparency about policies and practices in place governing use of force, and lack of accountability for noncompliance foster a perception that police use of force in communities of color and the disability community is unchecked, unlawful, and unsafe.

The Commission majority voted for key recommendations, including that the United States Department of Justice should return to vigorous enforcement of constitutional policing, including under its authority pursuant to 42 U.S.C. § 14141, and the use of consent decrees where necessary to ensure that constitutional policing standards are upheld. The Department of Justice should robustly support local efforts to develop and institute constitutional policing practices, including through the Office of Community Oriented Policing Services (COPS) and maintaining the Community Relations Service (CRS) to focus on building community trust and reducing excessive or unauthorized uses of force, in coordination with police departments.

The Commission majority also called on Congress to fund grants, facilitated by the Department of Justice, to incentive evidence-based practices that, when employed, reduce incidents of excessive or unauthorized force. These practices may include increased training on de-escalation tactics and alternatives to use of force. Congress should also fund grants that support effective external police oversight and research regarding best practices for such oversight.

The Commission majority called for practical reforms to stem the tide of perceived conflict between police officers and their communities, and to recommit this nation to the principles of fairness and equal treatment, including at the hands of police, that are core to democracy. These recommendations for forward progress are measured, appropriate, and urgent; our nation's communities need their implementation.

The report is available at the following website:

<https://www.usccr.gov/pubs/2018/11-15-Police-Force.pdf>

Broken Promises: Continuing Federal Funding Shortfall for Native Americans.

In this report, the Commission updated a prior 2003 report, titled *A Quiet Crisis: Federal Funding and Unmet Needs in Indian Country*, which evaluated budgets and spending of federal agencies

that sponsor Native American programs, including the Departments of Health and Human Services, Interior, Housing and Urban Development, Justice, and Education. Despite some progress, the crisis the Commission found in 2003 remains, and the federal government continues to fail to support adequately the social and economic wellbeing of Native Americans. Due at least in part to the failure of the federal government adequately to address the wellbeing of Native Americans over the last two centuries, Native Americans continue to rank near the bottom of all Americans in health, education, and employment outcomes.

The Commission majority approved key findings including the following: Federal programs designed to support the social and economic wellbeing of Native Americans remain chronically underfunded and sometimes inefficiently structured, which leaves many basic needs in the Native American community unmet and contributes to the inequities observed in Native American communities. The federal government has also failed to keep accurate, consistent, and comprehensive records of federal spending on Native American programs, making monitoring of federal spending to meet its trust responsibility difficult. Tribal nations are distinctive sovereigns that have a special government-to-government relationship with the United States. Unequal treatment of tribal governments and lack of full recognition of the sovereign status of tribal governments by state and federal governments, laws, and policies diminish tribal self-determination and negatively impact criminal justice, health, education, housing and economic outcomes for Native Americans.

The Commission majority voted for key recommendations, including the following: The United States expects all nations to live up to their treaty obligations; it should live up to its own. Congress should honor the federal government's trust obligations and pass a spending package to fully address unmet needs, targeting the most critical needs for immediate investment. This spending package should also address the funding necessary for the buildout of unmet essential utilities and core infrastructure needs in Indian Country such as electricity, water, telecommunications, and roads. Congress should ensure that these funds are available and accessible to all tribal governments on an equitable need basis.

The federal government should provide steady, equitable, and non-discretionary funding directly to tribal nations to support the public safety, health care, education, housing, and economic development of Native tribes and people. Congress should provide funding to establish an interagency working group to share expertise and develop and improve systems and methodologies that federal government agencies could replicate for the collection of accurate and disaggregated data on small and hard to count populations such as the Native American and Native Hawaiian or Other Pacific Islander racial groups.

The report is available at the following website:

<https://www.usccr.gov/pubs/2018/12-20-Broken-Promises.pdf>

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

In this report, the Commission provides an overview of the relevant data and arguments for and against the imposition of collateral consequences on people with criminal records. Each year, federal and state prisons release more than 620,000 people to return to their communities. While these individuals have often completely exited criminal supervision (for example, through a prison sentence or probation), individuals with criminal records still face potentially thousands of collateral consequences upon reentering society. These collateral consequences are sanctions, restrictions, or disqualifications that attach to a person because of the person's criminal history. For example, individuals with criminal histories can face barriers to voting, jury service, holding public office, securing employment, obtaining housing, receiving public assistance, owning a firearm, getting a driver's license, qualifying for financial aid and college admission, qualifying for military service, and maintaining legal status as an immigrant. The reach of each collateral consequence extends past people with criminal records to affect families and communities.

The Commission majority approved key findings including the following: Collateral consequences exacerbate punishment beyond the criminal conviction after an individual completes the court-imposed sentence. Valid public safety bases support some collateral consequences, such as limitations on working with children for people convicted of particular dangerous crimes. Many collateral consequences, however, are unrelated either to the underlying crime for which a person has been convicted or to a public safety purpose. When the collateral consequences are unrelated in this way, their imposition generally negatively affects public safety and the public good.

Evidence shows harsh collateral consequences unrelated to public safety increase recidivism by limiting or by completely barring formerly incarcerated persons' access to personal and family support. In addition, the general public, attorneys, and the courts often lack knowledge of what the totality of the collateral consequences are in their jurisdiction, how long they last, and whether they are discretionary or mandatory, or even if they are relevant to public safety or merely an extended punishment beyond a criminal sentence. This absence of public and judicial awareness of collateral consequences of conviction undermines any deterrent effect that might flow from attaching such consequences, separate and apart from the punishment itself, to criminal convictions. The processes people must undertake to restore rights, for example through applications for pardon or for judicial record sealing, are often complicated, opaque, and difficult to access.

The Commission majority voted for key recommendations, including the following: Collateral consequences should be tailored to serve public safety. Policymakers should avoid punitive mandatory consequences that do not serve public safety, bear no rational relationship to the offense committed, and impede people convicted of crimes from safely reentering and becoming contributing members of society. Jurisdictions that impose collateral consequences should periodically review the consequences imposed by law or regulation to evaluate whether they are necessary to protect public safety and if they are related to the underlying offenses.

The Commission majority specifically calls on Congress to limit discretion of public housing providers to prevent them from categorically barring people with criminal convictions from access to public housing; lift restrictions on access to student loans based on criminal convictions, except for convictions related to financial fraud; eliminate restrictions on TANF and SNAP benefits based on criminal convictions; and require federal courts to give comprehensive notice of federal restrictions on individuals' rights before guilty plea entry, upon conviction, and upon release from incarceration.

The report is available at the following website:

<https://www.usccr.gov/pubs/2019/06-13-Collateral-Consequences.pdf>

Beyond Suspensions: Examining School Discipline Policies and Connections to the School-to-Prison Pipeline for Students of Color with Disabilities

In this report, the Commission investigated school discipline practices and policies impacting students of color with disabilities and the possible connections to the school-to-prison pipeline, examined rates of exclusionary discipline, researched whether and under what circumstances school discipline policies unfairly and/or unlawfully target students of color with disabilities, and analyzed the federal government's responses and actions on the topic. The Commission's report reflects that several decades of research demonstrate persistent racial disparities in disciplinary rates and disparities based on disability status but much of scholarship based on this data has not analyzed how these policies affect those students who live at the intersection of these two identities. The literature available, however, does suggest that students of color with disabilities face exclusionary discipline pushing them into the school-to-prison pipeline at much higher rates than their peers without disabilities. And, while exclusionary discipline has been shown to be harmful for the educational attainment of all students, students with disabilities, particularly those who are students of color, face even more challenges when they are not able to receive a quality education.

The Commission majority approved key findings including the following: Students of color as a whole, as well as by individual racial group, do not commit more disciplinable offenses than their white peers – but black students, Latino students, and Native American students in the aggregate receive substantially more school discipline than their white peers and receive harsher and longer punishments than their white peers receive for like offenses. Students with disabilities are approximately twice as likely to be suspended throughout each school level compared to students without disabilities.

Data the U.S. Department of Education reports show a consistent pattern of schools suspending or expelling black students with disabilities at higher rates than their proportion of the population of students with disabilities. Data show the large majority of out-of-school suspensions are for nonviolent behavior. The most recent available data reflect that, with the exception of Latinx and Asian American students with disabilities, students of color with disabilities were more likely than white students with disabilities to be expelled without educational services.

Research reflects that, in addition to missed class time, excessive exclusionary discipline negatively impacts classroom engagement and cohesion and increases the likelihood excluded students will be retained in grade, drop out of school, or be placed in the juvenile justice system.

Research also shows that zero tolerance policies and the practice of exclusionary discipline in schools in the absence of consideration and application of alternatives to exclusionary discipline are ineffective in creating safe and healthy learning environments for students, teachers, and staff.

The Commission majority voted for key recommendations, including the following: The U.S. Department of Education's Office for Civil Rights (OCR) should continue offering guidance to school communities regarding how to comply with federal nondiscrimination laws related to race and disability in the imposition of school discipline. It is critical that all teachers are provided with resources, guidance, training, and support to ensure nondiscriminatory discipline in schools. Congress should continue to provide funding to help states and school districts provide training and support and, with Congressional appropriation support, the U.S. Departments of Justice and Education should continue and expand their grant funding for these important goals. OCR should rigorously enforce the civil rights laws over which it has jurisdiction, to address allegations of discrimination in school discipline policies.

The report is available at the following website:

<https://www.usccr.gov/pubs/2019/07-23-Beyond-Suspensions.pdf>

C. State Advisory Committees Reports, Memoranda, and Statements

Payday Lending in Rhode Island

On April 27, 2018, the Rhode Island Advisory Committee to the U.S. Commission on Civil Rights (SAC) convened a public briefing to hear testimony regarding civil rights concerns related to payday loans. The Committee held the briefing to examine whether there are disparities in payday lending practices and hear from elected officials, religious figures, advocates, and experts in the field. The resulting report recommends: (1) the General Assembly should pass a bill eliminating the statutory carve-out for payday lenders; (2) Rhode Island should encourage the growth and development of small dollar loan programs that have lower interest rates and longer terms than payday loans; and (3) Rhode Island should investigate the underlying financial circumstances that leave Rhode Islanders of color especially in need of the credit advances payday loans provide.

The report or memorandum is available at the following website:

<https://www.usccr.gov/pubs/2018/Final%20Payday%20Lending%20Report%20for%20Website.pdf>

Statement of the North Dakota Advisory Committee Concerned by Potential for Voter Suppression

On October 26, 2018, the North Dakota Advisory Committee to the U.S. Commission on Civil Rights issued a unanimous statement on recent developments regarding a voter ID law in North Dakota. The Committee statement reflected the Committee's belief that voting is the foundation of our government, our society, and our way of life and that without the right to vote, people have no say in the decisions that affect our lives every day. The statement expressed concern that, just

weeks before an upcoming election, the U.S. Supreme Court allowed a new North Dakota voter identification requirement to take effect. The new law requires voters to present an ID that includes a residential address. The statement reflected concern that the decision may adversely affect many voters throughout the state, especially Native Americans living on reservations, because many of them do not have residential addresses. The Committee echoed the Commission's "call for robust protections of a right that has proven fragile," and urged North Dakota voters to be active in checking whether they could access the ballot box given the new identification rules.

The statement is available at the following website:

<https://www.usccr.gov/press/2018/20181026-North-Dakota-Voting-Rights.pdf>

Human Trafficking in Oregon

On April 3, 2018, April 17, 2018, May 1, 2018, and May 2, 2018, the Oregon Advisory Committee to the U.S. Commission on Civil Rights held public meetings on sex trafficking and labor trafficking in the agriculture and forestry industries. The Committee identified the following concerns: (1) human trafficking is a form of gender-based discrimination; (2) there is a lack of culturally-specific and gender appropriate services to assist human trafficking victims; (3) government agencies responsible for investigating and prosecuting potential human trafficking cases need effective methods of communication; (4) the H-2A and H-2B visa programs are problematic and characterized by rampant exploitation of foreign-born workers; (5) data collection on human trafficking-related activities is limited; and (6) there is a need for training on how to identify victims and address human trafficking.

The report or memorandum is available at the following website:

<https://www.usccr.gov/pubs/2019/02-11-Human-Trafficking-Oregon.pdf>

Advisory Memorandum on Pending Legislation

On April 2, 2019, the Connecticut Advisory Committee to the U.S. Commission on Civil Rights held a briefing to examine the prosecutorial appointment process and prosecutorial practices in the Connecticut criminal justice system and whether these contribute to the racial disparities. In consideration of the testimony heard at its briefing, the Committee recommended that the Connecticut Legislature: (1) enact legislation regarding prosecutorial transparency and data collection; (2) provide additional funding for prosecutorial training; (3) increase opportunities for the public to be heard in the prosecutorial appointment process and policy priorities; and (4) support the expansion of the Chief State's Attorney's existing Early Screening and Intervention Program.

The report or memorandum is available at the following website:

<https://www.usccr.gov/press/2019/05-01-CT-SAC-Prosecutor-Memo-for-Legislation.pdf>

Preliminary Advisory Memorandum on Legal Financial Obligations in Tennessee

On March 27, 2019, the Tennessee Advisory Committee to the U.S. Commission on Civil Rights held a briefing to examine the policies and practices governing legal financial obligations (LFOs) in Tennessee and whether LFOs impose disproportionate burdens on women, indigent persons, or communities of color. The Committee highlighted a few of its key observations: (1) LFOs can create barriers to successful reentry and reintegration of formerly incarcerated individuals, contrary to the pursuit of a fair and effective justice system; (2) the number and type of fines and fees in Tennessee, both in civil and criminal proceedings, for juveniles as well as adults, have grown substantially in the past decades, vary significantly by county and can create uncollectable debt; and (3) accrued penal debt may exacerbate an individual's complex challenges in finding stable work, housing and transportation after a period of incarceration. It also can negatively impact a person's family and social networks; and (4) the harsh consequences of penal debt appear to fall disproportionately upon women, the poor, and communities of color.

The report or memorandum is available at the following website:

<https://www.usccr.gov/pubs/2019/Advisory-Memo-on-Legal-Financial-Obligations-in-Tennessee.pdf>

Advisory Memorandum on Voting Rights Briefing

On May 29, 2018, the Rhode Island State Advisory Committee to the U.S. Commission on Civil Rights held a briefing to examine the impact of the voter identification legislation. The issues that the speakers identified as relevant and potentially discriminatorily affecting voting rights based on race, color sex, disability status, and national origin included the following: (1) voter identification laws disproportionately impact communities of color; (2) there are issues with polling places; (3) there are problems with the issuance and execution of provisional ballots; and (4) the state has a modern voting system, using online voter registration and automatic voter registration, but has antiquated practices in voter registration requirements and out-of-date practices in early voting.

The report or memorandum is available at the following website:

<https://www.usccr.gov/press/2019/05-15-RI-Voting-Rights.pdf>

Bordertown Discrimination in Montana

On March 29, 2018, the Montana Advisory Committee to the U.S. Commission on Civil Rights held a public briefing to discuss Border Town discrimination that may have a discriminatory impact based on race, color, disability status, national origin, and/or the administration of justice. The Committee heard testimony on civil rights of Native Americans from law enforcement, criminal justice officials, advocacy groups, and elected officials. This study is a continuation of the Committee's 2016 Border Town discrimination inquiry on civil rights in Montana. The brief

presents a review of the issues, identifies key findings of the Committee, and provides policy recommendations.

The report or memorandum is available at the following website:

<https://www.usccr.gov/pubs/2019/05-29-Bordertown-Discrimination-Montana.pdf>

Advisory Memorandum on Hate Crimes in Massachusetts

On March 26, 2019, the Massachusetts Advisory Committee to the U.S. Commission on Civil Rights held a briefing in support of the Commission's project on hate crimes. The Committee sought to learn about the reported rise in hate crimes in Massachusetts and the response and efforts to address it. The Committee identified the following assertions and themes: (1) Tracking and Responding to Hate Crimes - data on hate crimes are unreliable; (2) Prosecuting Alleged Hate Crimes - anecdotal evidence suggests that the Massachusetts hate crime statute is not consistently applied; and (3) Preventing Hate Crimes - addressing the underlying problem of bias requires community involvement, partnerships with law enforcement, increased diversity of law enforcement personnel, and education, including mandatory public school anti-bias programs.

The report or memorandum is available at the following website:

<https://www.usccr.gov/pubs/2019/Advisory-Memo-on-Hate-Crimes-in-Massachusetts.pdf>

Use of Native American Indian Mascots in Non-Native Public Schools

On July 10, 2019, the Nebraska Advisory Committee to the U.S. Commission on Civil Rights issued a statement on the use of Native American Indian mascots in non-native public schools. A significant body of social science research, as well as reports from individuals and groups within the Native American community, indicates that such use by non-Native schools is disrespectful, offensive, demeaning, harmful, unwelcomed, and discriminatory. Therefore, the Nebraska State Advisory Committee publicly denounces the use of Native American mascots and calls for the elimination of such use within Nebraska's non-Native public schools.

The statement is available at the following website:

<https://www.usccr.gov/pubs/2019/07-10-Statement-of-the-NSAC-USCCR.pdf>

The Criminalization of People with Mental Illnesses in Maine

On June 14, 2017, the Maine Advisory Committee to the U.S. Commission on Civil Rights held a briefing to gather information from local advocates, law enforcement, attorneys, legislators, judicial officials, family members, and the public regarding treatment and de-criminalization of persons with mental illnesses in Maine. The Committee concluded that to decriminalize mental illnesses in Maine, two primary approaches are necessary. First, the Committee recommends using evidence-tested ways to protect and treat individuals with mental illnesses caught up throughout the criminal justice system, with the goal of stopping criminalization and enabling such individuals

to thrive in Maine's communities. Second, the Advisory Committee recommends funding and building up expanded, appropriate community care systems consistent with evidence-based best practices, so that in time nearly all persons with mental illnesses will benefit from integrated care in their homes and communities.

The report or memorandum is available at the following website:

<https://www.usccr.gov/pubs/2019/07-30-Maine-Criminalization-Mental-Health.pdf>

Summary of Briefings on Subtle Racism in South Dakota

On March 24, 2017, July 24, 2018, and July 25, 2018, the South Dakota Advisory Committee to the U.S. Commission on Civil Rights held briefings about the barriers faced by communities of color, particularly Native American communities, in South Dakota. The briefings of the South Dakota Advisory Committee show that the failures by the federal and state governments to adequately address the wellbeing of the indigenous populations in the United States is a part of the reason South Dakota's indigenous population ranks near the bottom in health, education, and employment outcomes.

The report or memorandum is available at the following website:

<https://www.usccr.gov/pubs/2019/07-30-SD-SAC-Subtle-Racism-Report.pdf>

Micronesians in Hawaii: Migrant Group Faces Barriers to Equal Opportunity

On August 20, 2015 and October 17, 2018, the Hawaii Advisory Committee to the U.S. Commission on Civil Rights held hearings on barriers to equal opportunities for Micronesians within the state. This report documents a longitudinal study conducted by the Committee based upon concerns raised by panelists and members of the public regarding barriers to equal opportunity throughout the state of Hawaii for people migrating from Micronesia to Hawaii. The legal framework in the United States protects lawful residents from a denial of equal access to official benefits and services. The federal government and the state of Hawaii have obligations to deliver social service support to this migrant group, lawfully residing in the United States.

The report or memorandum is available at the following website:

<https://www.usccr.gov/pubs/2019/08-13-Hawaii-Micronesian-Report.pdf>

Disability Rights and Civil Rights in Georgia

On February 27, 2019 and July 17, 2019, the Georgia Advisory Committee to the U.S. Commission on Civil Rights held briefings to receive testimony on disability rights about the *Olmstead v. L.C.* United States Supreme Court decision and subsequent settlement agreements. In *Olmstead v. L.C.*, two women sued the Commissioner of Georgia's Department of Human Services under Title II of the Americans with Disabilities Act (ADA). They argued that, by being kept in an institution after being cleared for community-based programs, they were not receiving services in the "most integrated setting" and that this segregation constituted discrimination under Title II. In a 6-3 decision, the U.S. Supreme Court agreed with the women, stating that the unjustified segregation

they were facing did constitute discrimination and that people with disabilities had the right to receive services in the community. Based upon testimony the Committee received, the Committee concluded that Georgia has not reached a point where all Georgians with disabilities are received services in the most integrated setting appropriate, as mandated in Olmstead and subsequent settlement agreements. The Committee recommends that the Commission conduct a national study on disability rights.

The report or memorandum is available at the following website:
<https://www.usccr.gov/pubs/2019/09-09-GA-Disability-Rights.pdf>

Citizenship Delayed: Civil Rights and Voting Rights Implications of the Backlog in Citizenship and Naturalization Applications

On February 22, 2019, the Colorado Advisory Committee to the U.S. Commission on Civil Rights held a hearing to receive testimony on the civil rights implications of the U.S. Citizenship and Immigration Service's naturalization backlog in Colorado. The Committee concluded that eliminating the U.S. Citizenship and Immigration Service's naturalization backlog and addressing the associated civil rights consequences will take a concerted effort from all stakeholders. The Committee recommended that affected individuals should pursue relief through the judicial system, while attempting to work with the other two branches to advance their case. The Committee also recommended that U.S. Citizenship and Immigration Services should evaluate policies and procedures impacting operational efficiency of benefits adjudication.

The report or memorandum is available at the following website:
<https://www.usccr.gov/pubs/2019/09-12-Citizenship-Delayed-Colorado-Naturalization-Backlog.pdf>

Mental Health Implications for Policing Practices and the Administration of Justice

On May 3, 2019 and August 9, 2018, the Nevada Advisory Committee to the U.S. Commission on Civil Rights held a forum and a briefing to receive testimony on civil rights concerns related to policing practices specifically in the use of force and related criminal justice topics. The purposes of this report are: (1) to share civil rights concerns brought forth in testimony in relation to disparities in policing practices and communities potentially impacted and (2) to provide specific recommendations to the Commission regarding actions that can be taken to address civil rights concerns.

The report or memorandum is available at the following website:
<https://www.usccr.gov/pubs/2019/09-18-NV-Policing-Practices.pdf>

Alaska Native Voting Rights

On August 24, 2017, June 19, 2018, and August 1, 2018, the Alaska Advisory Committee to the U.S. Commission on Civil Rights held briefings to receive testimony on the effectiveness of the implementation of the Toyukak v. Mallott settlement and court order related to language access, and the potential disparate impact of a statewide vote by mail system on Alaska Native voters.

This report documents an evaluation of the state's effort in 2016 to implement the Toyukak v. Mallott settlement and court order related to language access for Alaska Native voters, and examines concerns regarding the potential impact of vote by mail—a move that the State was considering during the gathering of evidence and before the production of this report.

The report or memorandum is available at the following website:

<https://www.usccr.gov/pubs/2019/09-19-AK-SAC-Voting-Report.pdf>

Civil Rights Impacts from Collateral Consequences in West Virginia

On May 4, 2018 and July 19, 2018, the West Virginia Advisory Committee to the U.S. Commission on Civil Rights held briefings to receive testimony on the collateral consequences that a felony record can have on access to employment, housing, professional licensing and public benefits. This report offers background information on the scope of collateral consequences nationally and describes general policy concerns surrounding the issue. It describes the legal scope of collateral consequences in West Virginia and explores the barriers that collateral consequences impose on those individuals with a criminal record as they attempt to re-enter society to become productive citizens.

The report or memorandum is available at the following website:

<https://www.usccr.gov/pubs/2019/09-25-Civil-Rights-Impacts-from-Collateral-Consequences-in-WV.pdf>

Civil Rights and Education Funding in Kansas

On February 22, 2018, March 5, 2018, March 22, 2018, April 13, 2018, and May 2, 2018, the Kansas Advisory Committee to the U.S. Commission on Civil Rights held hearings to receive testimony on civil rights and education funding in Kansas, and the potential disparate impact in access to education on the basis of race, color, age, religion, or disability. This report details civil rights concerns relating to school funding in the State of Kansas, and its impact on disparities in educational outcomes on the basis of race, color, sex, national origin, or disability status. The Committee examined the extent to which specific school funding formulas contribute to disparities in student achievement, as well as alternative practices with the demonstrated potential to address such concerns.

The report or memorandum is available at the following website:

<https://www.usccr.gov/pubs/2019/09-26-Kansas-Civil-Rights-and-Education-Funding.pdf>

Advisory Memorandum on Hate Crimes in Rhode Island

On June 11, 2019, the Rhode Island Advisory Committee to the U.S. Commission on Civil Rights held a briefing to receive testimony on the effectiveness of the current legislation in place to track, report, and combat hate crimes within Rhode Island. This Advisory Memorandum highlights the information the Committee learned at the briefing. The main assertions and themes of the briefing were hate crimes are underreported, there are barriers to reporting, improvements are needed to address the LGBTQ community and hate crimes, education initiatives are important to combat

hate crimes, law enforcement training needs improvement, protection is needed for associational hate crimes, hate crime law is a misnomer in Rhode Island, and there are underutilized efforts to combat hate crimes.

The report or memorandum is available at the following website:

<https://www.usccr.gov/pubs/2019/09-30-Rhode-Island-Advisory-Memo-Hate-Crimes.pdf>

Advisory Memorandum on Hate Crimes in North Dakota

On June 19, 2019, the North Dakota Advisory Committee to the U.S. Commission on Civil Rights held a briefing to learn about the impact of hate crimes statewide as well as the effectiveness of current legislation aimed at preventing hate crimes within North Dakota. The main assertions and themes of the briefing were North Dakota hate crime law is inadequate, there is a need for mandatory reporting, public education is an important part of combating hate crimes, there is a need for mandatory training, and there are economic consequences of insufficient hate crime laws.

The report or memorandum is available at the following website:

<https://www.usccr.gov/pubs/2019/09-30-North-Dakota-Advisory-Memo-Hate-Crimes.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.

Objective	Strategies	Performance Measures
	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.

Objective	Strategies	Performance Measures
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.

Objective	Strategies	Performance Measures
	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.

Objective	Strategies	Performance Measures
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

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.				
Description of Objective	Strategy	Performance Measures	FY 2020 Performance Target	FY 2021 Performance Target
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.	2 new projects	2 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.	2 briefings and/or hearings	2 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	3 newsletters	3 newsletters
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.

Description of Objective	Strategy	Performance Measures	FY 2020 Performance Target	FY 2021 Performance Target
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.	3 Meetings	3 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.	2 Reports	2 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.	5 Statements and/or letters	5 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.

Description of Objective	Strategy	Performance Measures	FY 2020 Performance Target	FY 2021 Performance Target
<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’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>10 Meetings</p>	<p>10 Meetings</p>
<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’s Advisory Committees will assess the state of civil rights, or a particular civil rights issue, in their jurisdiction.</p>	<p>Advisory Committees will hold briefings, public forums, or another mechanism.</p>	<p>5 Briefings public forums, etc.</p>	<p>5 Briefings public forums, etc.</p>

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.

Description of Objective	Strategy	Performance Measures	FY 2020 Performance Target	FY 2021 Performance Target
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.	5 Publications	5 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.

Description of Objective	Strategy	Performance Measures	FY 2020 Performance Target	FY 2021 Performance Target
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	3 Speaker Series' sessions	3 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.	3 Live-streamed events	3 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.

Description of Objective	Strategy	Performance Measures	FY 2020 Performance Target	FY 2021 Performance Target
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	3 Newsletters	3 Newsletters
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

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.				
Description of Objective	Strategy	Performance Measures	FY 2020 Performance Target	FY 2021 Performance Target
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

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.				
Description of Objective	Strategy	Performance Measures	FY 2020 Performance Target	FY 2021 Performance Target
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.