

**UNITED STATES  
COMMISSION ON CIVIL RIGHTS**



**REQUEST FOR CONGRESSIONAL APPROPRIATION FOR  
FISCAL YEAR 2014**

## Table of Contents

USCCR BUDGET REQUEST FOR SALARIES AND EXPENSES .....	3
APPROPRIATION LANGUAGE.....	3
FY 2014 PROGRAM OBJECTIVES AND PRIORITIES .....	3
BUDGET SUMMARY.....	5
REVIEW OF THE AGENCY’S FY 2014 FUNDING REQUEST .....	5
A.    Budget Request by Object Class .....	5
B.    Description of Budget Increases and Decreases .....	5
C.    Budget Request by Organization.....	7
FY 2012 PERFORMANCE HIGHLIGHTS.....	8
A.    Briefings .....	8
B.    Statutory Report .....	10
C.    Briefing Report.....	11
FY 2014-2018 STRATEGIC GOALS AND OBJECTIVES.....	12

**USCCR BUDGET REQUEST FOR SALARIES AND EXPENSES**

Congressional Appropriation Request for FY 2014.....	\$9,400,000
Congressional Appropriation Request for FY 2013 .....	\$9,400,000
Congressional Appropriation for FY 2012 .....	\$9,193,000

**APPROPRIATION LANGUAGE**

FEDERAL FUNDS

Salaries and Expenses

*For necessary expenses of the Commission on Civil Rights, including hire of passenger motor vehicles, **\$9,400,000**: Provided, That none of the funds appropriated in this paragraph shall be used to employ in excess of four full-time individuals under Schedule C of the Excepted Service 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 42 U.S.C. 1975a: Provided further, That there shall be an Inspector General at the Commission on Civil Rights who shall have the duties, responsibilities, and authorities specified in the Inspector General Act of 1978, as amended: Provided further, That an individual appointed to the position of Inspector General of the Government Accountability Office (GAO) shall, by virtue of such appointment, also hold the position of Inspector General of the Commission on Civil Rights: Provided further, That the Inspector General of the Commission on Civil Rights shall utilize personnel of the Office of Inspector General of GAO in performing the duties of the Inspector General of the Commission on Civil Rights, and shall not appoint any individuals to positions within the Commission on Civil Rights: Provided further, That of the amounts made available in this paragraph, \$250,000 shall be transferred directly to the Office of Inspector General of GAO upon enactment of this Act for salaries and expenses necessary to carry out the duties of the Inspector General of the Commission on Civil Rights.*

**FY 2014 PROGRAM OBJECTIVES AND PRIORITIES**

Our \$9.400 million appropriation request will support our civil rights agenda of promoting equal opportunity without regard to color, race, religion, sex, age, disability, or national origin. It will allow the Commission to serve as a civil rights “watchdog;” advise and collaborate with the President, Congress, and other federal agencies; and provide the public access to critical civil rights information.

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

mandate<sup>1</sup> of keeping all informed regarding civil rights issues, including discrimination or denial of equal protection of the laws because of color, race, religion, sex, age, disability, or national origin, or in the administration of justice. We seek to achieve our mission in a manner that both recognizes the full range of civil rights issues facing Americans today and is responsive to the emergence of new issues and challenges.

Our strategic vision consists of six goals:

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

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

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

## **BUDGET SUMMARY**

Our FY 2014 Appropriation Request of \$9.4 million includes \$250,000 that the Commission will transfer to the Government Accountability Office to carry out the duties of the Commission's Inspector General. The remaining \$9.15 million will support the Commission's mission. This request will fund 44 full-time equivalent (FTE) positions.

## **REVIEW OF THE AGENCY'S FY 2014 FUNDING REQUEST**

### **A. Budget Request by Object Class**

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

<b>Object Class and Title</b>	<b>FY 2012 Appropriation</b>	<b>FY 2014 OMB Request</b>	<b>Difference</b>
10 Personnel Compensation & Benefits	\$5,082,000	\$5,843,300	\$761,300
21 Travel & Transportation of Persons	\$180,396	\$150,596	(\$29,800)
22 Transportation of Things	\$0	\$0	\$0
23 Rent, Communications, and Utilities	\$1,541,249	\$1,720,552	\$179,303
24 Printing and Reproduction	\$62,129	\$71,700	\$9,571
25 Other Contractual Services	\$1,856,910	\$1,260,218	(\$596,692)
26 Supplies and Materials	\$89,947	\$84,134	(\$5,813)
31 Equipment	<u>\$130,369</u>	<u>\$19,500</u>	<u>(\$110,869)</u>
<b>Total Operating Budget</b>	<b>\$8,943,000</b>	<b>\$9,150,000</b>	<b>\$207,000</b>
Transfer to Government Accountability Office for Inspector General Functions	\$250,000	\$250,000	\$0
<b>Total Appropriation</b>	<b>\$9,193,000</b>	<b>\$9,400,000</b>	<b>\$207,000</b>

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

The following is a description of the budget increases and decreases from the Commission's FY 2012 Appropriation.

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

##### Personnel Compensation and Benefits - \$49,762/ 0 FTE

This increase is for the proposed 1.0 percent pay raise in FY 2014.

#### **Program Increases:**

##### Personnel Compensation and Benefits - \$761,538/ 3 FTE

During FY 2012, the Commission had vacancies in key positions including the Staff Director, General Counsel, and Director of the Office of Civil Rights Evaluation. In FY 2014, we plan to fill these vacancies.

Rent, Communication, and Utilities – \$179,303

This increase is primarily due to our recent office move.

Printing and Reproduction – \$9,571

This increase is for reprinting reports and publishing reports in other languages for Limited English Proficient persons.

**Program Decreases**

Personnel Compensation and Benefits – (\$50,000/0 FTE)

The Commission offered buyouts in FY 2012. The Commission does not plan to offer buyouts in FY 2014.

Travel – (\$29,800)

The Commission will reduce travel costs by using video teleconferencing and webinars to conduct Commission and State Advisory Committee meetings, briefings, and hearings.

Other Contractual Services – (\$596,692)

In FY 2012, the Commission's headquarters moved to a new location. The move required one-time costs such as furniture delivery and installing information technology. The Commission does not need these services in FY 2014.

Supplies – (\$5,813)

Due to the headquarters office move, supply purchases were higher in FY 2012. Supply levels will returned to normal in FY 2014.

Equipment – (\$110,869)

The Commission does not plan to make information technology upgrades in Fiscal Year 2014.

### C. Budget Request by Organization

The Commission's FY 2014 budget request supports several major organizational components. The following table provides a summary of the Commission's budget request by these components:

	<b>FY 2012 Appropriation</b>	<b>Percent Of Request</b>	<b>FY 2014 Appropriation Request</b>	<b>Percent Of Request</b>	<b>Difference</b>
National Program Offices	\$940,676	10.2%	\$1,332,490	14.2%	\$391,814
Regional Program Offices	\$1,690,559	18.4%	\$1,641,611	17.5%	(\$48,948)
Commissioners and Commissioner Assistants	\$1,538,000	16.7%	\$1,592,590	16.9%	\$54,590
Office of Staff Director	\$414,887	4.5%	\$534,820	5.7%	\$119,933
Robert S. Rankin Civil Rights Library	\$379,824	4.1%	\$319,880	3.4%	(\$59,944)
Operations & Administrative	\$3,979,054	43.3%	\$3,728,609	39.7%	(\$250,445)
<b>Total Operating Budget</b>	<b>\$8,943,000</b>	<b>97%</b>	<b>\$9,150,000</b>	<b>97.3%</b>	<b>\$207,000</b>
Inspector General (Transfer to GAO)	\$250,000	2.7%	\$250,000	2.7%	\$0
<b>Total Appropriation</b>	<b>\$9,193,000</b>	<b>100.0%</b>	<b>\$9,400,000</b>	<b>100.0%</b>	<b>\$207,000</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 our fact-finding and ensures the legal integrity of our written products. The Office of Civil Rights Evaluation provides subject matter and analytical expertise required to prepare social scientific evaluations of civil rights issues. Their combined budget is \$1,332,490. The National Program Offices' budget is 14.2 percent of the Commission's total budget in FY 2014.

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 2014 is \$1,641,611. The Regional Program Office's budget is 17.5 percent of the Commission's total budget request.

The Office of Staff Director (OSD) oversees the operation and management of the agency including: disseminating policies, recommending program activities, managing agency-wide performance, and overseeing the completion of the agency's substantive civil rights work. The FY 2014 budget request for the Office of Staff Director is \$534,820 or 5.7 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 2014 Commissioners and Commissioner Assistants' budget is \$1,592,590 or 16.9 percent of the Commission's total budget request.

The Library is an information source for Commission staff, government agencies, private organizations, and individuals. The FY 2014 budget request for the Library is \$319,880. This change is due to a decrease in library services. The Library's budget is 3.4 percent of the Commission's total budget request.

The Operations and Administrative budget request covers rent, human resources, financial management, information technology, and various other management functions. The FY 2014 budget request of \$3,728,609 is 39.7 percent of the Commission's budget request.

## **FY 2012 PERFORMANCE HIGHLIGHTS**

This section highlights the Commission's FY 2012 program accomplishments and activities.

### **A. Briefings**

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

#### **Redistricting and the 2010 Census: Enforcing Section 5 of the Voting Rights Act**

The United States Commission on Civil Rights held a public briefing on Friday, February 3, 2012 to hear testimony on the enforcement of Section 5 of the Voting Rights Act during the 2011-2012 redistricting cycle. The briefing supported the annual statutory report on federal civil rights enforcement efforts in the United States.

Section 5 of the Voting Rights Act (VRA) requires any jurisdiction identified in the Act as having a history of voting-rights discrimination to submit to the Attorney General or the U.S. District Court for the District of Columbia any proposed changes that the jurisdiction intends to make to its voting practices and procedures, including redistricting plans. A covered jurisdiction must demonstrate in the submission that its proposal "neither has the purpose nor will have the effect of denying or abridging the right to vote" on account of race, color, or membership in a language minority group. In reauthorizing the VRA in 2006, Congress amended the statute's purpose and effect standards in response to two recent Supreme Court decisions, *Reno v. Bossier Parish Sch. Bd.* and *Georgia v. Ashcroft*. These amendments have been effectuated by new guidance and preclearance procedures issued by the Justice Department.

The briefing included two panels of experts. Panel I included voting rights scholars Professor Guy-Uriel Charles of Duke Law School, Professor Keith Gaddie of the University of Oklahoma, Professor Justin Levitt of Loyola Law School, Los Angeles, and Professor Nathaniel Persily of Columbia Law School who discussed the 2006 VRA amendments and post-census redistricting. Panel II included present redistricting counsel from the States of Georgia and Alabama, and counsel from the ACLU and the Lawyers Committee for Civil Rights Under Law who gave their views on the current redistricting cycle and their interactions with the Justice Department.



## **Sex Trafficking: A Gender-Based Violation of Civil Rights**

The United States Commission on Civil Rights held a public briefing on Friday, April 13, 2012 to hear testimony on sex trafficking as a gender-based violation of civil rights and to examine the Trafficking Victims Protection Act of 2000 (TVPA).

The trafficking of persons has been called a modern form of slavery in which most victims are female. The TVPA established an interagency task force to combat trafficking with the participation of more than a dozen agencies. The Commission requested information from the task force and the Departments of Justice, State, and Health and Human Services, as to enforcement efforts. The Commission heard testimony on sex trafficking as a form of gender discrimination.

The briefing included three panels of experts. Panel I included Maggie Wynne, Director of the Division of Anti-Trafficking in Persons, HHS, and Greg Zoeller, Attorney General of the State of Indiana and a representative of the National Association of Attorneys General. Panel II included Bridgette Carr, Professor and Director of the Human Trafficking Clinic, The University of Michigan Law School and member of the Michigan Human Trafficking Task Force; Salvador Cicero, Cicero Law Firm and member of the Anti-Trafficking Task Force, Cook County, Illinois; Merrill Matthews, Resident Scholar, Institute for Policy Innovation and Chairman of the Texas SAC; and Karen Hughes, Lieutenant, Las Vegas Metropolitan Police Department, manager of the Vice Section of the Vice/Narcotics Bureau. Panel III included Mary Ellison, human rights lawyer and Director of Policy, Polaris Project; Amy Rassen, Licensed Clinical Social Worker and Senior Advisor, SAGE Project; Rhacel Parrenas, Professor and Chair, Sociology Department, University of Southern California; and Tina Frundt, Executive Director/Founder of Courtney's House and a survivor of domestic child sex trafficking.

## **The Civil Rights Implications of Current State-level Immigration Laws**

The United States Commission on Civil Rights held a public field briefing in Birmingham Alabama on Friday, August 17, 2012 on the effects of recently enacted state immigration enforcement laws on the civil rights of individuals in the wake of the U.S. Supreme Court decision in *Arizona v. United States*.

The briefing consisted of four panels. Panel I included Kris Kobach, Secretary of State, Kansas; Chris England, Representative, Alabama House of Representatives; Scott Beason, Senator, Alabama Senate; and Stacey Abrams, House Minority Leader for the Georgia General Assembly. Panel II included Tammy Beshers, South Carolina Appleseed Legal Justice Center; Chris Chmielenski, NumbersUSA; Chuck Ellis, Councilman, City of Albertville, Alabama; William Lawrence, Principal, Foley Elementary School, Alabama; Steve Marshall, District Attorney, Marshall County, Alabama; and Isabel Rubio, Executive Director, Hispanic Interest Coalition of Alabama. Panel III included Marie Provine, Professor, Arizona State University; Carol Swain, Professor, Vanderbilt University; Mark Krikorian, Director, Center for Immigration Studies; Michele Waslin, American Immigration Council; Dan Stein, President, Federation for American Immigration Reform; Mary Bauer, Southern Poverty Law Center, and Victor Viramontes, Mexican American Legal Defense and Educational Fund. Panel IV included Joseph Knippenberg, Georgia SAC and Professor, Oglethorpe University; Jerry Gonzalez, Georgia SAC

and Executive Director, Georgia Assn. of Latino Elected Officials; and Joanne Milner, Utah SAC Chair and Office of the Mayor, Salt Lake City Corp. The Commission also heard from two undocumented students regarding the effect of these laws on their civil rights.

## **B. Statutory Report**

### **Redistricting and the 2010 Census: Enforcing Section 5 of the Voting Rights Act**

This Report examines the U.S. Department of Justice Civil Rights Division's (DOJ's) enforcement of Section 5 of the Voting Rights Act (Section 5) in the 2011-2012 redistricting cycle. Section 5 requires certain jurisdictions with a history of discrimination to obtain preclearance from DOJ or the U.S. District Court for the District of Columbia for any proposed changes to their voting practices and procedures, including redistricting plans.

To obtain preclearance, a jurisdiction must show that the proposed voting changes (1) will not have the effect of denying or abridging the right to vote on the basis of race, color, or membership in a language minority group, and (2) do not have a discriminatory purpose.

Historically, both DOJ and the courts have understood a discriminatory "effect" under Section 5 to mean that the proposed change will result in retrogression—a decrease in minorities' ability to elect their preferred candidate. In 2003, however, the U.S. Supreme Court in *Georgia v. Ashcroft* called for a more expansive legal standard. In explaining how this new standard would be implemented, the Court articulated the notion of "coalition" districts in which coalitions of voters would help to elect minorities' preferred candidate. Congress rejected this more expansive legal standard, and it amended Section 5 in 2006 to explicitly state that a discriminatory "effect" means retrogression. However, the House and Senate Committee Reports contradicted each other on whether "coalition" districts are protected under Section 5.

In 2011, the DOJ issued new guidance and preclearance procedures that accounted for the 2006 amendments to Section 5. The new guidance described the "functional analysis" DOJ uses to determine whether a redistricting plan has a discriminatory effect. Rather than looking at census data in isolation, a "functional analysis" also includes consideration of voter history, electoral cohesiveness, and minority political activity.

Although DOJ's guidance did not address the ambiguity with respect to "coalition" districts, in practice, DOJ has taken the position that Section 5 prohibits retrogression of "coalition" districts. DOJ has also taken the position that Section 5 prohibits "proportional regression"—situations where the total number of seats in an electoral body increases but there is no increase in the number of districts where minorities can elect their candidate of choice.

In determining whether a redistricting plan has a discriminatory purpose, DOJ and courts consider several factors, including but not limited to: the impact on minority groups; historical background; the sequence of events leading up to the redistricting plan; any departure from normal procedures in the decision-making process; and the legislative or administrative history. In 2000, the Supreme Court in *Reno v. Bossier Parish School Board* held that a discriminatory

“purpose” is limited to an intent to retrogress. But in 2006, Congress rejected the Court’s ruling and amended Section 5 to define “purpose” as “any discriminatory purpose.”

While Section 5 prohibits discrimination based on race, ethnicity, or membership in a language minority group, gerrymandering based on political party affiliation is both legal and commonplace. Where voters’ membership in a minority group correlates with their political preference, discriminatory purpose is difficult to identify. Despite the potential breadth of the “any discriminatory purpose” standard, DOJ’s objections based on the “purpose” prong have tended to be based on an intent to retrogress.

In 2011, an unprecedented number of redistricting plans were submitted to the Federal District Court for the District of Columbia for preclearance, either in lieu of or simultaneously with a submission to DOJ. As of approval of this report, the vast number of cases filed in Federal District Court have been resolved.

### **C. Briefing Report**

#### School Discipline and Disparate Impact

The Commission held a briefing entitled, “School Discipline and Disparate Impact” on February 11, 2011 to examine the effect of the U.S. Department of Education’s disparate impact initiative announced in the fall of 2010 for schools and school districts across the country. The Commission asked teachers and administrators from racially diverse public school districts how they have responded to the new initiative; specifically, whether their teachers and administrators have changed their policies and practices as a result, and what those changes were. The Commission was interested also in whether the districts kept statistics to track the effectiveness of policies; how they train their teachers in implementing discipline policies; and what other means the districts used to evaluate whether their policies worked.

The Commission asked the U.S. Department of Education (Department) to describe its disparate impact initiative and supply case documents indicating the manner in which the Department implemented disparate impact theory in its enforcement work. The Department’s civil rights enforcement unit, the Office for Civil Rights, provided documents relating only to closed cases, which showed investigations that proceeded to resolution based initially on a disparate impact theory. The Department’s policy as stated during the briefing is that statistically disparate results create a presumption of discrimination that must be rebutted by the school or district with evidence that the school or district has a legitimate educational justification and that there are no equally effective alternative policies that would achieve the school’s educational goals. The Department indicated that it would continue to use disparate impact theory in its investigations, including those currently open, in addition to disparate treatment theory.

Teachers appearing before the Commission were Mr. Allen Zollman, Ms. Andrea Smith, Ms. Jamie Frank, Mrs. Louise Seng, and Mr. Patrick Welsh. Administrators appearing before the Commission were Ms. Suzanne Maxey, Principal at TC Williams High School in Alexandria City, Virginia; Dr. Osvaldo Piedra, Assistant Principal, East Lake High School, Pinellas County, Florida; Mr. Joseph Oliveri, Retired Director of Alternative Schools for the Austin Independent

School District, Texas; Mr. Edward Gonzalez, Associate Superintendent, Department of Prevention and Intervention, Fresno Unified School District, Fresno County, California; Dr. Hardy Murphy, Superintendent, Evanston/Skokie District 65, Cook County, Illinois; Dr. Hertica Martin, Executive Director for Elementary and Secondary Education, Rochester Public Schools, Olmstead County, Minnesota; and Dr. Douglas Wright, Superintendent, San Juan School District, Blanding, Utah. Mr. Ricardo Soto, Principal Deputy Assistant Secretary for Civil Rights, Office for Civil Rights, U.S. Department of Education, appeared for the Department.

**FY 2014-2018 STRATEGIC GOALS AND OBJECTIVES**

Led by eight commissioners,<sup>2</sup> our national and regional office staff of civil rights analysts, social scientists, attorneys, and our 51 state advisory committees will carry out our mission in FY 2014 by continuing to improve the alignment of our program activities with the goals and objectives in our strategic plan. We will measure performance against established targets, and report on our challenges and successes.

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

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

As we move towards implementing our new strategic plan, the Commission’s goal is to incorporate our stakeholders’ feedback into our efforts to shape the nation’s civil rights debate through expanded research, information, and reports generated by agency program activities.

**STRATEGIC GOAL A:**

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

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

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

**STRATEGIC GOAL B:**

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

Objective	Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• The Commission will regularly conduct original fact-finding and/or a novel statistical data review in a civil rights investigation.</li>   <li>• All Commission products will be prepared using standards that provide for maximum objectivity.</li> </ul>	<ul style="list-style-type: none"> <li>• The Commission will include selection of an investigation as part of its annual project planning.</li>   <li>• The Commission will strengthen employees' ability to conduct investigations.</li>   <li>• The Commission will strengthen its information quality standards and other procedures regarding the process and review of agency products, as</li> </ul>	<ul style="list-style-type: none"> <li>• During its regular project planning process, the Commission will select one investigative project involving original fact-finding and/or statistical data reviews, either as a stand-alone project or in conjunction with a briefing or enforcement report.</li>   <li>• Upon approval of an investigative project by the Commission, SACs may be solicited to aid the Commission in state and local fact gathering.</li>   <li>• The Commission will train and/or cross-train designated employees on field interview techniques and statistical analysis.</li>   <li>• The Commission will amend its Human Capital Plan to prioritize developing employee capacities in the areas of statistical analysis and complaint interviews.</li>   <li>• By 2015 the Commission will conduct a review of existing information quality standards, administrative instructions, and other quality control and quality</li> </ul>

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

**STRATEGIC GOAL C:**

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

Objective	Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Strengthen the Commission’s position as a national clearinghouse for civil rights information.</li> <li>• Consult with the civil rights divisions of other agencies to ensure dissemination of accurate information for the complaint referral process.</li> </ul>	<ul style="list-style-type: none"> <li>• Measure and analyze web traffic data on the clearinghouse web page to identify top three civil rights areas of interest</li> <li>• Maintain up to date information on the USCCR complaint referral process.</li> <li>• Simplify the telephone complaint referral process.</li> </ul>	<ul style="list-style-type: none"> <li>• Yearly updates to the clearinghouse web page.</li> <li>• Review annually (FY) and update, as needed, the Uncle Sam publication, in both English and Spanish.</li> <li>• By FY 2016, issue quarterly data reports that list and rank clearinghouse information hits tabulated by agency (DOJ, EEOC, DOE and DOL).</li> <li>• List the name, URL and contact information for each Federal Civil Rights division that we refer complaints to on the USCCR website.</li> <li>• Contact the Federal civil rights divisions that we refer complaints to, semi-annually, to confirm accuracy of civil rights complaint contact information.</li> <li>• By 2014 update the phone</li> </ul>

Objective	Strategies	Performance Measures
		lines to allow callers to use a push button system to obtain complaint referral information (ex: push 1 for Employment; Push 2 for Housing, etc.)

**STRATEGIC GOAL D:**

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

Objective	Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Raise public awareness of the Commission’s work</li> <li>• Modernize the Commission’s information technology infrastructure to increase access to the Commission’s work products.</li> <li>• Improve access to agency publications and dissemination of information for all persons including persons with disabilities and persons with limited English proficiency.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand Press Outreach</li> <li>• Revise and reformat the website to increase web traffic and access to publications.</li> <li>• Increase access to Commission briefings and hearings using online tools</li> <li>• Measure and analyze web traffic and written requests for Commission reports.</li> <li>• Revise and update the USCCR website to make electronic and</li> </ul>	<ul style="list-style-type: none"> <li>• Create and update press list on a regular basis</li> <li>• Issue press releases (English &amp; Spanish) and update website prior to every hearing and briefing.</li> <li>• Participate in speaking engagements and public policy symposia.</li> <li>• Reformat website to increase Google hits.</li> <li>• By FY 2016, Commission briefings and hearings will be streamed live online and made available on the website for future viewings.</li> <li>• By FY 2014, issue monthly reports on downloads and written requests for USCCR publications (top ten for each category).</li> </ul>

Objective	Strategies	Performance Measures
<ul style="list-style-type: none"> <li>Expand and clarify the USCCR complaint process for all individuals including LEP persons and persons with disabilities.</li> </ul>	<p>information technology (EIT) accessible to persons with disabilities.</p> <ul style="list-style-type: none"> <li>Analyze complaint line data and written requests for assistance to identify language access needs.</li> <li>Improve web-based complaint screening process and online guidance to complainants.</li> </ul>	<ul style="list-style-type: none"> <li>By FY 2016, the agency shall implement accessible elements on the website, including alt tags, long descriptions, and captions, as needed.<sup>3</sup></li> <li>By FY 2016, all documents on the website shall be made available in HTML or a text-based format.<sup>4</sup></li> <li>Maintain log (library and complaint line) to identify which language, other than English, is most often used by callers/writers when they contact the Commission.</li> <li>By FY 2015, update the USCCR website to include direct links to federal agencies' civil rights complaint page.</li> </ul>

**STRATEGIC GOAL E:**

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

Objective	Strategies	Performance Measures
<ul style="list-style-type: none"> <li>Continue to strengthen the Commission's financial, budget, and performance policy, procedures, and reports</li> </ul>	<ul style="list-style-type: none"> <li>Align the Commission's budget submissions with the Agency's strategic plan and annual performance plan.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with OMB Circular A-11</li> </ul>

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

<sup>4</sup> This format is necessary so that a person using a screen reader can access online documents or documents provided by the library on disc.



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

Objective	Strategies	Performance Measures
	efficiency of the workforce.	

**STRATEGIC GOAL F:**

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

Objective	Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Include SAC input in the Commission’s program planning process.</li> <li>• Enhance collaboration between and among SACs, regional offices and the Commission.</li> <li>• Strengthen the SAC re-chartering process</li> </ul>	<ul style="list-style-type: none"> <li>• Solicit SAC involvement in briefings and hearings.</li> <li>• Expand communication and information sharing through the use of a listserv and webinar capabilities.</li> <li>• Achieve and maintain chartered status for all 51 SACs.</li> </ul>	<ul style="list-style-type: none"> <li>• Subject to budget constraints, by FY 2015, SACs will be encouraged to participate in at least two briefings/ hearings/fact-finding and/or public forums annually.</li> <li>• Issue monthly updates via listserv (from DC office to Regions).</li> <li>• By FY 2015, Regional offices will have the capability to offer webinars.</li> <li>• Extend SAC appointee terms to 4 years.</li> <li>• Eliminate SAC backlog by FY 2015.</li> <li>• Re-charter SACs set to expire after 10/1/2014 within 60 days.</li> </ul>