

**UNITED STATES  
COMMISSION ON CIVIL RIGHTS**



**REQUEST FOR CONGRESSIONAL APPROPRIATION FOR  
FISCAL YEAR 2016**

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**USCCR BUDGET REQUEST FOR SALARIES AND EXPENSES**

Congressional Appropriation Request for FY 2016.....	\$9,413,000
Congressional Appropriation for FY 2015 .....	\$9,200,000
Congressional Appropriation for FY 2014 .....	\$9,000,000

**APPROPRIATION LANGUAGE**

FEDERAL FUNDS

Salaries and Expenses

*For necessary expenses of the Commission on Civil Rights, including hire of passenger motor vehicles, [\$9,200,000] \$9,413,000: Provided, That none of the funds appropriated in this paragraph shall be used to employ in excess of [four] twelve 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 section 3 of the Civil Rights Commission Act of 1983 (42 U.S.C. 1975a). Provided further, That the Commission is authorized to accept and use gifts in the form of in-kind contributions of space and hospitality to support national and regional programs; and equipment, supplies, and professional volunteer services to support regional programs.*

**FY 2016 PROGRAM OBJECTIVES AND PRIORITIES**

Our \$9.413 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

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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

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

Our strategic vision consists of six goals:

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

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

## **BUDGET SUMMARY**

Our FY 2016 Appropriation Request is \$9.413 million, an increase of \$213,000 from our FY 2015 Appropriation. This request will fund 45 full-time equivalent (FTE) positions.

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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.

## REVIEW OF THE AGENCY'S FY 2016 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 2016 Request</b>	<b>FY 2015 Appropriation</b>	<b>Difference</b>
10 Personnel Compensation & Benefits	\$6,098,931	\$5,748,702	\$350,229
21 Travel & Transportation of Persons	\$170,185	\$188,565	(\$18,380)
22 Transportation of Things	\$0	\$0	\$0
23 Rent, Communications, and Utilities	\$1,721,564	\$1,742,879	(\$21,315)
24 Printing and Reproduction	\$52,600	\$52,600	\$0
25 Other Contractual Services	\$1,309,096	\$1,397,630	(\$88,534)
26 Supplies and Materials	\$41,124	\$41,124	\$0
31 Equipment	<u>\$19,500</u>	<u>\$28,500</u>	(\$9,000)
<b>Total Appropriation</b>	<b>\$9,413,000</b>	<b>\$9,200,000</b>	<b>\$213,000</b>

### B. Description of Budget Increases and Decreases

The following is a description of the budget increases and decreases from the Commission's FY 2015 Appropriation to its FY 2016 Congressional Budget Request.

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

##### Personnel Compensation and Benefits - \$121,723/ 0 FTE

This increase is for an anticipated 1.3 percent pay raise in FY 2016, annualization of the FY 2015 pay raise, and changes to employee benefits. Employee benefit costs are increasing due to changes in the Federal Employees Retirement System (FERS) Normal Cost Percentage.

#### **Program Increases:**

##### Personnel Compensation and Benefits – \$297,837/4 FTE

The Commission plans to hire a Deputy Staff Director and regional and headquarter staff. These positions will improve agency management and State Advisory Committee activities.

#### **Program Decreases**

##### Personnel Compensation and Benefits – (\$69,331)/ 0 FTE

This decrease is due to staffing plan changes resulting in hiring personnel at lower grades.

##### Travel – (\$18,380)

This decrease is due to lower travel costs for Commission hearings and briefings.

##### Rent, Communication, and Utilities – (\$21,315)

The Commission plans to reduce the use of commercial facilities for hearings and briefings.

Other Contractual Services – (\$88,534)

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

Equipment – (\$9,000)

In FY 2015, the Commission purchased furniture for a regional office move. The Commission does not plan to purchase furniture in FY 2016.

**Budget Request by Organization**

The Commission’s FY 2015 budget request supports several major organizational components. The following table provides a summary of the Commission’s budget request by these components:

	<b>FY 2016 Appropriation Request</b>	<b>Percent Of Request</b>	<b>FY 2015 Appropriation</b>	<b>Percent Of Request</b>	<b>Difference</b>
National Program Offices	\$1,348,300	14.3%	\$1,349,553	14.67%	(\$1,253)
Regional Program Offices	\$1,926,429	20.5%	\$1,838,116	19.98%	\$88,313
Commissioners and Commissioner Assistants	\$1,634,929	17.4%	\$1,567,536	17.04%	\$67,393
Office of Staff Director	\$589,070	6.3%	\$433,666	4.71%	\$155,404
Robert S. Rankin Civil Rights Library	\$272,820	2.9%	\$225,000	2.45%	\$47,820
Operations & Administrative	<u>\$3,641,452</u>	38.6%	<u>\$3,786,129</u>	41.15%	<u>(\$144,677)</u>
<b>Total Appropriation</b>	<b>\$9,413,000</b>	<b>100%</b>	<b>\$9,200,000</b>	<b>100.00%</b>	<b>\$213,000</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 \$1,348,300. The National Program Offices’ budget is 14.3 percent of the Commission’s total budget in FY 2016.

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 2016 is \$1,926,429. The Regional Program Office’s budget is 20.5 percent of the Commission’s total budget request. The Commission plans to fill several vacant positions in FY 2015.

The Commissioners and Commissioner Assistants’ request covers the salary, benefits, and travel for Commissioners and their Assistants. The FY 2016 Commissioners and Commissioner Assistants’ budget is \$1,634,929 or 17.4 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 2015 Office of Staff Director budget is \$589,070 or 6.3 percent of the

Commission's total budget request. The Commission plans to hire a Deputy Staff Director in FY 2016.

The Library is an information source for Commission staff, government agencies, private organizations, and individuals. The FY 2016 budget request for the Library is \$272,820. The Library's budget is 2.9 percent of the Commission's total budget request.

The Operations and Administrative budget request covers rent, information technology, communication, human resources, financial management, and other functions necessary to maintain a Federal agency's operations and conduct the Commission's mission. The FY 2016 budget request of \$3,641,452 is 38.6 percent of the Commission's budget request. The decrease is due to reductions in Communication and other contractual services.

## **FY 2014 PERFORMANCE HIGHLIGHTS**

This section highlights the Commission's FY 2014 program accomplishments and activities.

### **A. Briefings**

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

#### **Patient Dumping by Hospitals: Enforcement of the Emergency Medical Treatment and Labor Act**

On March 14, 2014, the U.S. Commission on Civil Rights held a public briefing to examine compliance with the Emergency Medical Treatment and Labor Act (EMTALA), a federal law that requires Medicare-participating hospitals to treat emergency medical conditions of any person regardless of capacity to pay, and makes unlawful the discharge of patients prior to stabilizing any medical condition. The purpose of EMTALA is to prevent hospitals, states and/or localities from prematurely discharging indigent people in need of emergency care and transporting them to other entities, a practice colloquially called "patient dumping."

Of concern to the Commission is the extent to which patients with a psychiatric disability are denied adequate care and whether there has been systemic neglect of this group. Experts at the briefing presented research on how many patients across the country may have been prematurely discharged; discussed what policies are in place to detect potential violations of the law; reported on possible links between deficiencies in federal expenditures to states and prevalence of patient dumping, and discussed whether hospital policies governed by the Act should be revised to ensure the protection of patients' rights.

The Commission heard from nine speakers in three panels. The speakers on the government panel were: Marilyn Dahl, Department of Health & Human Services, Centers for Medicare & Medicaid Services; Eileen Hanrahan, Department of Health & Human Services, Office of Civil Rights; and Sandra Sands, Department of Health & Human Services, Office of the Inspector General. The speakers in the advocates/practitioners panel were Staci Pratt, ACLU; Gina Greenwood, Baker Donelson; Hernan Vera, Public Counsel; and Susan Preston, Goodell,

DeVries, Leech and Dann LLP. On the scholars/academics panel, the speakers were Katharine Van Tassel, The University of Akron School of Law; and Richard Elliott, Mercer University School of Medicine and School of Law.

### **Federal Enforcement of Title IX Sexual Harassment Law in Elementary, Secondary, and Post-Secondary Schools**

On July 2, 2014, the U.S. Commission on Civil Rights held a briefing to examine the effect of recent federal guidance on sexual harassment in schools and possible conflicts with constitutional protections. The U.S. Departments of Education and Justice enforce Title IX, which protects the right of students in public schools and schools receiving federal funds to obtain an education in an atmosphere free of sexual harassment.

The Commission heard from the following speakers: James Cadogan, Civil Rights Division of the Department of Justice (DOJ); Chris Chapman, Nat'l Center for Education Statistics, Dept. of Education; Seth Galanter, Office for Civil Rights, Department of Education (ED-OCR); Fatima Goss Graves, National Women's Law Center; Catherine Hill, American Association of University Women; Anita Levy, American Association of University Professors; Greg Lukianoff, Foundation for Individual Rights in Education; Ken Marcus, former head of ED-OCR, now Louis D. Brandeis Center; Ada Meloy, American Council on Education; Allison Randall, Office on Violence Against Women (DOJ), and Eugene Volokh, University of California Los Angeles Law School.

## **B. Commission Reports**

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

On April 13, 2012, the U.S. Commission on Civil Rights (Commission) conducted a briefing to examine the federal government's efforts to combat sex trafficking in the United States. The trafficking of persons, often described as a modern-day or twenty-first century form of slavery, affects women and children in the United States on a regular basis. In an effort to tackle this growing problem, Congress enacted the Trafficking Victims Protection Act of 2000 (TVPA). The TVPA recognizes that the victims of human trafficking are overwhelmingly targeted based on gender. The Commission sought and invited speakers that could address efforts made on the federal and local level to combat sex trafficking. The Commission heard from: (1) Maggie Wynne, U.S. Department of Health and Human Services; (2) Greg Zoeller, National Association of Attorneys General; (3) Bridgette Carr, Human Trafficking Clinic at the University of Michigan Law School; (4) Salvador Cicero, Cook County Anti-Trafficking Task Force; (5) Merrill Matthews, Texas State Advisory Committee to the U.S. Commission on Civil Rights; (6) Karen Hughes, Las Vegas Metropolitan Police Department; (7) Mary Ellison, Polaris Project; (8) Amy Rassen, The SAGE Project, Inc.; (9) Rhacel Parreñas, University of Southern California; and (10) Tina Frundt, Courtney's House.

Based on these briefing discussions, the Commission developed findings and recommended the following: development of a model state law on trafficking ; development by the federal government of standard definitions for "sex trafficking" and related terms with input from



involved federal agencies, state and local law enforcement entities, and the advocacy and scholarly sectors; a suggestion that the FBI list trafficking as a major crime category; and that HHS collect statistics on the scope of trafficking, including a percentage of victims.

([http://www.usccr.gov/pubs/SexTrafficking\\_9-30-14.pdf](http://www.usccr.gov/pubs/SexTrafficking_9-30-14.pdf))

## **Federal Civil Rights Engagements with Arab and Muslim-American Communities Post 9/11**

On November 9, 2012, the U.S. Commission on Civil Rights held a briefing to examine the methods, goals, and effectiveness of the federal government's post-9/11 civil rights engagement with the Arab and Muslim American community, including federal outreach to the public to end prejudice and discrimination against these communities. The Commission heard from: (1) Zainab al-Suwaij, American Islamic Congress; (2) James Zogby, Arab American Institute; (3) Kenneth Marcus, Louis D. Brandeis Center for Human Rights Under Law; (4) Haris Tarin, Muslim Public Affairs Council; (5) Asim Rehman, Muslim Bar Association of New York; (6) Dr. Jytte Klausen, Brandeis University; (7) Professor Sahar Aziz, Texas Wesleyan Law School; (8) Professor Eugene Volokh, UCLA School of Law; (9) Professor Sam Rascoff, NYU School of Law; (10) Dr. Peter Skerry, Boston College; (11) Eric Treene, Special Counsel for Religious Discrimination, Department of Justice, Civil Rights Division; and (12) David Gersten, Director of Civil Rights & Civil Liberties Programs Branch, Department of Homeland Security. The panelists addressed several concerns including the Muslim community's ratings of trust for government departments and their components; solutions for improving the federal government's engagement with Arab and Muslim American communities; organization of the government's outreach and investigative efforts; and, problems with data reporting and categorization of religious-based hate crimes.

The final report examined the methods, goals and effectiveness of the federal government's engagement with Arab and Muslim-American individuals and communities. Specifically, the report focused on actions taken by the federal government to address, prevent and eradicate violations of civil rights laws against the Arab and Muslim-American communities, as well as efforts taken to ameliorate, eliminate or reduce religious, national-origin, and ethnic bias.

## **Assessing the Impact of Criminal Background Checks and the Equal Employment Opportunity Commission's Conviction Records Policy**

On December 7, 2012, the United States Commission on Civil Rights held a briefing to examine the disparate impact provisions of the Equal Employment Opportunity Commission's (EEOC) April 2012 guidance concerning the use of criminal background histories. The Commission sought to learn about the effects of the EEOC's revised policy on employers and on black and Hispanic applicants with or without a criminal record.

The Commission heard from a variety of speakers during the briefing. The speakers that appeared before the Commission were: Carol Miaskoff, Act.Assoc.LC, EEOC OLC; Don Livingston, Akin Gump LLP and former EEOC GC; Harry Holzer, Georgetown Univ. and former Chief Economist, Dept. of Labor; Alfred Blumstein, Carnegie Mellon Univ.; Jeffrey Sedgwick, Keswick Advisors and former Dir., Bureau of Justice Statistics; Roberta Meyers, Dir.,

Nat'l HIRE Network; Glenn E. Martin, VP, Fortune Society; Lucia Bone, Founder, Sue Weaver CAUSE; Julie Payne, GC, G4S Secure Solutions (USA) Inc.; Richard Larson, WinningWorkTeams and former VP, HR, Universal Studios Resort; Garen Dodge, Jackson Lewis LLP and Council for Employment Law Equity; Nick Fishman, Co-founder, EmployeeScreenIQ; Montserrat Miller, Arnall Golden Gregory LLP and Counsel, Nat'l Ass'n of Prof. Background Screeners; William Dombi, VP, Nat'l Assn. for Home Care and Hospice; Todd McCracken, Pres., Nat'l Small Business Ass'n; Jonathan Segal, Duane Morris LLP and Soc. for Human Resource Management; and Rich Mellor, VP, Nat'l Retail Federation.

The final report incorporated the speakers' testimony regarding their views on the effects of the 2012 Guidance, its legal complexities, the sufficiency of its evidentiary basis, and on whether the 2012 Guidance would result in a negative disparate impact on the very groups the agency intends to protect. Ultimately, former-offender advocacy groups welcomed the 2012 Guidance for its virtual prohibition on blanket exclusionary policies and its strongly suggested consideration of applicants and employees with criminal records of many kinds on a narrowly drawn or case-by-case basis. These records included arrest records only, criminal citations, misdemeanor convictions, expungements, and felony convictions, among others. The report also found that speakers representing employers discussed whether the majority of employers, who for legal, statutory mandate, business and/or safety reasons must exclude applicants with particular criminal convictions, might be forced to reduce hiring overall, increase automation, or move some jobs overseas as a result of the new 2012 Guidance. Moreover, the report discussed how such a reduction in hiring of entry-level workers would likely have the unfortunate effect of disproportionately lowering job opportunities and reducing employment among blacks and Hispanics.

[http://www.eusccr.com/EEOC\\_final\\_2013.pdf](http://www.eusccr.com/EEOC_final_2013.pdf)

### **The Civil Rights Implication of Eminent Domain Abuse**

On August 12, 2011, the U.S. Commission on Civil Rights convened a briefing to discuss the history of eminent domain abuse, its impact on poor and minority communities, and to collect information on the efforts by federal or state legislatures to curb abuses. Information gathered by the Commission highlighted the differing opinions among advocates. Some civil rights advocates argued that urban renewal condemnations permitted by the Supreme Court's decision in *Berman v. Parker* have historically been used to target racial and ethnic minorities, using the term "blight" as a facially neutral word that masks discriminatory motives behind takings. Many states have enacted laws attempting to limit the scope of eminent domain power further sanctioned by the Court's subsequent decision in *Kelo v. City of New London* upheld its use for private economic redevelopment. However, some scholars argue that these laws contain loopholes that continue to permit the exact same kinds of condemnations under the guise of alleviating 'blight'—a concept defined so broadly that virtually any property the government covets can be declared blighted. Some legislative attempts to reform these abusive practices have been criticized as ineffective. At the time of the briefing, 43 states had enacted laws attempting to limit the scope of eminent domain power sanctioned by *Kelo*.

The Commission heard from the following speakers during the briefing: David T. Beito, Chair of the Alabama State Advisory Committee to the U.S. Commission on Civil Rights; J. Peter Byrne, Professor of Law, Georgetown University Law Center; Hilary O. Shelton, Senior Vice-President for Advocacy, NAACP; and Ilya Somin, Associate Professor of Law, George Mason Law School.

The final report dealt with a wide variety of topics, including: 1) the compatibility of or tension between the protection of individual rights and powers delegated to the states; 2) whether redevelopment projects using eminent domain disproportionately harm minority property owners; 3) whether greater government constraint on eminent domain takings, particularly those for redevelopment that transfer the property to private entities, is necessary to protect poor or politically-weak property owners who are often members of minority groups; 4) whether developers have alternative methods and can amass large sites and more successfully redevelop areas without using eminent domain (and public funding), and with less-harmful effects on displaced property owners, particularly minorities; 5) whether recent changes, such as minorities' increased political participation in the last 30 years and/or requirements for more transparency and community involvement in eminent domain procedures, have led to less eminent domain abuse; 6) whether eminent domain requirements should provide compensation for displaced businesses and tenants, not just homeowners; and 7) whether eminent domain suits have included charges of civil rights violations.

[http://www.usccr.gov/pubs/FINAL\\_FY14\\_Eminent-Domain-Report.pdf](http://www.usccr.gov/pubs/FINAL_FY14_Eminent-Domain-Report.pdf)

### **Patient Dumping**

The U.S. Commission on Civil Rights chose to focus on Enforcement of the Emergency Medical Treatment and Labor Act for its annual 2014 Statutory Enforcement Report. This report examined compliance with the Emergency Medical Treatment and Labor Act (EMTALA), a federal law that requires Medicare-participating hospitals to treat emergency medical conditions of any person regardless of capacity to pay, and makes unlawful the discharge of patients prior to stabilizing any medical condition. The purpose of EMTALA is to prevent hospitals, states and/or localities from prematurely discharging indigent people in need of emergency care and transporting them to other entities, a practice colloquially called “patient dumping.”

Specifically, the Commission's report focused on disabled individuals with a psychiatric medical condition. The examination resulted in five observations:

- Hospitals are not keeping adequate data on such patients
- There is insufficient regulatory oversight
- There should be non-punitive methods of obtaining accurate treatment reports on patients
- Hospitals do not have sufficient funds to comply with EMTALA in treatment of patients
- Hospitals and their staffs need more training and education in this area

<http://www.eusccr.com/2014PATDUMPOSD%209282014-2.pdf>

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

### **Unemployment Disparities in Minnesota**

On September 15, 2011, the Minnesota Advisory Committee to the U.S. Commission on Civil Rights held a daylong community forum, which focused on the unemployment disparities in Minnesota, the underlying causes of the racial disparities, and recommendations for change. The presenters represented a range of perspectives and diverse backgrounds including business, government, community-based organizations, the faith community, and nonprofits. The common thread that flowed through each of the presentations was the belief that Minnesota's unemployment disparity, in which Blacks are more than three times as likely to be unemployed than their White counterparts, is detrimental to the African American community in particular, and to the current and future regional competitiveness of the State of Minnesota as a whole.

The SAC report included various aspects of the testimony that were presented during the community forum, the current trends that might contribute to the racial disparities, and identified existing opportunities to make a positive impact in closing the disparities in unemployment between Blacks and Whites in the Twin Cities metropolitan area. The report also examined the demographic shifts that are occurring in the State of Minnesota and their impacts on current employment opportunities and future workforce preparedness. The result also addressed challenges that exist regarding educational attainment for African Americans in Minnesota. The release of the Minnesota report was featured on Minnesota Public Radio.

([http://www.usccr.gov/pubs/MNSAC\\_Unemployment\\_Final\\_3.pdf](http://www.usccr.gov/pubs/MNSAC_Unemployment_Final_3.pdf))

### **Equal Educational Opportunity: Student Assault and Bullying in Nevada Public Schools**

The Nevada Advisory Committee to the U.S. Commission on Civil Rights issued a report on bullying and equal educational opportunity which builds upon an examination of peer-on-peer bullying that was completed by the U.S. Commission on Civil Rights in 2012. The Committee issued findings, which included the following: implementation of anti-bullying policies can be problematic when efficacy depends on diminished available resources and active participation of all stakeholders (students, parents and faculty); bullying data is only available from 2011 to the present and only some data is available from the public charter schools and that data is incomplete.

([http://www.usccr.gov/pubs/NV\\_Bullying-report.pdf](http://www.usccr.gov/pubs/NV_Bullying-report.pdf))

### **Rules of Executive Clemency: Should Allow Level-1 Offenders to Have Their Civil Rights Automatically Restored Upon Completion of Their Sentences**

The Florida Advisory Committee report re-examined Clemency Rules for ex-felons in the State of Florida. It expanded upon the Committee's 2009 report on the same issue. The report findings supported former Governors Jeb Bush (R) and Charlie Crist's (R) modification to the rules for executive clemency. The Florida SAC recommended that the modifications remain in place, absent the introduction of a compelling government interest or purpose, in order to allow

deserving persons who have made full and proper restitution to regain their privilege to vote and successfully integrate back into society.

([http://www.usccr.gov/pubs/FL\\_SAC\\_Ex-Felon-Report.pdf](http://www.usccr.gov/pubs/FL_SAC_Ex-Felon-Report.pdf))

### **The Right to Vote and Ex-Felon Disenfranchisement in Tennessee**

The Tennessee Advisory Committee issued a report on voting rights and ex-felon disenfranchisement. The report found that Tennessee's disenfranchisement of ex-felons is one of the most restrictive in the nation. Tennessee is one of eleven states nationwide that permanently disenfranchises citizens from voting. This lifetime ban on voting means that in Tennessee ex-felons may not vote even after such individual has fully completed his or her sentence and has satisfied all related terms and conditions of such sentences. The Tennessee Advisory Committee independently estimated that in the past thirty years approximately 160,000 Tennessee citizens have been banned from exercising the right to vote following completion of all of the terms of their sentence. Although under current state law it is possible for certain ex-felons to have their civil rights restored, the Tennessee Advisory Committee found that the process for regaining the right to vote in Tennessee tends to be both lengthy and complicated and, in some instances, prohibitive.

The Committee also found that the Tennessee ex-felon disenfranchisement statutes tend to have a disparate impact on African Americans, who make up nearly one-half of the prison population but only approximately 17 percent of the state's population. Finally, the Committee found that the Tennessee law governing restoration of ex-felon voting rights is cumbersome and complicated.

([http://www.usccr.gov/pubs/TN\\_SAC\\_Ex-Felon-Report.pdf](http://www.usccr.gov/pubs/TN_SAC_Ex-Felon-Report.pdf))

### **Immigration and Civil Rights: Just and Fair Immigration Reform Is an Urgent Matter for Georgia**

The Georgia Advisory Committee report, Immigration and Civil Rights: Just and Fair Immigration Reform, was viewed by the GA SAC as an urgent matter in Georgia. During the past few years, Georgia has become entangled in the national debate over immigration. The state ranks sixth in the Nation for the highest number of undocumented immigrants. In response to local concerns about immigration, the Georgia General Assembly passed the Illegal Immigration Reform and Enforcement Act, commonly referred to as House Bill 87, in 2011. Concerns with immigration led the GA SAC to hold a public meeting on February 19, 2013, in Duluth, GA. The report summarizes the Committee's findings and recommendations which includes the following: the Nation's present immigration laws and their enforcement, as administered, serve to undermine the essential trust between law enforcement officials and the public; employers who attempt to act in accordance with the Nation's immigration laws and abide by worker laws are at a competitive disadvantage with those who use the current situation as a shield to gain an un-fair competitive advantage; and, the present immigration laws are disrupting families, with spouses being separated and in some cases parents being deported while their children are placed in foster care.

([http://www.usccr.gov/pubs/GA\\_SAC\\_Immigration-Report-Final.pdf](http://www.usccr.gov/pubs/GA_SAC_Immigration-Report-Final.pdf))

## **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 2016 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.

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

**STRATEGIC GOAL A:**

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

<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>





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

**STRATEGIC GOAL C:**

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

Objective	Strategies	Performance Measures
<ul style="list-style-type: none"> <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> </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> </ul>

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

**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</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> </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</li> </ul>

Objective	Strategies	Performance Measures
<p>including persons with disabilities and persons with limited English proficiency.</p> <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>	<ul style="list-style-type: none"> <li>Revise and update the USCCR website to make electronic and information technology (EIT) accessible to persons with disabilities.</li> <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>	<p>category).</p> <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 2016, 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</li> </ul>	<ul style="list-style-type: none"> <li>Align the Commission's budget submissions with the Agency's strategic plan and annual</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 library on disc.

Objective	Strategies	Performance Measures
<p>reports</p> <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>	<p>performance plan.</p> <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</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
	technology to enhance the productivity and 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>• 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>

**DRAFT ANNUAL PERFORMANCE PLAN**

<b>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>					
<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>Performance Goals</b>	<b>FY 2015 Performance Target</b>	<b>FY 2016 Performance Target</b>
Strengthen the quality and objectivity of the Commission's reports.	Concentrate studies and research on national priorities.	The Commission will hold at least three briefings and/or hearings each year.	3 briefings or hearings	3 briefings or hearings	3 briefings or hearings

<b>Strategic Goal B: The Commission will regularly provide new, objective information and analysis on civil rights issues.</b>					
<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>Performance Goals</b>	<b>FY 2015 Performance Target</b>	<b>FY 2016 Performance Target</b>
The Commission will regularly conduct original fact-finding and/or a novel statistical data review in a civil rights investigation.	The Commission will include selection of an investigation as part of its annual project planning.	During its regular project planning process, the Commission will select one investigative project involving original fact-finding and/or statistical data reviews, either as a stand-alone project or in conjunction with a briefing or enforcement report.	1 investigative project	1 investigative project	1 investigative project
The Commission will regularly conduct original fact-finding and/or a novel statistical data review in a civil rights investigation.	The Commission will include selection of an investigation as part of its annual project planning.	Upon approval of an investigative project by the Commission, SACs may be solicited to aid the Commission in state and local fact gathering.	Obtain assistance from at least 3 SACs during an investigative project	3 SACs assisting in an investigation	3 SACs assisting in an investigation
The Commission will regularly conduct original fact-finding and/or a novel statistical data review in a civil rights investigation.	The Commission will strengthen employees' ability to conduct investigations.	The Commission will train and/or cross-train designated employees on field interview techniques and statistical analysis.	Train at least 2 employees in field interview techniques and statistical analysis	2 Trained employees	2 Trained employees

<b>Strategic Goal B: The Commission will regularly provide new, objective information and analysis on civil rights issues.</b>					
<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>Performance Goals</b>	<b>FY 2015 Performance Target</b>	<b>FY 2016 Performance Target</b>
The Commission will regularly conduct original fact-finding and/or a novel statistical data review in a civil rights investigation.	The Commission will strengthen employees' ability to conduct investigations.	The Commission will amend its Human Capital Plan to prioritize developing employee capacities in the areas of statistical analysis and complaint interviews.	Update Human Capital Plan to emphasis statistical analysis and complaint interviews	Update Human Capital Plan	N/A
All Commission products will be prepared using standards that provide for maximum objectivity	The Commission will strengthen its information quality standards and other procedures regarding the process and review of agency products, as well as the implementation of such standards and procedures.	By 2015, the Commission will conduct a review of existing information quality standards, administrative instructions, and other quality control and quality assurance guidelines to ensure its reporting maximizes objectivity.	Complete review	Complete review	N/A



<b>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.</b>					
<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>Performance Goals</b>	<b>FY 2015 Performance Target</b>	<b>FY 2016 Performance Target</b>
Strengthen the Commission's position as a national clearinghouse for civil rights information.	Measure and analyze web traffic data on the clearinghouse web page to identify top three civil rights areas of interest	Yearly updates to the clearinghouse web page.	Update clearinghouse web page at least once a year.	Update Clearinghouse Webpage	Update Clearinghouse Webpage
Strengthen the Commission's position as a national clearinghouse for civil rights information.	Measure and analyze web traffic data on the clearinghouse web page to identify top three civil rights areas of interest	Review annually (FY) and update, as needed, the Uncle Sam publication, in both English and Spanish.	Review Uncle Sam yearly and update as necessary.	Review and Update Uncle Sam	Review and Update Uncle Sam
Strengthen the Commission's position as a national clearinghouse for civil rights information.	Measure and analyze web traffic data on the clearinghouse web page to identify top three civil rights areas of interest	By FY 2016, issue quarterly data reports that list and rank clearinghouse information hits tabulated by agency (DOJ, EEOC, DOE and DOL).	Issue quarterly data report by agency	Issue 4 Reports	Issue 4 Reports
Consult with the civil rights divisions of other agencies to ensure dissemination of accurate information for the compliant referral process.	Maintain up to date information on the USCCR complaint referral process.	List the name, URL and contact information for each Federal Civil Rights division that we refer complaints to on the USCCR website.	Update contact information once a year	Update contact information once a year	Update contact information once a year

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

<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>Performance Goals</b>	<b>FY 2015 Performance Target</b>	<b>FY 2016 Performance Target</b>
Consult with the civil rights divisions of other agencies to ensure dissemination of accurate information for the compliant referral process.	Maintain up to date information on the USCCR complaint referral process.	Contact the Federal civil rights divisions that we refer complaints to, semi-annually, to confirm accuracy of civil rights complaint contact information.	Update Federal civil rights divisions contact information twice a year.	Update contact information once a year	Update contact information once a year
Consult with the civil rights divisions of other agencies to ensure dissemination of accurate information for the compliant referral process.	Simplify the telephone complaint referral process.	By 2014 update the phone lines to allow callers to use a push button system to obtain complaint referral information (ex: push 1 for Employment; Push 2 for Housing, etc.)	Update phone lines for complaint referral	Update phone lines for complaint referral	N/A

<b>Strategic Goal D: Improve the Commission's profile and effectiveness in communicating with the general public</b>					
<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>Performance Goals</b>	<b>FY 2015 Performance Target</b>	<b>FY 2016 Performance Target</b>
Raise public awareness of the Commission's work.	Expand Press Outreach	Create and update press list on a regular basis.	Update press list	Update press list	Update press list
Raise public awareness of the Commission's work.	Expand Press Outreach	Issue press releases (English & Spanish) and update website prior to every hearing and briefing.	Issue press releases for all hearings and briefings	3 press releases	3 press releases
Raise public awareness of the Commission's work.	Expand Press Outreach	Participate in speaking engagements and public symposia	Participate in 3 speaking engagements or public symposia	3 public speaking engagements or symposia	3 public speaking engagements or symposia
Modernize the Commission's information technology infrastructure to increase access to the Commission's work products.	Revise and reformat the website to increase web traffic and access to publications	Reformat website to increase Google hits.	Reformat webpage	N/A	N/A
Modernize the Commission's information technology infrastructure to increase access to the Commission's work products.	Increase access to Commission briefings and hearings using online tools	By FY 2016, Commission briefings and hearings will be streamed live online and made available on the website for future viewings.	Stream 2 briefings and hearings online and maintain video on the agency's website	1 Online briefing and/or hearing	2 Online briefings and/or hearings

<b>Strategic Goal D: Improve the Commission's profile and effectiveness in communicating with the general public</b>					
<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>Performance Goals</b>	<b>FY 2015 Performance Target</b>	<b>FY 2016 Performance Target</b>
Improve access to agency publications and dissemination of information for all persons including persons with disabilities and persons with limited English proficiency.	Measure and analyze web traffic and written requests for Commission reports.	By FY 2014, issue monthly reports on downloads and written requests for USCCR publications (top ten for each category).	12 Monthly Reports	Monthly Reports	Monthly Reports
Improve access to agency publications and dissemination of information for all persons including persons with disabilities and persons with limited English proficiency.	Revised and update the USCCR Website to make electronic and information technology (EIT) accessible to persons with disabilities	By FY 2016, the agency shall implement accessible elements on the website, including alt tags, long descriptions, and captions, as needed.	Website is Accessible to Persons with Disabilities	25 percent of Website is accessible	50 percent of Website is accessible

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

<b>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.</b>					
<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>Performance Goals</b>	<b>FY 2015 Performance Target</b>	<b>FY 2016 Performance Target</b>
Continue to strengthen the Commission’s financial, budget, and performance policy, procedures, and reports	Align the Commission's budget submissions with the Agency's strategic plan and annual performance plan.	Compliance with OMB Circular A-11	Budget is aligned with the Agency Strategic Plan	Budget is aligned with the Agency Strategic Plan	Budget is aligned with the Agency Strategic Plan
Continue to strengthen the Commission’s financial, budget, and performance policy, procedures, and reports	Ensure that the Commission's budget submission complies with OMB Circular A-11.	Compliance with OMB Circular A-11	Budget is compliant with OMB Circular A-11	Budget is compliant with OMB Circular A-11	Budget is compliant with OMB Circular A-11
Continue to strengthen the Commission’s financial, budget, and performance policy, procedures, and reports	Enhance financial policy and procedures to ensure reliability of financial reporting.	Receive a “clean” or unqualified financial statement audit.	Unqualified Opinion on financial statement	Unqualified Opinion	Unqualified Opinion
Continue to strengthen the Commission’s financial, budget, and performance policy, procedures, and reports	Monitor and report on the Commission's progress in achieving its annual performance plan goals and objectives.	Submit a Performance and Accountability Report that adheres to all relevant guidance.	Performance and Accountability Report adheres to all relevant guidance.	Performance and Accountability Report (PAR) adheres to all relevant guidance.	PAR adheres to all relevant guidance.

<b>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.</b>					
<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>Performance Goals</b>	<b>FY 2015 Performance Target</b>	<b>FY 2016 Performance Target</b>
Improve the strategic management of the Commission’s human capital	Update and Implement the Commission's Human Capital Plan to ensure the agency has a highly skilled and flexible workforce to carry out its mission.	Implementation of commission’s and the Office of Personnel Management (OPM) Human capital Plan program, strategies and initiatives.	The Commission's Human Capital Plan is updated and implemented	Implement Human Capital Plan	Implement Human Capital Plan
Improve the strategic management of the Commission’s human capital	Conduct and analyze Employee Satisfaction surveys and develop specific strategies to address issues.	Results of the Employee Satisfaction surveys compared to previous surveys.	Employee Satisfaction survey scores increase each year.	Increase response rate by 10%	Increase response rate by 10%
Improve administrative and clearinghouse services including information technology, acquisition, and library functions.	Conduct training to increase awareness of acquisition processes and procedures.	Annual training sessions, i.e., formal training, issuance of memoranda and/or internal instructions.	Perform acquisition training as required.	Conduct acquisition training	Conduct acquisition training
Improve administrative and clearinghouse services including information technology, acquisition, and library functions.	Comply with Federal information security requirements.	Annual FISMA audit	FISMA Audit	FISMA Audit	FISMA Audit

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

<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>Performance Goals</b>	<b>FY 2015 Performance Target</b>	<b>FY 2016 Performance Target</b>
Improve administrative and clearinghouse services including information technology, acquisition, and library functions.	Leverage information technology to enhance the productivity and efficiency of the workforce.	Comply with OMB Cloud Computing Initiatives.	Agency is in compliance with Cloud Computer Initiatives	Compliant with Cloud Computer Initiatives	Compliant with Cloud Computer Initiatives



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

<b>Strategic Goal F: Increase the participation of our State Advisory Committees (SACs) in the Commission's work.</b>					
<b>Description of Objective</b>	<b>Strategy</b>	<b>Performance Measures</b>	<b>Performance Goals</b>	<b>FY 2015 Performance Target</b>	<b>FY 2016 Performance Target</b>
Strengthen the SAC re-chartering process	Achieve and maintain chartered status for all 51 SACs	Re-Charter SACs set to expire after 10/1/2014 within 60 days	80 percent of SACs are chartered within 60 days	70 percent	75 percent