

**UNITED STATES
COMMISSION ON CIVIL RIGHTS**



**DRAFT STRATEGIC PLAN FOR
FISCAL YEARS 2018 – 2022**

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I. Introduction

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

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

Under the Act, the Commission is statutorily mandated to

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

The Commission’s success lies in its strength and ability to, even while working with a stagnant budget and a reduction in workforce, gather facts, study the law, and make recommendations. These abilities have been effectively incorporated into the FY 2018-2022 Strategic Plan.

II. Mission Statement

The mission of the United States Commission on Civil Rights is to inform the development of national civil rights policy and enhance enforcement of Federal civil rights laws. The Commission pursues this mission by investigating alleged deprivations of voting rights or

¹ 42 U.S.C. § 1975a(1).

² 42 U.S.C. § 1975a (2) et seq.

allegations of discrimination based on race, color, religion, sex, age, disability, national origin, or in the administration of justice. The Commission also serves as a monitor of effective enforcement of civil rights laws by the Federal government. The Commission is committed to quality research that leads to findings and policy recommendations to inform the President, Congress, and the public on important civil rights issues.

The Strategic Plan for Fiscal Years (FY) 2018 – 2022 sets the framework for achieving this mission through the pursuit of the Commission’s strategic goals and objectives.

III. Strategic Goals

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

Strategic Goal A:

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

Objective	Strategies	Performance Measures	Examples of FY2019 Performance Targets
The Commission will assess the national state of important civil rights issues.	The Commission will determine civil rights issues of national significance on which to conduct informative briefings and/or hearings.	The Commission will develop proposals and investigative plans to conduct investigations into civil rights issues of national significance.	Two new projects
		The Commission will hold at least two briefings and/or hearings each year.	Two briefings and/or hearings
	The Commission will keep the Advisory Committees engaged with the Commission’s investigative projects.	The Commission will regularly inform the Advisory Committees of its own past and upcoming activities	Quarterly newsletter

Objective	Strategies	Performance Measures	Examples of FY2019 Performance Targets
		The Commission will keep Advisory Committees apprised of investigative priorities so that Advisory Committees can determine whether there is any beneficial overlap or alignment in their agenda setting.	If a Committee's report topic aligns with a headquarters-issued report, it was included with the headquarters-issued report
		The Staff Director or Commissioners will attend (telephonically or in-person) Advisory Committee briefings or meetings in order to maintain the connection between headquarters and the Committees.	
The Commission will publish reports, letters, and statements on important civil rights issues, following investigation and as informed by research, and distribute them to the President, Congress, and the American people.	The Commission will continuously monitor the state of civil rights and issues of national significance, and use its expertise to report its policy recommendations.	The Commission will issue reports, including its annual statutory enforcement report, to inform its stakeholders of policy recommendations.	Two reports.
		The Commission will issue statements and letters on current civil rights events and issues of concern.	Five statements and/or letters.

The Commission's Advisory Committees as a group will hold briefings and meetings on civil rights concerns in their jurisdiction and issue publications on their concerns, providing recommendation for action on those issues.	The Commission will maintain all 51 Advisory Committees.	The Commission will ensure that each Advisory Committee is promptly appointed after expiration.	90% currently appointed Advisory Committees
	The Commission's Advisory Committees will assess the state of civil rights, or a particular civil rights issue, in their jurisdiction.	Advisory Committees will develop proposals and investigative plans to conduct investigations into civil rights issues of significance in their jurisdiction.	Ten meetings
		Advisory Committees will hold briefings, public forums, or another mechanism.	Five briefings/hearings
		Advisory Committees will publish reports, statements, memoranda, or other publications to provide policy recommendations to the Commission.	Five publications

Strategic Goal B:

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

Objective	Strategies	Performance Measures	Examples of FY2019 Performance Targets
The Commission will keep the public apprised of historical	The Commission will routinely host public speakers to share	Holding Speaker Series sessions in	Three Speaker Series' sessions

and current civil rights issues.	their experience and expertise on historical and current civil rights issues.	conjunction with business meetings	
The Commission will keep the public apprised of its, including the State Advisory Committees', investigatory and fact-finding activities.	Expand press outreach	The Commission will regularly publicize Commission and Advisory Committee briefings and other events.	Press releases, social media posts.
		The Commission will regularly publicize the release of reports or other publications by the Commission and its Advisory Committees.	Press releases, social media posts
	Increase access to Commission briefings, hearings, and business meetings	The Commission will use technology, including live streaming, phone lines, and social media, to provide immediate public access to its meetings, briefings, publications, and other activities.	2 live streamed events in the fiscal year
	Inform the Advisory Committees of activities by headquarters and of other Advisory Committees in different regions	Ensure a regular update to Advisory Committees of activities by headquarters as well as the other Advisory Committees	Quarterly newsletter

Elevate the public profile of the Commission as a national authority on civil rights issues	Expand the opportunities for the Chair or other designated spokesperson to speak directly to the public on civil rights issues	Ensure that the Chair or other designated spokesperson speaks directly to the public about civil rights	2 speaking engagements with national reach in the fiscal year
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Strategic Goal C:

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

Objective	Strategies	Performance Measures	Examples of FY2019 Performance Targets
The Commission will strengthen its human resources, financial, budget, and performance policy, procedures, and reports.	Align the Commission’s budget submissions with the Agency’s strategic plan and annual performance plan.	Compliance with OMB Circular A-11.	Budget is compliant with OMB Circular A-11
	Monitor and report on the Commission’s progress in achieving its annual performance plan goals and objectives.	Submit a Performance and Accountability Report that adheres to all relevant guidance.	PAR adheres to relevant guidance.
	Review and implement the Commission’s Human Capital Plan to ensure the agency has a highly skilled and flexible workforce to carry out its mission.	Implementation of Commission’s and Office of Personnel Management’s Human Capital Plan program, strategies, and initiatives.	Implement Human Capital Plan

Objective	Strategies	Performance Measures	Examples of FY2019 Performance Targets
	Conduct and analyze Employee Satisfaction surveys and develop specific strategies to address issues.	Results of the Employee Satisfaction surveys	Increase response rate positively in one or more categories.
	Comply with federal information security requirements	Conduct an annual FISMA Audit	FISMA Audit
	Leverage information technology to enhance the productivity and efficiency of the workforce.	Compliance with OMB Cloud Computing initiatives.	Compliant with Cloud Computer Initiatives
The Commission will improve the efficiency, effectiveness, and accountability of its organization.	Improve organization structure and reduce real property inventory.	Implement Agency Reform Plan by the FY 2020.	Achieve Agency Report Plan milestones as outline in the approve schedule.