

**UNITED STATES  
COMMISSION ON CIVIL RIGHTS**



**REQUEST FOR CONGRESSIONAL APPROPRIATION FOR  
FISCAL YEAR 2017**

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**USCCR BUDGET REQUEST FOR SALARIES AND EXPENSES**

Congressional Appropriation Request for FY 2017.....	\$9,430,000
Congressional Appropriation for FY 2016 .....	\$9,200,000
Congressional Appropriation for FY 2015 .....	\$9,200,000

**APPROPRIATION LANGUAGE**

FEDERAL FUNDS

Salaries and Expenses

*For necessary expenses of the Commission on Civil Rights, including hire of passenger motor vehicles, \$9,430,000 [\$9,200,000]: Provided, That none of the funds appropriated in this paragraph may be used to employ any individuals under Schedule C of subpart C of part 213 of title 5 of the Code of Federal Regulations exclusive of one special assistant for each Commissioner: Provided further, That none of the funds appropriated in this paragraph shall be used to reimburse Commissioners for more than 75 billable days, with the exception of the chairperson, who is permitted 125 billable days: Provided further, That none of the funds appropriated in this paragraph shall be used for any activity or expense that is not explicitly authorized by section 3 of the Civil Rights Commission Act of 1983 (42 U.S.C. 1975a).*

**FY 2017 PROGRAM OBJECTIVES AND PRIORITIES**

Our \$9.43 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 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,

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 2017 Appropriation Request is \$9.43 million, an increase of \$230,000 from our FY 2016 Appropriation. This request will fund 44 full-time equivalent (FTE) positions.

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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 2017 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 2017 Appropriation Request</b>	<b>FY 2016 Appropriation</b>	<b>Difference</b>
10 Personnel Compensation & Benefits	\$6,047,063	\$5,666,000	\$381,063
21 Travel & Transportation of Persons	\$183,983	\$201,700	(\$17,717)
23 Rent, Communications, and Utilities	\$1,782,600	\$1,782,600	\$0
24 Printing and Reproduction	\$53,500	\$53,500	\$0
25 Other Contractual Services	\$1,315,554	\$1,416,700	(\$101,146)
26 Supplies and Materials	\$46,300	\$59,000	(\$12,700)
31 Equipment	\$1,000	\$20,500	(\$19,500)
<b>Total Appropriation</b>	<b>\$9,430,000</b>	<b>\$9,200,000</b>	<b>\$230,000</b>

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

The following is a description of the budget increases and decreases from the Commission’s FY 2016 Appropriation to its FY 2017 Congressional Budget Request.

**Increases to Maintain Current Services:**

Personnel Compensation and Benefits - \$88,175/ 0 FTE

This increase is for an anticipated 1.6 percent pay raise in FY 2017 and annualized FY 2016 pay raise.

**Program Increases:**

Personnel Compensation and Benefits – \$292,888/5 FTE

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

**Program Decreases**

Travel – (\$17,717)

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

Other Contractual Services – (\$101,146)

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

Supplies – (\$12,700)

The Commission plans to reduce supply costs in FY 2017.

Equipment – (\$19,500)

The Commission does not anticipate purchasing information technology in FY 2017.

**Budget Request by Organization**

The Commission’s FY 2017 budget request supports several major organizational components. The following table provides a summary of the Commission’s budget request by these components:

	<b>FY 2017 Appropriation Request</b>	<b>Percent Of Request</b>	<b>FY 2016 Appropriation</b>	<b>Percent Of Request</b>	<b>Difference</b>
National Program Offices	\$1,438,290	15.3%	\$1,340,400	14.6%	\$97,890
Regional Program Offices	\$1,987,780	21.1%	\$1,854,100	20.2%	\$133,680
Commissioners and Commissioner Assistants	\$1,752,849	18.6%	\$1,636,000	17.8%	\$116,849
Office of Staff Director	\$284,250	3.0%	\$319,000	3.5%	(\$34,750)
Robert S. Rankin Civil Rights Library	\$280,550	3.0%	\$225,000	2.4%	\$55,550
Operations & Administrative	<u>\$3,686,281</u>	39.1%	<u>\$3,825,500</u>	41.6%	<u>(\$139,219)</u>
<b>Total Appropriation</b>	<b>\$9,430,000</b>	<b>100%</b>	<b>\$9,200,000</b>	<b>100%</b>	<b>\$230,000</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 \$1,438,290 and supports 10 FTE. The National Program Offices’ budget is 15.3 percent of the Commission’s total budget in FY 2017.

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 2017 is \$1,987,780 and supports 13 FTE. The Regional Program Office’s budget is 21.1 percent of the Commission’s total budget request. The Commission plans to fill several vacant positions in FY 2017.

The Commissioners and Commissioner Assistants’ request covers the salary, benefits, and travel for Commissioners and their Assistants. The FY 2017 Commissioners and Commissioner Assistants’ budget is \$1,752,849 and supports 11 FTE. The Commissioners and Commissioner Assistants’ budget is 18.6 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 2017 Office of Staff Director budget is \$284,250 and supports 2 FTE. The Office of Staff Director’s budget is 3.0 percent of the Commission’s total budget request.

The Library is an information source for Commission staff, government agencies, private organizations, and individuals. The Library request includes Westlaw access for Commission staff and the cost of storing and mailing of Commission reports. The FY 2017 budget request for the Library is \$280,550 and supports 1 FTE. The Library's budget is 3.0 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. The FY 2017 budget request for Operations and Administrative budget is \$3,686,281 and supports 7 FTE. The Operations and Administrative budget is 39.1 percent of the Commission's total budget request.

## **FY 2015 PERFORMANCE HIGHLIGHTS**

This section highlights the Commission's FY 2015 program accomplishments and activities.

### **A. Briefings**

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

#### **Racial Disparities in Stand Your Ground Laws**

The Commission convened a national panel of experts in Orlando, Florida to examine whether there are racial disparities in the application or enforcement of Stand Your Ground laws. Stand Your Ground laws have been controversial particularly since the Trayvon Martin case. These laws, which in some form have gained passage in 33 states, justify the use of deadly force and eliminate the duty to retreat if an individual reasonably believes that such force is necessary to prevent imminent death or great bodily harm to him or herself.

Of concern to the Commission is whether there is possible racial bias in the assertion, investigation and/or enforcement of justifiable homicide laws in states with Stand Your Ground provisions. Experts at the briefing presented testimony on the personal impact of the laws, findings from their research regarding the racial dimensions of justifiable homicides, and elaborated upon actions being advanced by advocacy groups to alleviate concerns related to Stand Your Ground laws.

#### **The State of Civil Rights at Immigration Detention Facilities**

The Commission briefing for the statutory report examined the civil rights implications regarding the Department of Homeland Security treatment of adult and minor detainees in detention facilities. The purpose of this briefing was to comprehensively examine the U.S. Government's compliance with federal immigration laws and detention policies, and detail evidence regarding possible infringement upon the constitutional rights afforded to detained immigrants. More

specifically, this briefing examined the Department of Homeland Security (DHS) and its component agencies' treatment of detained immigrants in immigration holding, processing, and detention centers throughout the United States.

In May 2015, the Commission visited Karnes Family Detention Center and Port Isabel Detention Centers – both located in Texas – to corroborate the written and oral evidence the Commission gathered.

### **Examining Workplace Discrimination against Lesbian, Gay, Bisexual and Transgender Americans**

The purpose of this briefing was to examine closely the various federal protections that exist to prevent workplace discrimination against Lesbian, Gay, Bisexual and Transgender (LGBT) Americans, including Title VII of the Civil Rights Act of 1964. Specifically, the Commission's intent in holding the briefing was to: 1) explore issues related to federal government compliance with laws, regulations, and executive orders that prohibit discrimination against LGBT Americans; 2) elaborate on the negative consequences for LGBT employees residing in states that do not have nondiscrimination protections in place for LGBT Americans; 3) examine policy issues, including whether Congress should pass the Employment Non-Discrimination Act (ENDA) and the appropriate language for ENDA legislation; and 4) analyze individual instances of discrimination and their impact on individuals lacking sufficient legal protections from discrimination.

### **Examining Police Practices and Use of Force**

Recently, protesters have called for justice after the failure to indict police officers who killed unarmed black men. The deaths of Michael Brown and Eric Garner are not isolated incidents. Police using excessive force in response to people of color is a systemic issue.

The purpose of this briefing was to study the disproportionate police reaction towards people of color, and why it is occurring – whether it is a lack of training, accountability, prosecution or prejudice. Further, the Commission explored whether the legal process is adequate to attain justice after shooting deaths occur.

Topics of inquiry for this briefing, held at the John Jay College of Criminal Justice in New York; included: 1) current police strategies, tactics, training, and field implementation of the same and why have they lead to deadly confrontations; 2) the new strategies, tactics, training and field implementation that can be implemented to reduce deadly police citizen confrontations; 3) policies and best practices police departments adopt or can adopt so that citizen-police encounters are less likely to prove deadly; 4) the data being collected to monitor excessive use of force and its disproportionate impact on minority communities; 5) use of force standards, and whether there is a need for a national use-of-force standard or state-generated uniform act; and 6) how independent prosecutors can be employed to lessen this conflict or the appearance of a conflict of interest.



## **The Effect that College Access, Persistence, and Completion Rates Have on the Socio-Economic Mobility of Minorities**

For millions of students throughout the United States – especially for minority students living in poverty - access to post-secondary education has become necessary for socio-economic mobility and economic security. In an effort to help millions of students to access and afford post-secondary education, the federal government has created supplemental college preparatory programs – like TRIO and GEAR UP - and financial aid programs offering student grants, work-study opportunities, and loans.

The purpose of this briefing was to examine how access to and persistence through completion of higher education may have a disparate impact on the socioeconomic mobility of minorities. The Commission examined the extent to which financial aid funding and awards under the Higher Education Act of 1964 (HEA) and the Higher Education Opportunity Act of 2008 (HEOA) affect enrollment rates of minority students in colleges and universities awarding bachelors' degrees. The Commission will use this information to determine if the campus-based aid program formulas and funding levels create or exacerbate racial, ethnic or national origin disparities in enrollment rates.

Specifically, this briefing sought to explore the following issues: 1) whether there is a correlation between attaining higher education and socio-economic mobility; 2) the barriers minorities face when attempting to access four year universities; 3) the federal programs that exist to help minorities overcome access barriers; 4) whether the TRIO and GEAR UP program are still effective; 5) whether the TRIO and GEAR UP programs have a positive or negative effect on minority access, persistence, and attainment of higher education at four year universities; and 6) whether the funding formulas have a disparate impact on minority access to higher education by giving a large portion of federal funds to universities who predominantly enroll non-minority students.

### **B. Commission Reports**

#### **With Liberty and Justice for All: The State of Civil Rights at Immigration Detention Facilities**

The purpose of this report is to examine the U.S. Government's compliance with federal immigration laws and detention policies, and detail evidence regarding possible infringement upon the constitutional rights afforded to detained immigrants. More specifically, this report examines the Department of Homeland Security (DHS) and its component agencies' treatment of detained immigrants in immigration holding, processing, and detention centers throughout the United States.

Prior to writing this report, the Commission gathered facts and data to analyze whether DHS, its component agencies, and private detention corporations with whom the federal government contracts to detain immigrants were complying with the Performance Based National Detention Standards, Prison Rape Elimination Act Standards, the Flores Settlement Agreement and other

related immigrant child detention policies, and the United States Constitution. During the Commission's January 30, 2015 briefing, the Commission received written and oral testimony from DHS immigration detention officials and advocates detailing the strengths, weaknesses, and constitutional and civil rights implications of the U.S. immigration detention system. In May 2015, the Commission visited Karnes Family Detention Center and Port Isabel Detention Centers – both located in Texas – to corroborate the written and oral evidence the Commission gathered. Based upon an analysis of data gathered from the Commission's fact-gathering visit, evidence collected during panelists' briefing presentations and additional research, the Commission makes numerous findings and recommendations. The Commission's complete findings and recommendations are contained in the report; however, the following bear special attention:

The Commission recommends that DHS act immediately to release families from detention. The Commission also recommends that Congress should no longer fund family detention and should reduce its funding for immigration detention generally, in favor of alternatives to detention. The Commission found, among other issues, that several DHS immigration detention facilities were not complying with federal mandates and agency policies regarding the treatment of detained immigrants and detained unaccompanied immigrant children. Moreover, the Commission found evidence, both anecdotal and eyewitness, that the U.S. Government was interfering with the constitutional rights afforded to detained immigrants. While the U.S. Government made improvements to the U.S. immigration detention system, the Commission, among other numerous suggestions, recommends that the government convene an intergovernmental compliance task force to investigate, analyze, and strengthen compliance regiments carried out by the U.S. Immigrations and Customs Enforcement's (ICE) Removal Operations' Detention Standards Compliance Unit. Moreover, the Commission recommends that the U.S. Government work harder to ensure detainees' access to due process and the right to assistance of counsel under the Fifth Amendment and the Immigration and Nationality Act.

[http://www.usccr.gov/pubs/Statutory\\_Enforcement\\_Report2015.pdf](http://www.usccr.gov/pubs/Statutory_Enforcement_Report2015.pdf)

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

#### **Civil Rights Issues Regarding Barriers to Entrepreneurship in Ohio**

On April 4, 2012, the Ohio Advisory Committee to the U.S. Commission on Civil Rights held a hearing on Civil Rights Issues Regarding Barriers to Entrepreneurship in Ohio at Wilmington College in Wilmington, Ohio. Chairman Castro attended this hearing. The Committee received testimony from several witnesses about the obstacles to entrepreneurship faced by several groups, including military veterans, rural residents, and ethnic minorities. Following these hearings, members of the Committee were asked to serve on a subcommittee to draft a report summarizing the testimony at the hearing and making recommendations. Each volunteer drafted a segment of the report, which was reviewed and received comments from the other

subcommittee members. The subcommittee drafted and reviewed the conclusions and recommendations. The entire Committee reviewed the report. All members of the Committee supported many recommendations, but some members disagreed on other recommendations.

[http://www.usccr.gov/pubs/Ohio-Entrepreneurship\\_January\\_2015.pdf](http://www.usccr.gov/pubs/Ohio-Entrepreneurship_January_2015.pdf)

### **Civil Rights Implications of Comprehensive Immigration Reform on Illinois' Immigrant Communities**

On September 23, 2013, the Illinois State Advisory Committee (Committee) to the U.S. Commission on Civil Rights (Commission) hosted a series of five panel discussions focused on current civil rights concerns facing the immigrant community in Illinois. Panelists spoke primarily of the proposed, bipartisan "Border Security, Economic Opportunity, and Immigration Modernization Act," otherwise known as "Senate Bill 744" (S. 744), which passed the United States Senate on June 27, 2013. While S. 744 may not be enacted in its current state, on November 20, 2014, President Obama announced a series of executive actions intended to address some of the ongoing concerns related to the current immigration system, and he called for more comprehensive reforms moving forward.

The Committee believes that the concerns raised by Senate Bill 744 and discussed in this report will be present in any immigration reform efforts, regardless of whether these efforts are in the form of an amended Senate Bill 744 or other legislative or executive action. In this context, the purposes of this report are: (1) to relay the civil rights concerns brought forth by the panel as they relate to both current immigration law and the proposed legislation; and (2) to lay out specific recommendations to the Commission regarding actions that can be taken to better understand and address these issues on an ongoing basis in anticipation of further efforts to reform the nation's immigration laws.

[http://www.usccr.gov/pubs/ImmigrationReformReport\\_010915.pdf](http://www.usccr.gov/pubs/ImmigrationReformReport_010915.pdf)

### **The Solitary Confinement of Youth in New York: a Civil Rights Violation**

On July 10, 2014, the New York Advisory Committee held a briefing on New York's use of solitary confinement (or extreme isolation, as it is sometimes termed) of youth inmates. The expert presenters included representatives from various state and city agencies and institutions in the State of New York as well as advocates and former inmates. The Committee examined the extent of the use of solitary confinement of youth in the State of New York and the City of New York, and, in particular, the disproportionate assignment of racial minorities to solitary confinement.

At the briefing, the presenters discussed (a) the history of solitary confinement within the United States, (b) the conditions of solitary confinement in New York jails, (c) the mental, physical and developmental effects of solitary confinement on youth in New York jails, (d) the primary legal

protections related to solitary confinement of youth inmates, and (e) the pending legislative, judicial and executive efforts to eliminate or limit the solitary confinement of youth.

<http://www.usccr.gov/pubs/NY-SAC-Solitary-Confinement-Report-without-Cover.pdf>

### **Civil Rights and Community/Police Interactions in Missouri**

On February 23, 2015, the Missouri Advisory Committee (Committee) to the U.S. Commission on Civil Rights convened a public meeting in the City of St. Louis to hear testimony regarding civil rights concerns related to community and police interactions in the State.

Prompted by the shooting death of unarmed teenager Michael Brown by police in the City of Ferguson, MO, on August 9, 2014, and the subsequent, heavily militarized law enforcement response to protests; the Committee is examining the extent to which disparities may persist in law enforcement practices that undermine equal protection under the law on the basis of race or color. The Committee is also seeking testimony regarding underlying factors that may contribute to such disparities, and specific recommendations to address them.

[http://www.usccr.gov/pubs/St.\\_LouisFindingsMemo\\_Publish.pdf](http://www.usccr.gov/pubs/St._LouisFindingsMemo_Publish.pdf)

### **Hate Crime and Discrimination against Religious Institutions in Illinois**

On May 18, 2015, the Illinois State Advisory Committee to the U.S. Commission on Civil Rights approved this report. The report is the result of numerous working group sessions, extensive research, and a public hearing held in August 2014.

At the start of this project, the Committee realized that hate crime and discrimination against religious institutions were one part of an ongoing pattern of violence, which disproportionately impacts vulnerable communities in Illinois. The Committee discovered, through research and testimony presented at a public hearing conducted on this topic, that disturbing deficiencies in the collected data on hate crime hamper the ability of policy makers to address these concerns. Without reliable data to work from, it is virtually impossible to sufficiently monitor and analyze the efficiency of government efforts to address the serious civil rights concerns, which arise in connection with this issue. The report presents the current legal framework concerning hate crime and discrimination against religious institutions in Illinois, describes in detail the landscape regarding the data, and offers specific solutions to help policymakers better ensure that the civil rights of all of the residents of Illinois are appropriately protected.

[http://www.usccr.gov/pubs/06-03-15\\_HateCrimesStateAdvisory.pdf](http://www.usccr.gov/pubs/06-03-15_HateCrimesStateAdvisory.pdf)

### **Police Militarization in Nevada**

On June 19, 2015, the Nevada State Advisory Committee to the U.S. Commission on Civil Rights approved this report. In 1990, Congress authorized the 1033 Program that allows the

Pentagon to give and sell surplus military equipment to local police agencies. The Committee conducted fact-finding activity on the acquisition and use of military equipment by eight selected urban, county, and rural police agencies. The Committee also heard from individuals with relevant experience as well as members of the public.

The Committee found that local police agencies in Nevada appear not to have excessively armed themselves with military assault weapons and that the received equipment seems appropriate for what the communities need. In addition, the transfer of surplus military equipment to local police agencies in Nevada has not resulted in any observed excessive use or misuse of the equipment; and the 1033 Program has provided cost savings to the taxpayer by allowing for the re-use of previously purchased equipment.

<http://www.usccr.gov/pubs/NV-SAC--Police-Milreport--OSD.pdf>

### **Guarding Civil Rights in Arkansas**

The Arkansas Advisory Committee to the U.S. Commission on Civil Rights unanimously adopted this report. The report provides an update to a previous committee study of the issue in 2001. In previously reporting on the issue, the Arkansas Advisory Committee recommended that the state legislature of Arkansas amend the Arkansas Civil Rights Act of 1993 to establish a state civil rights agency. That recommendation was addressed in part when the Arkansas Legislature acted in 2001 to establish the Arkansas Fair Housing Commission.

In 2012 and 2013, the Arkansas Advisory Committee did follow-up work on the issue of civil rights enforcement in the state. As part of that activity, the committee held a fact-finding meeting on September 12 and 13, 2012, in Little Rock, Arkansas and received information from legal experts, government officials, and persons from academia, civil rights organizations, community-based groups, and members of the public.

The Arkansas Advisory Committee finds that although the Arkansas legislature took action to establish the Arkansas Fair Housing Commission to address equal opportunity in housing, there remains a need for a state-based agency to investigate and mediate civil rights complaints regarding employment and public accommodation. Chairman Castro personally presented this report to the Governor of Arkansas.

[http://www.usccr.gov/pubs/Arkansas\\_GuardingCivilRights.pdf](http://www.usccr.gov/pubs/Arkansas_GuardingCivilRights.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 2017

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

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>





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 2016 Performance Target</b>	<b>FY 2017 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 2016 Performance Target</b>	<b>FY 2017 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 2016 Performance Target</b>	<b>FY 2017 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 2016 Performance Target</b>	<b>FY 2017 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	N/A	N/A
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 2016 Performance Target</b>	<b>FY 2017 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	N/A	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 2016 Performance Target</b>	<b>FY 2017 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 2016 Performance Target</b>	<b>FY 2017 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	N/A	N/A
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 2016 Performance Target</b>	<b>FY 2017 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 2016 Performance Target</b>	<b>FY 2017 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 2016 Performance Target</b>	<b>FY 2017 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 2016 Performance Target</b>	<b>FY 2017 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 2016 Performance Target</b>	<b>FY 2017 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 2016 Performance Target</b>	<b>FY 2017 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