

# The Department of Human Rights

## FY11 PERFORMANCE REPORT

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# INTRODUCTION

In accordance with Iowa Code Section 8E.210, the Accountable Government Act, I am pleased to present the Iowa Department of Human Rights (DHR) Performance Report for Fiscal Year 2011. This report details the work and accomplishments of the Department during the past fiscal year

The mission of the Iowa Department of Human Rights (DHR) is “*to ensure basic rights, freedoms, and opportunities for all by empowering underrepresented Iowans and eliminating economic, social, and cultural barriers*”. Our vision is that “*DHR is the results-oriented leader in creating a more inclusive and productive Iowa*”.

DHR’s core functions are administration of federal programs to help low income families become more self-sufficient, research and data analysis pertaining to juvenile and criminal justice issues, and advocacy and services to Iowans who have historically been marginalized while educating individuals, business and government entities on the needs, rights and responsibilities of all Iowans. As a state agency, we have a special responsibility to ensure accessibility to government in order to eliminate economic, social and cultural barriers and improve Iowans’ quality of life.

DHR has never been better positioned to achieve real results in ensuring all Iowans are able to contribute to and benefit from the state’s economic, cultural and social opportunities. Through administering programs to fight poverty in Iowa communities, utilizing data to support public safety and to better understand trends in criminal and juvenile justice, and assisting and advocating for Iowans of racial /ethnic minority groups and those with disabilities, DHR is a critical resource for all Iowans.

The DHR is continuing the implementation of the statutory government reorganization of 2010 to become a more efficient, focused, and results oriented organization. The Department has significantly streamlined its administrative functions and is now better aligned to pursue an integrated strategy to achieve its vision: a more productive and inclusive Iowa.

I invite your closer examination of the services, impacts, and results achieved through the work of the Department and our many partners.

San Wong  
Director

## DEPARTMENT OVERVIEW

The Department of Human Rights is established in Chapter 216A of the Iowa Code. The mission of the Iowa Department of Human Rights (DHR) is “*to ensure basic rights, freedoms, and opportunities for all by empowering underrepresented Iowans and eliminating economic, social, and cultural barriers*”. Our vision is that “*DHR is the results-oriented leader in creating a more inclusive and productive Iowa*”.

In accordance with the 2010 statutory reorganization of the department, DHR reduced the number of Divisions from ten to three. The three divisions include the Divisions of Community Action Agencies (DCAA), Criminal and Juvenile Justice Planning (CJJP), and Community Advocacy and Services (CAS). The Department also has a Central Administration unit with administrative, personnel, and fiscal responsibilities for the Department.

The reorganization also established a new Department Human Rights Board, eight commissions, the Criminal and Juvenile Justice Planning Advisory Council, the Public Safety Advisory Board, and the Sex Offender Research Council. The commissions include Latino Affairs, Status of Women, Persons with Disabilities, Community Action Agencies, Deaf Services, Status of African Americans, Asian and Pacific Islander Affairs, and Native American Affairs. Total commission membership was reduced by 41 in the reorganization.

The new Human Rights Board is charged with developing a comprehensive strategic plan for the department to remove barriers for Iowa’s underrepresented populations for the betterment of the state. The Board also approves the budget and adopts Administrative Rules. The Board now has full membership and has begun fulfilling its statutory responsibilities, including working to develop a department strategic plan.

The reorganization resulted in opportunities for a more efficient and coordinated structure designed to optimize resources and improve services to minority and disadvantaged Iowans. The department continues its work to implement its strategic reorganization and continue to improve results for all Iowans.

## **Central Administration**

Central Administration consists of the director, executive secretary, budget analyst 3, and two accountants. Other personnel charge a portion of their time to Central Administration for activities benefiting the overall department. The director and the executive secretary's duties relate to the overall management of the Department. Fiscal staff develops and submit the annual departmental budget, process and approve claims, track and monitor the departments funds, complete fiscal reports for internal as well as outside customers including grantors. The unit is responsible for the administration of \$603,629 in state, federal, and private funds.

## **Division of Criminal and Juvenile Justice Planning**

The location of the Division of Criminal and Juvenile Justice Planning (CJJP) in the Department of Human Rights ensures its independence from operational agencies in conducting research, planning, data coordination, and information clearinghouse functions.

The Administrator of CJJP reports administratively to the Director of the Department of Human Rights, but on policy issues is also responsible to two statutory councils, the Criminal and Juvenile Justice Planning Advisory Council and the Juvenile Justice Advisory Council. To facilitate CJJP's receiving otherwise confidential data from state and local agencies, specific statutory language exists to ensure CJJP access to relevant justice system information. This access has given CJJP a unique capability to provide data and information system-related assistance across agencies and to study and report on Iowa's multi-faceted justice system from a neutral, objective position in state government.

CJJP also provides staff support to three other entities. Recent legislation established the Public Safety Advisory Board to provide assistance to the legislative, executive, and judicial branches in developing sound criminal justice policy and legislation. The Sex Offender Research Council provides input to the executive and legislative branches on matters relating to sex offenses and offenders. Finally, the Criminal Justice Information System (CJIS) Advisory Board provides guidance to the Division's CJIS project.

## **Division of Community Action Agencies**

The Division of Community Action Agencies (DCAA) is responsible for the administration of federal and state programs operated through a statewide network of community action agencies and other community-based organizations designed to foster self-sufficiency of Iowa's low-income citizens. This report details the work and accomplishments of the Division over the past year in its efforts to be a results-oriented, customer-focused, collaborative agency that is accountable to citizens and policy-makers.

Programs administered by DCAA served 353,430 Iowans in FY11, with a budget of approximately \$170 million. Major accomplishments in FY11 include: providing comprehensive energy efficiency and health and safety measures for over 4,599 homes in the Weatherization program, exceeding our U.S. Dept of Energy goal by over 30%; increasing income by 244% for families participating in FaDSS; leveraging over \$2.36 million in additional funds from public and private sources to increase the impact of the energy assistance program; achieving a \$324 average annual energy cost savings for low-income households served by the Weatherization program; created or retained over 450 jobs in implementing over \$90 million in American Recovery and Reinvestment Act (ARRA) funding for the Community Services Block Grant and Weatherization Assistance Program initiatives.

Further, the Division, in partnership with local community action agencies and other community-based organizations continued development of the new Individual Development Account program to assist low-income families to accumulate long-term assets through savings and financial education efforts, allowing low income families to purchase homes, cars, start businesses, and pay for education.

The Division also developed new monitoring and technical assistance strategies focused on board governance issues designed to strengthen Iowa's non-profit community-based organizations and increase the accountability and effectiveness of boards of directors. The Division led the development and adoption of new measures of family progress to self-sufficiency in the Family Development and Self-Sufficiency (FaDSS) program while continuing our focus on high quality, strength-based family development services.

The Division works together with the nine-member DCAA Commission appointed by the Governor. The Family Development and Self-Sufficiency (FaDSS) program is governed by the FaDSS Council, as designated by Iowa Code. Both the Commission and Council include public and private sector members, including consumers, that help set agency direction.

The Division is guided by the following set of principles that include: *Customer Focus, Results/Outcomes Orientation, Collaboration, Empowerment, Process Improvement, Long-Term Thinking, Data-based Decisions, and Strength-based Focus.*

**The Bureau of Community Services** administers three key anti-poverty programs: Community Services Block Grant (CSBG), Family Development and Self-Sufficiency Grant program (FaDSS), and the Individual Development Accounts program. The federal CSBG provides support for Iowa's 18 community action agencies to create, coordinate, and deliver a wide variety of programs and services to low-income Iowans, including health, education, housing, employment, nutrition, emergency services, community linkages, and other self-sufficiency efforts.

In FFY 2011, agencies served over 136,735 families and 353,430 individuals. The CSBG also assisted local agencies in leveraging over \$252 million in additional federal, state, local, and private funding. Local agencies also leveraged over 11,297 volunteers who contributed over 330,000 volunteer hours to their communities during the year.

The Bureau administers the **Family Development and Self-Sufficiency (FaDSS)** program that serves Iowa families that are receiving FIP and at risk of long-term economic and family instability. This evidence-based model provided comprehensive services through certified Family Development Specialists to over 3,000 Iowa families and 5500 children last year.

From July 1, 2010 through June 30, 2011, the 1,633 families exiting the FaDSS program increased their average monthly income from wages from \$104 to \$358. For families that were employed at time of exit, average monthly income from wages had increased to \$1,087 at the time of exit from FaDSS.

Achievement of education goals is a key component to increasing long-term family income. In FY 2011, 324 FaDSS families achieved a major education goal. Of those families, 127 earned a GED/HS Diploma, 106 completed a Certification Program, 64 earned an Associate Degree, and 27 earned a Bachelor's Degree.

Results show that FaDSS families earn more wages, make substantial progress in a variety of self-sufficiency measures such as increased wages, education, job training, housing, and mental health counseling, and stay off welfare longer than non-FaDSS families. *For the complete FaDSS Annual Report, go to [www.iowafadss.org/](http://www.iowafadss.org/)*

**The Bureau of Energy Assistance** administers the federally funded Low-Income Home Energy Assistance Program (LIHEAP). LIHEAP is designed to assist qualifying low-income households in the payment of a portion of their winter heating costs, and to encourage energy conservation through client education and weatherization.

The program provided assistance to 95,018 Iowa households in FY11, providing an average one-time benefit of \$560 per household. Over 28% of all households served had an elderly resident, and over 46% had a disabled member. Over 93% of LIHEAP recipients are NOT receiving TANF benefits. Benefits are weighted to

targeted households, including the elderly, disabled, working poor and households with children under six years of age.

LIHEAP has two additional components: Assessment and Resolution and Emergency Crisis Intervention Program (ECIP). The Assessment and Resolution component includes energy conservation education, referral to outside services, budget counseling, and vendor negotiation. The ECIP component provides immediate assistance to alleviate life-threatening situations, including repair of a furnace or heating system, obtaining temporary shelter, purchase of blankets and/or heaters, and emergency fuel deliveries,

**The Bureau of Weatherization** administers the federal Low-Income Weatherization Assistance Program (WAP). This is the nation's largest residential energy efficiency program. The program reduces energy costs for low-income persons, particularly the elderly, disabled, and families with children by improving the energy efficiency of their homes and ensuring their health and safety. In Program Year 2009, 34% of the households served included at least one elderly person, 32% included at least one disabled person and 22% included young children.

The Weatherization Program served 4,599 households, a 129% increase from 2008. The program provided an estimated average \$340 in annual savings per home. The Bureau administered \$80.1 million in federal Department of Energy ARRA funds, \$4.5 million from LIHEAP and \$4.8 million from investor-owned utility companies to supplement the federal funds.

The program also conducts a health and safety check on every home weatherized, including inspection of all combustion appliances and other possible health and safety problems such as mold and unsafe electrical wiring. Carbon monoxide detectors and smoke detectors are installed in some cases.

### **Other Community Coordination Efforts:**

The Division developed or continued several additional key partnerships with other organizations during FY11, each consistent with the mission of the agency to support community-based organizations' efforts to increase the self-sufficiency of Iowa's low-income citizens:

#### Building private, non-profit capacity

DCAA is collaborating with the Iowa Community Action Association and local nonprofit agencies around the state to develop and deliver comprehensive board of director training to support effective non-profit board governance and oversight and strengthen private sector capacity to deliver services and achieve better outcomes.

#### Building private sector partnerships

-The DCAA in 2011 negotiated agreements with MidAmerican Energy and Alliant Energy to increase their contributions to the Weatherization Assistance Program by over \$3.4 million for the current year.

-DCAA is partnering with the Iowa Utility Association to fund a comprehensive annual evaluation of the Weatherization program. The U.S. Dept of Energy is using the Iowa model to assist in the development of a new national weatherization evaluation.

-Through a partnership between the DCAA, the Iowa Utilities Board, and Iowa's telephone companies, we estimate that our LIHEAP Telephone Lifeline project will leverage over \$7.1 million in FCC funds as credits on phone bills for low-income Iowans in 2011.

-DCAA has an ongoing collaboration with the Iowa Propane Education and Research Council (PERC) to develop a project to utilize PERC fees to support energy efficiency and emergency assistance to low-income propane households.

-DCAA is partnering with Legal Aid of Iowa in a pilot project that will leverage private and federal funds to increase access to legal services for participants in the FaDSS program who are experiencing domestic violence.

-In 2011, community action agencies attracted 11,297 volunteers who contributed nearly 330,000 hours of service and support of local community efforts.

#### Increased Outreach

DCAA collaborated with various DHR offices to enhance community action outreach, access, and coordination efforts with Asian language, Spanish-speaking, deaf, and disabled populations.

#### Reducing administrative costs

Programs administered by DCAA are done so at some of the lowest administrative costs for these programs of any state in the country, ranging between 0% - 5%. Lower administrative costs mean more resources available to serve families and support community efforts.

For more information about the programs administered by the Division of Community Action Agencies, including agency annual reports, please access our website at <http://www.dcaa.iowa.gov>

## **Division of Community Advocacy and Services**

The Division of Community Advocacy and Services (CAS) is a division of the Department of Human Rights to support and streamline service to several different customer bases. The CAS helps the state of Iowa to fulfill its commitment to diversity. The division of CAS consists of seven offices: Native Americans, African Americans, Asian and Pacific Islander, Latinos, Women, Persons with Disabilities, and people who are Deaf or Hard of Hearing. These offices work together to study issues affecting Iowans with a history of being marginalized.

Each office administers programs and advocates for policies that support greater success for its customer populations. In addition, each office is responsible for collecting and analyzing data about customer populations. This data assists in determining programming and helps to expand culturally affirming services throughout the state. Daily advocacy efforts on behalf of customers assist them to navigate federal, state, and local resources for maximum participation in and benefit to Iowa's economic, social, and cultural opportunities. Whether helping persons access interpreting services so they can receive health care, educating Iowans in the private sector about the value of employing persons with disabilities, or promoting laws and policies to eliminate discrimination and create equity, CAS staff offer individualized and responsive services that build a bridge between underserved and underrepresented Iowans and government.

The CAS Division offices work together with seven respective commissions as designated by the Iowa Code. The commissions are comprised of seven members, except for Native Americans which has eleven members, each appointed by the Governor.

CAS staff experienced considerable challenges during this fiscal year due to budget and staff reductions. Staff continues to work to overcome the "silo" effect that existed within the previous structure. Staff has worked diligently to provide excellent, culturally responsive, quality customer service. CAS core functions consist of Advocacy and Community Coordination and Development. The critical programs and activities offered by the CAS division include information and referral, client services, facilitation of training, and specialized programming for our diverse populations.

Listed below are the services provided to our customers to ensure their basic rights and freedoms are obtainable.

Community Coordination and Development:  
CAS staff developed, and facilitated culturally specific training to individuals and community organizations.

Information and referral services:

CAS staff provided information and referral to customers such as employment, housing, transportation, legal, interpretation, healthcare, education, economic development, civil rights, corrections, and community and faith based organizations.

CAS staff provided individualized assistance for underrepresented clients such as communication access, understanding client rights, responsibilities and laws.

Training and specialized programming:

CAS staff developed, and facilitated specialized programming such as the youth and college leadership forums, and the refugee green card clinic.

Below is a list of noteworthy accomplishments of the CAS Division.

- Planned and facilitated the Asian and Pacific Islander Youth Summit
- Planned and facilitated the Iowa Women's Hall of Fame and Christine Wilson Medal for Equality and Justice
- Planned and facilitated the Capitol Girl's job shadowing for high school girls with women legislators
- Planned and facilitated the Whispers and Screams Conference (Girls in the Juvenile Justice System)
- Governor issued a proclamation for Native American Heritage Month
- Created policy on Ethnic Fraud and Native American Mascot issues
- Planned and implemented the state observance of Dr. Martin Luther King, Jr.
- Collaborated with the Iowa State Fire Marshall to provide visual smoke alarm detectors
- Planned and implemented Deaf Capitol Day
- Planned and facilitated the Iowa Youth Congress for youth of color and disabilities
- Planned and facilitated the Youth and College Leadership Forums
- Created a Refugee green card clinics providing legal assistance for obtaining citizenship
- Initiated the Barbershop Blood Pressure Pilot Project for African American men

# KEY RESULTS

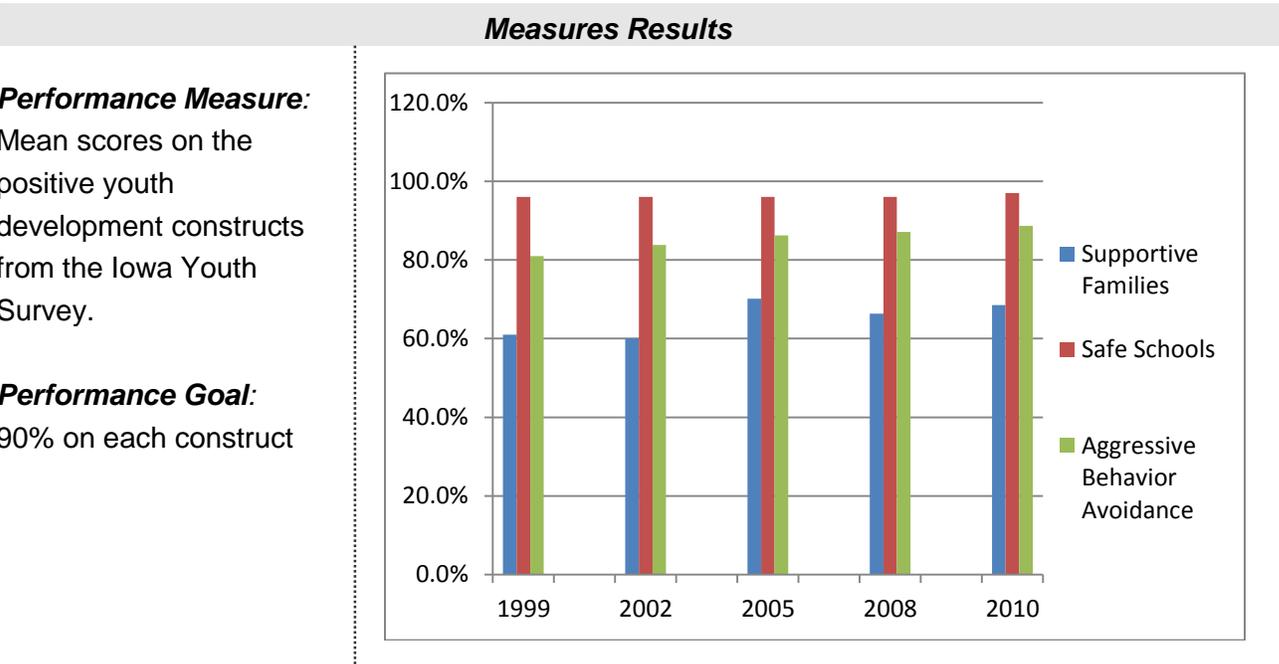
**Core Function: Community Coordination and Development.**

**Name:** Iowa's youth are safe, healthy, successful in school, and prepared for adulthood.

**Description:** Increase awareness of and use of a positive youth development approach across systems.

**Why we are doing this:** Our youth are our greatest asset. Achieving positive outcomes for youth requires the collaboration and cooperation of parents, schools, communities, businesses, and state agencies.

**What we're doing to achieve results:** Activities include collaborative efforts among DHR divisions to promote positive youth development with the Departments of Education, Human Services, and Public Health, and Workforce Development through the Iowa Collaboration for Youth Development; funding and technical assistance to local communities, and program evaluation.



**What was achieved:** The data displayed are the results from five surveys, with the first four done three years apart and the last two years later.

**Data Source:** After previously being completed every three years, the IYS is conducted once every other year. School district participation is optional, but the majority of school districts

participate. All students in grades 6, 8, and 11 are given the survey questions, so sampling error is not an issue. Extensive internal consistency checks are done while cleaning the data, so reliability is assured. The survey measures youth behavior, perceptions, and opinions. Integrity of the questions from year to year is maintained for trend analysis.

**Resources: Please see next item for resources expended on this core function.**

## **Core Function: Community Coordination and Development**

**Name:** Communities use proven strategies to plan and deliver services.

**Description:** Local planning groups work to maximize resources and results through effective planning, coordination and implementation of evidence-based practices.

**Why we are doing this:** All three divisions work with other state agencies and local agencies and planning groups to improve the well-being of families and youth in the state.

**What we're doing to achieve results:** CAA and CJJP obtain federal funds to distribute to local entities and provide training and technical assistance to a diverse set of customers in the areas of energy assistance, positive youth development, and juvenile delinquency prevention and intervention.

**What was achieved:** Most of the currently funded local planning groups are adopting collaborative planning models.

**Data sources:** E-grant (electronic grant management system) and staff evaluation. Staff who evaluate the plans submitted have extensive experience in the field.

**Resources used:**  
\$2,252,560, primarily federal grants; 4.33 FTEs

## Core Function – Research, Analysis and Information Management

**Name:** Data and technical services meet the needs of the customers.

**Description:** DHR provides data services to a number of stakeholders and customers through all of its divisions.

**Why we are doing this:** This is largest portion of the Code mandate for the CJJP division.

**What we're doing to achieve results:** Responding to our customers' requests as expeditiously as possible while ensuring accurate results.

| <i>Results</i>                                       |     |
|--|-----|
| <b>Performance Measure:</b><br>Customer satisfaction | 95% |
| <b>Performance Target:</b><br>90%                    |     |

**What was achieved:** In the most recent measurement of customer satisfaction (2009), CJJP reported that 95% of the responding customers indicated satisfaction with CJJP services. At this juncture, no other divisions have yet assessed customer satisfaction.

**Data source:** Customer survey

**Resources:** Please see the next item for resources used for this core function.

**Core Function: Research, Analysis and Information Management**

**Name:** Planning, data and technical services are available in a timely manner.

**Description:** Provides relevant information and technical services in a timely manner to customers, stakeholders, and policy makers to help make informed decisions. Activities may include collection, analysis, management, interpretation and dissemination of data; planning and technical assistance to stakeholders, state, and local agencies.

**Why we are doing this:** Planning, research and evaluation are three activities that are listed in the Iowa Code section establishing CJJP. Please refer to the Agency Overview for more information.

**What we're doing to achieve results:** Activities include collection, analysis, management, interpretation and dissemination of information; planning and technical assistance.

| <b>Results</b>   |  |
|--|--|
| <b>Performance Measure:</b><br>% of major studies/evaluations (more than one month duration) delivered on or before target date. | # studies completed: 3<br># completed on time: 2 |
| <b>Performance Target:</b><br>75%  | % on time: 67%                                   |

**What was achieved:** 67% of the products were completed on or before the due date.

**Data sources:** Internal data reporting system. Staff enters the information at the beginning and end of each research project. It is as accurate as possible.

**Resources used:** \$1,222,405; 9.84 FTE's

# KEY RESULTS

Core Function: Advocacy

**Name:** Underrepresented lowans will have access to information and services that ensure their basic rights and freedoms

**Description:** Increase awareness and use of information and services for individuals who are and those who serve African Americans, Asian Pacific Islanders, Latinos, Native Americans, Women, Persons with Disabilities, and Deaf/Hard of Hearing

**Why we are doing this:** Underrepresented lowans lack critical information and services in order to participate fully and equally in daily life

**What we're doing to achieve results:** CAS staff responded to telephone calls, emails, faxes, formal mail, face to face customers in a timely fashion

## Measures Results

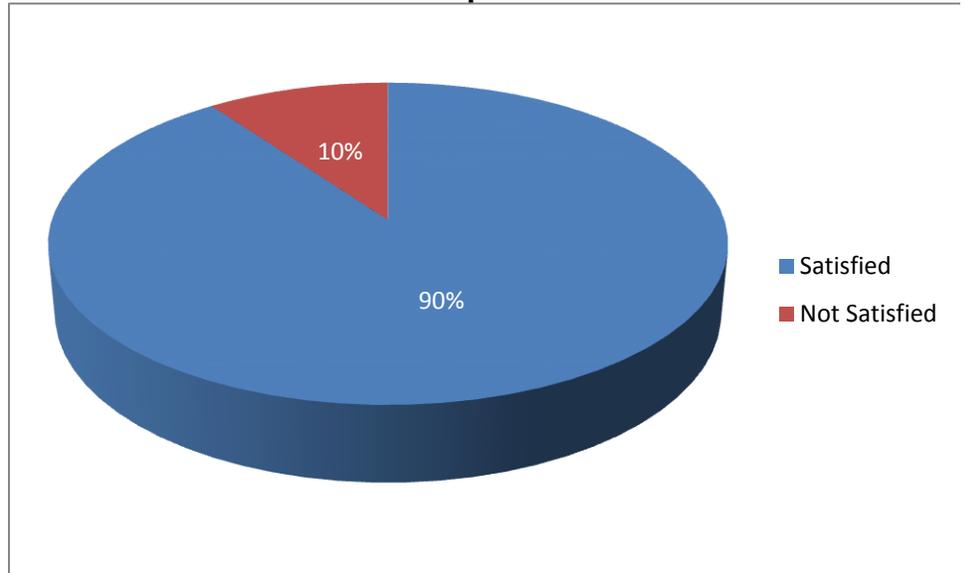
**Performance Measure:**

Customer response time

**Performance Goal:**

95%

Customer Response Time



**What was achieved:** 90% of customer inquiries were initially responded to within two days

**Data Source:** Survey distributed to customers

**Resources:** 12 FTE , \$1,334,827

**Core Function – Advocacy**

**KEY RESULTS**

Core Function: Advocacy

**Name:** Underrepresented lowans will have access to client services that ensure their basic rights and freedoms

**Description:** Provide assistance for individuals who are and those who serve African Americans, Asian Pacific Islanders, Latinos, Native Americans, Women, Persons with Disabilities, and Deaf/Hard of Hearing

**Why we are doing this:** Underrepresented lowans lack critical information and services in order to participate fully and equally in daily life

**What we’re doing to achieve results:** Responded to customer need for client services and resolved their issue

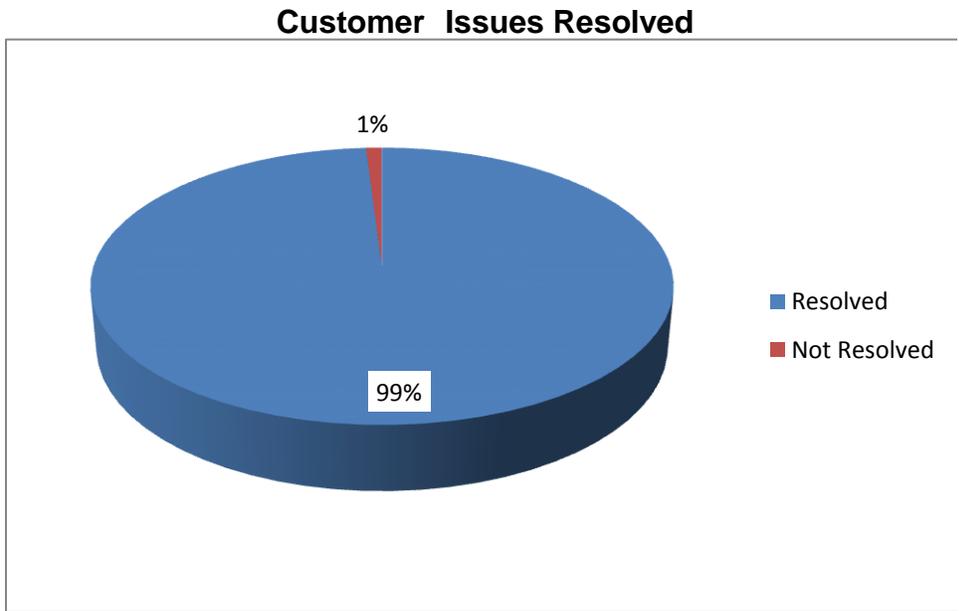
**Measures Results**

**Performance Measure:**

Customer issues resolved

**Performance Goal:**

80%



**What was achieved:** 99% of customers issues were resolved

**Data Source:** Strategic Plan Report

**Resources:** 12 FTE , \$1,334,827

## Core Function – Advocacy

# KEY RESULTS

Core Function: Advocacy

**Name:** Underrepresented lowans will have access to information and services that ensure their basic rights and freedoms

**Description:** Developed and facilitated specialized programming for individuals who are and those who serve African Americans, Asian Pacific Islanders, Latinos, Native Americans, Women, Persons with Disabilities, and Deaf/Hard of Hearing

**Why we are doing this:** Underrepresented lowans lack critical information and services in order to participate fully and equally in daily life

**What we're doing to achieve results:** Provided training and specialized programming

### Measures Results

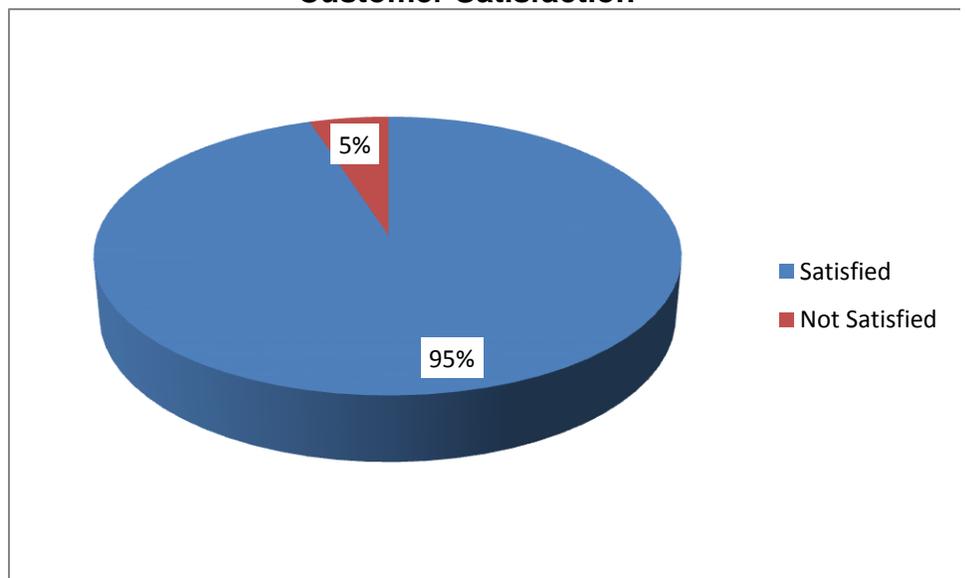
**Performance Measure:**

Objectives achieved

**Performance Goal:**

95%

### Customer Satisfaction



**What was achieved:** 95% of individuals were satisfied with specialized programming received

**Data Source:** Survey distributed to customers

**Resources:** 12 FTE , \$1,334,827

## Core Function – Economic Supports

**Name:** Economic Support

**Description:** Additional funds leveraged beyond the federal LIHEAP block grant

**Why we are doing this:** The Division of Community Action Agencies administers several programs designed to reduce the burden of high energy costs for Iowa households. The federally funded Low-Income Home Energy Assistance Program block grant is designed to aid qualifying households in the payment of a portion of their residential heating costs for the winter heating season. The program also provides energy crisis intervention and client education assistance.

**What we're doing to achieve results:** The Division leverages state and local community action efforts to apply for additional federal energy assistance funds to supplement the regular Low-Income Home Energy Assistance Program (LIHEAP) funds. The Division has also established a partnership with the Iowa Association of Community Action Agencies to seek private sector funding for the Low-Income Home Energy Assistance Program, including efforts to increase contributions to utility company customer contribution funds and other private sector funding sources, and expand participation in the Telephone Lifeline program.

### Results

**Performance Measure:**

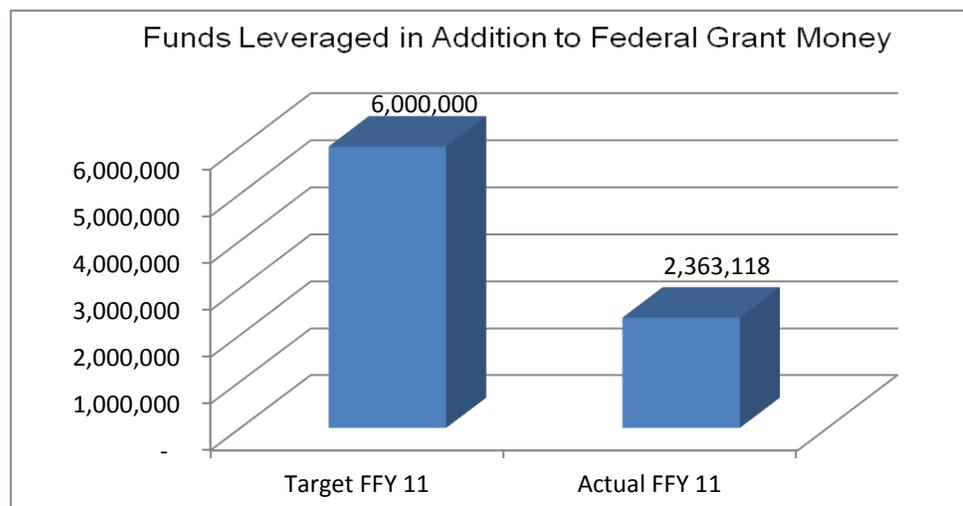
Funds leveraged in addition to federal block grant

**Performance Target:**

\$6,000,000 in leveraged funds

**Data Sources**

Federal leveraging report, Iowa Utility Board reports, local community action agency reports



**Data reliability:** Data is procured from reports from the Iowa Utility Board, U.S. Dept of Health and Human Services, evaluation by independent energy consultant, and reports required by DCAA from local community action agencies.

**Why we are using this measure:** Funds leveraged in addition to the federal LIHEAP grant are used to provide additional benefits to eligible households, thus increasing energy and utility affordability.

**What was achieved:** The Division was successful in leveraging \$2,363,118 in additional resources. This was below our goal due to two reasons. The U.S. Dept of HHS suspended leveraging awards to states for FFYF11, and our measure no longer counts cumulative annual Telephone Lifeline funding, but now only considers new funding for the current year.

**Analysis of results:** The results were based on \$ \$1,583,022 in utility customer contributions, an increase in the number of Telephone Lifeline participants of 7,648, resulting in \$780,096 in additional funds, and a decrease in the federal leveraging grant due to suspension of awards by HHS.

**Factors affecting results:** Federal funding levels, participation rates in the Lifeline program, private customer contributions, and suspension of federal leveraging awards affected these results.

**Resources used:** Federal LIHEAP funds, federal leveraging funds, utility customer contributions, and Lifeline funds provide direct support to eligible households.

## CORE FUNCTION

**Name:** Economic Support

**Description:** Energy savings per household weatherized

**Why we are doing this:** The Division of Community Action Agencies administers several programs designed to reduce the burden of high energy costs for low-income Iowa households. The Weatherization Assistance Program (WAP) is an energy efficiency program designed to make the homes of low-income clients more energy efficient, thereby reducing energy consumption and reducing the household's fuel bills. The program also addresses health and safety issues such as the presence of carbon monoxide, malfunctioning gas appliances, and high indoor moisture levels. States must administer the program in accordance with DOE rules and regulations.

**What we're doing to achieve results:** The Division administers the WAP with U.S. Dept. of Energy, U.S. Dept. of Health and Human Services, and Iowa investor-

owned utility funds through local grantees to provide energy efficiency measures to low-income homes. Priority lists are developed based on energy consumption reports to maximize efficiency gains. DCAA provides on-going state of the art training and technical assistance to local grantees, develops program standards, and monitors local grantee program quality and fiscal management to achieve results.

## Results

**Performance Measure:**

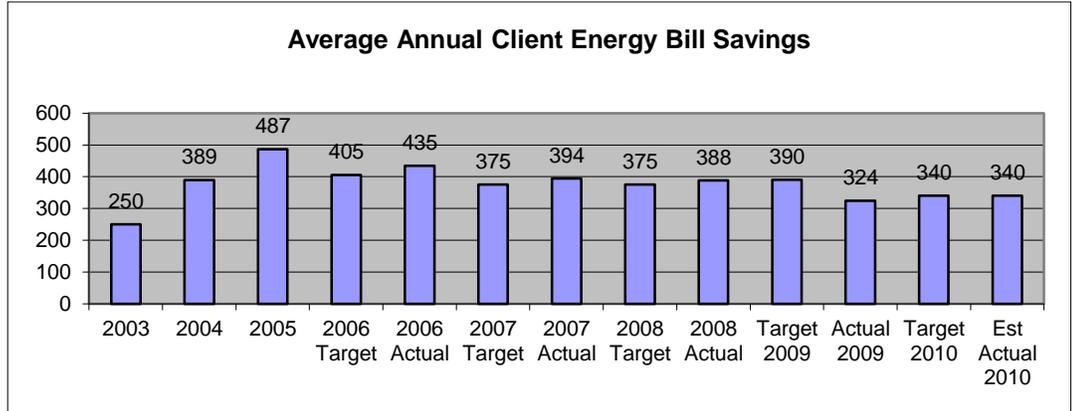
Average energy saved per household

**Performance Target:**

\$340 in annual energy savings

**Data Sources**

Reports from local grantees, independent evaluation



**Data reliability:** Data is procured from reports required by DCAA from local community action agencies and annual data analysis performed by independent energy consultants.

**Why we are using this measure:** Annual energy savings assist low-income households in reducing unaffordable energy burdens, reduce energy consumption, and increase household health and safety.

**What was achieved:** The Weatherization program weatherized 4,599 homes and achieved annual energy costs saved per home estimated at \$340 (final evaluation report pending). These energy savings translate into \$31.3 million in savings over the lifetime of the measures at today’s fuel prices. When fuel cost inflation is calculated, real energy cost savings are significantly higher over the life of the measures. Average savings per home decrease as more homes lower on energy saving priority lists are completed.

**Analysis of results:** Continued adoption of new technologies, program standards, and delivery of quality training and technical assistance has allowed the Weatherization program to achieve greater results. In addition to fuel cost savings, the program provides benefits in health and safety, as 56% of the homes served had health and safety risks, such as furnaces and water heaters leaking carbon monoxide. Additional benefits are achieved through the preservation of low-

income housing stock and more affordable housing for elderly citizens who might otherwise be forced to seek other alternatives.

**Factors affecting results:** Funding, contractor capacity, training needs of grantees, and adoption of costly new technologies present ongoing challenges.

**Resources used:** The Weatherization Assistance Program is funded by the U.S. Dept. of Energy, the U.S. Dept. of Health and Human Services, and Iowa investor-owned utility companies. \$46,772,320 FTE 7.54

## CORE FUNCTION

**Name:** Economic Support

**Description:** Percentage of FaDSS families remaining off FIP one year after services

**Why we are doing this:** The Division administers the Family Development and Self-Sufficiency (FaDSS) program that serves Iowa families that are receiving FIP and at risk of long-term economic and family instability to assist families in moving toward self sufficiency.

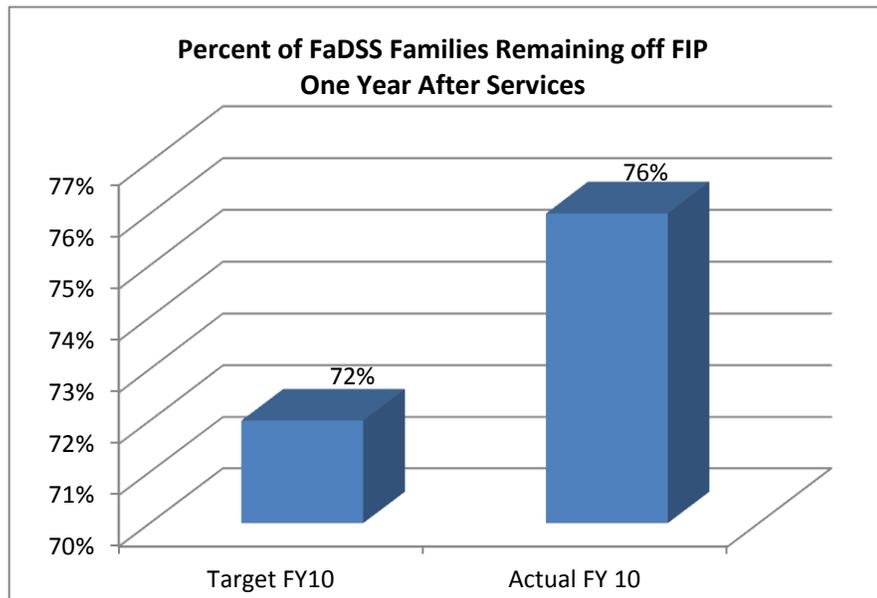
**What we're doing to achieve results:** FaDSS is an evidence-based model that provides comprehensive in-home services through certified Family Development Specialists to over 3,000 Iowa families and 5500 children annually. DCAA provides oversight, training, technical assistance, and monitoring of a statewide network of private, non-profit organizations that provide FaDSS services.

## Results

**Performance Measure:**  
% of FaDSS families remaining off FIP one year after services

**Performance Target:**  
72%

**Data Sources**  
Reports from local grantees, Iowa DHS



**Data reliability:** Data is procured from reports from local FaDSS grantees and the Iowa Dept. of Human Services.

**Why we are using this measure:** This result is one measure of the effectiveness of FaDSS services in assisting families to become self-sufficient.

**What was achieved:** 76% of families in the FaDSS program that received full transitional services were still off FIP one year later.

**Analysis of results:** Families receiving FaDSS transitional services are more likely to stay off FIP for at least a year compared to families that do not receive transitional services. For all families exiting FaDSS in FY11, their average monthly income from wages increased from \$104 to \$358. For families that were employed at time of exit, average monthly income from wages had increased to \$1,087.

Education advancement is a key component to increasing household income. In FY 2011, 324 FaDSS families achieved a major education goal, including 127 GED/HS Diplomas, 106 Certification Programs, 64 Associate Degrees, and 27 Bachelor's Degrees.

**Factors affecting results:** Program funding, number of families served, the general economy, employment opportunities, wages paid, and regional economic conditions all affect these results.

**Resources used:** The FaDSS program is funded by a combination of state general funds and federal TANF funds. Local agencies also provide funding and in-kind support for the program. \$5,205,118 2 FTE's

## **Other Community Coordination Efforts:**

The Division developed or continued several additional key partnerships with other organizations during FY11, each consistent with the mission of the agency to support community-based organizations' efforts to increase the self-sufficiency of Iowa's low-income citizens:

### Increased Outreach

DCAA collaborated with various DHR offices to enhance community action outreach, access, and coordination efforts with Asian language, Spanish-speaking, deaf, and disabled populations.

### Reducing administrative costs

Programs administered by DCAA are done so at some of the lowest administrative costs for these programs of any state in the country. Administrative costs for DCAA programs range between 0% - 5%. Lower administrative costs mean more resources available to serve families and support community efforts.

### Building private, non-profit capacity

DCAA is collaborating with the Iowa Community Action Association and local nonprofit agencies around the state to develop and deliver comprehensive board of director training to support effective non-profit board governance and oversight and strengthen private sector capacity to deliver services and achieve better outcomes.

### Building private sector partnerships

-The DCAA in 2011 negotiated agreements with MidAmerican Energy and Alliant Energy to **increase their contributions** to the Weatherization Assistance Program **by over \$3.4 million** for the current year. These funds will be used to provide comprehensive energy efficiency and health and safety measures to additional low-income households.

-DCAA is partnering with the Iowa Utility Association to **fund a comprehensive annual evaluation** of the Weatherization program. The U.S. Dept of Energy is using the Iowa model to assist in the development of a new national weatherization evaluation.

-Through a partnership between the DCAA, the Iowa Utilities Board, and Iowa's telephone companies, we estimate that our LIHEAP Telephone Lifeline project will **leverage over \$7.1 million** in FCC funds as credits on phone bills for low-income Iowans in 2011.

- DCAA partners with the Iowa Credit Union Foundation to administer the Individual Development Account program. This partnership brings a **dollar for dollar match** from the Foundation **and** a 1:1 match from the federal government, while leveraging private savings to allow participants to purchase homes, pay for education, start a business, or buy a vehicle.

-DCAA has an ongoing collaboration with the Iowa Propane Gas Association, with membership on the Iowa Propane Education and Research Council (PERC). We are currently working with the Council to develop a project to **utilize PERC fees** to support energy efficiency and emergency assistance to low-income propane households.

-DCAA is partnering with Legal Aid of Iowa in a pilot project that will **leverage private and federal funds** to increase access to legal services for participants in DCAA's FaDSS program who are experiencing domestic violence.

-In 2011, community action agencies in Iowa used DCAA-administered Community Services Block Grant funds to help leverage an estimated additional **\$13 million in private funds and \$17 million in in-kind services** to assist their community efforts. These agencies attracted **11,297** volunteers who contributed nearly **330,000 hours** of service and support of local community efforts.

#### Web-Based Services

DCAA, in partnership with Iowa Interactive, software developers, and network of private, nonprofit providers of FaDSS and LIHEAP services, is developing and implementing new web-based capability for state and local agency intake, application, data collection and reporting for the FaDSS and LIHEAP programs to bring about greater efficiencies and customer access.

## **Core Function – Resource Management**

**Name:** Average rating of Resource Management questionnaire regarding the accuracy and timeliness of services.

**Description:** Provides feedback from staff regarding the provision of services by Central Administration to the Department's staff.

**Why are we doing this:** To determine whether Central Administration is meeting the needs of the Department.

**What we are doing to achieve results:** Preparation of annual budget, expense processing, fiscal monitoring, audit reviews, managerial reports, federal reporting, responses to agencies outside of the department to requests for information and reports.

**What was achieved:** Due to departmental reorganization and staff turnover, this survey which was conducted by the former CFO was not sent out this year. The department has determined the survey questions must be rewritten to be relevant.

**Data sources:** Survey of Department of Human Rights personnel.

**Resources used:** Please see the next item for resources used for this core function.

**Name:** Percentage of federal reports completed and submitted by the due date.

**Description:** Federal reports are submitted to federal agencies on a quarterly or other basis as stipulated by the grantor.

**Why are we doing this:** Reports not submitted on a timely basis could cause the department to lose funding.

**What we are doing to achieve results;** Federal reports are submitted on the basis outlined in the grant agreement.

**What was achieved:** In the SFY 2011, 93.1 percent of federal reports were submitted timely. The target for this measure is 95%.

**Data sources:** Tracking document prepared by the Accountant preparing federal reports.

**Resources used:** Please see the next item for resources used for this core function.

**Name:** The percentage of employee evaluations completed by the due date

**Description:** Employee evaluations are required to be completed on an annual basis.

**Why are we doing this:** To provide staff with feedback regarding their progress.

**What we are doing to achieve results:** Due to the Department's reorganization, performance plans need to be developed for staff before evaluations can be prepared. Performance plans will be completed followed by employee evaluations.

**What was achieved:** 22% of the Department's employee evaluations were completed.

**Data sources:** Per Department of Administrative Services.

**Resources used:** \$196,873 state dollars and \$406,756 from indirect charges for a total of \$603,629; 4.83 FTEs

## PERFORMANCE PLAN RESULTS

| <b>Name of Agency: Department of Human Rights</b>  |                           |                           |  |
|--|---------------------------|---------------------------|--|
| <b>Agency Mission: To ensure basic rights, freedoms, and opportunities for all by empowering underrepresented lowans and eliminating economic, social and cultural barriers.</b> |                           |                           |  |
| <b>Core Function: Community Coordination &amp; Development</b>   |                           |                           |  |
| <b>Performance Measure (Outcome)</b>   | <b>Performance Target</b> | <b>Performance Actual</b> | <b>Performance Comments &amp; Analysis</b>   |
| % communities/organizations reporting assistance goals met   | 85%                       | 95%                       | <p>What Occurred: The Department continues to respond to a diverse array of customers, including community organizations. The most recent CJJP survey of customers reflects a high degree of satisfaction. The Department will institute a tracking mechanism to enable the collection of data appropriate to assess customer satisfaction soon.</p> <p>Data Source: Customer survey</p> |
| <b>Service, Product or Activity: Community Juvenile Justice Services</b>   |                           |                           |  |
| <b>Performance Measure</b>   | <b>Performance Target</b> | <b>Performance Actual</b> | <b>Performance Comments &amp; Analysis</b>   |
| 1. % 11 <sup>th</sup> grade students spending 1 or more hours per week on volunteer activities   | 60%                       | 57%                       | <p>What Occurred: CJJP has worked extensively with the local planning groups on positive youth development.</p> <p>Data Source: Iowa Youth Survey</p>  |
| 2. Average ratio of minority to non-minority youth contact in justice system   | 3:1                       | 3.6:1                     | <p>What Occurred: CJJP has engaged in extensive work with local agencies, schools, and the Courts on developing programs and policies to improve outcomes for youth.</p> <p>Date Source: Justice Data Warehouse</p>  |
| 3. Average ratio of minority to non-minority youth receiving early diversion.  | 2:1                       | .66:1                     | <p>What Occurred: CJJP received Casey Foundation dollars to address detention reform. Three local communities have established committees that are working on reducing the use of detention, thus</p>  |

|   |                           |                           | <p>reducing disproportionate minority confinement in juvenile secure facilities.</p> <p>Date Source: CJJP Detention reporting system.</p>  |
|---|---------------------------|---------------------------|--|
| <b>Service, Product or Activity: Technical Assistance</b> |                           |                           |  |
| <b>Performance Measure</b>                                | <b>Performance Target</b> | <b>Performance Actual</b> | <b>Performance Comments &amp; Analysis</b>   |
| % individuals satisfied with service provided.            | 95%                       | 72%                       | <p>What Occurred: The Department continues to respond to a diverse array of customers. The most recent customer survey reflects a high degree of satisfaction. The Department will institute a tracking mechanism to enable the collection of data appropriate to assess customer satisfaction soon.</p> <p>Data Source: Customer survey</p> |
|   |                           |                           |  |

## PERFORMANCE PLAN RESULTS

| <b>Name of Agency: Department of Human Rights</b>  |                           |                           |   |
|--|---------------------------|---------------------------|---|
| <b>Agency Mission: To ensure basic rights, freedoms, and opportunities for all by empowering underrepresented lowans and eliminating economic, social and cultural barriers.</b> |                           |                           |   |
| <b>Core Function: Research, Analysis and Information Management</b>  |                           |                           |   |
| <b>Performance Measure (Outcome)</b>   | <b>Performance Target</b> | <b>Performance Actual</b> | <b>Performance Comments &amp; Analysis</b>  |
| 1.% products delivered on or before target date  | 75%                       | 67%                       | What Occurred: CJJP staff continue to conduct studies and manage projects. A project management plan was implemented in FY10 to address late completions.<br><br>Data Source: Internal staff reporting                          |
| 2. % customers satisfied with CJJP products  | 90%                       | 70%                       | What Occurred: CJJP staff strive to provide excellent service to their customers<br><br>Data Source: Customer survey  |
| <b>Service, Product or Activity Research, Data Management &amp; Decision Support Services:</b>   |                           |                           |   |
| <b>Performance Measure</b>   | <b>Performance Target</b> | <b>Performance Actual</b> | <b>Performance Comments &amp; Analysis</b>  |
| 1. # of policy and impact studies completed  | 75                        | 121                       | What Occurred: Staff responded to all impact requests from the Legislative Services Agency, Dept. of Management and others.<br><br>Data Source: Staff records   |
| 2.# of customers/stakeholders/groups of CJJP services  | 50                        | 73                        | What Occurred: CJJP continues to respond to a diverse number of customers. The definition has been changed to reflect core customers, and the target has been adjusted accordingly.<br><br>Data Source: Internal reporting form |
| 3. Percent planned interchanges complete   | 8%                        | 8%                        | What Occurred: CJJP was able to obtain sufficient funding to address the first-year milestones.<br><br>Data Source: Internal reporting form.  |

|  |           |           |   |
|--|-----------|-----------|---|
| <b>4. % eligible jurisdictions participating</b> | <b>88</b> | <b>NA</b> | <b>What Occurred: New measure</b><br><b>Data Source: Internal reporting form.</b> |
|--|-----------|-----------|---|

| <b>Name of Agency: Department of Human Rights</b>  |                           |                           |   |
|--|---------------------------|---------------------------|---|
| <b>Agency Mission: To ensure basic rights, freedoms, and opportunities for all by empowering underrepresented lowans and eliminating economic, social and cultural barriers.</b> |                           |                           |   |
| <b>Core Function: Advocacy</b>   |                           |                           |   |
| <b>Performance Measure (Outcome)</b>   | <b>Performance Target</b> | <b>Performance Actual</b> | <b>Performance Comments &amp; Analysis</b>  |
| % consumers satisfied with information/services provided   | 95%                       | 72%%                      | What Occurred: The Department continues to respond to a diverse array of customers seeking advocacy services<br>Data Source: Customer survey  |
|  |                           |                           |   |
| <b>Service, Product or Activity: Client services</b>   |                           |                           |   |
| <b>Performance Measure</b>   | <b>Performance Target</b> | <b>Performance Actual</b> | <b>Performance Comments &amp; Analysis</b>  |
| 1. % inquiries initially responded to within 2 days  | 95%                       | 90%                       | What Occurred: The Department receives a variety of information and other requests that do not result in full-blown studies. These requests are handled expeditiously<br>Data Source: Customer survey |
| 2. % founded issues resolved   | 80%                       | 99%                       | What Occurred: Issues are resolved promptly.<br><br>Date Source: Customer survey  |
| 3. % participants stating objectives achieved.   | 95%                       | 95%                       | What Occurred: Provide training and technical assistance to constituents.<br><br>Date Source: Customer survey   |

| <b>Name of Agency: Department of Human Rights</b>  |                           |                           |   |
|--|---------------------------|---------------------------|---|
| <b>Agency Mission: To ensure basic rights, freedoms, and opportunities for all by empowering underrepresented lowans and eliminating economic, social and cultural barriers.</b> |                           |                           |   |
| <b>Core Function: Economic supports</b>  |                           |                           |   |
| <b>Performance Measure (Outcome)</b>   | <b>Performance Target</b> | <b>Performance Actual</b> | <b>Performance Comments &amp; Analysis</b>  |
| Energy assistance funds leveraged from sources beyond the federal grant  | \$6,000,000               | \$6,645,522               | What Occurred: Suspension of federal leveraging awards to states, and a change to a calculation of the cumulative Lifeline awards reduced measured performance. Accounting for measurement changes, actual performance increased. Increased Telephone Lifeline enrollment and increased customer contributions.<br>Data Source: Grantee reports, IUB reports, USHHS report. |
| Energy savings per household   | \$340                     | Report pending            | What Occurred: Training, technical assistance and support, new technologies, grantee efforts to increase capacity results in greater number of lower priority homes completed and lower average energy savings.<br>Data Source: Independent energy consultant report.   |
| <b>Service, Product or Activity: Weatherization</b>  |                           |                           |   |
| <b>Performance Measure</b>   | <b>Performance Target</b> | <b>Performance Actual</b> | <b>Performance Comments &amp; Analysis</b>  |
| # households served  | 3150                      | 4599                      | What Occurred: DCAA received ARRA funds to increase production. Provided grantees additional training, technical assistance and monitoring.<br>Data Source: U.S. Dept. of energy, grantee program and fiscal reports.   |
| <b>Service, Product or Activity: LIHEAP</b>  |                           |                           |   |
| <b>Performance Measure</b>   | <b>Performance Target</b> | <b>Performance Actual</b> | <b>Performance Comments &amp; Analysis</b>  |
| <b>Service, Product or Activity: FaDSS</b>   |                           |                           |   |
| <b>Performance Measure</b>   | <b>Performance Target</b> | <b>Performance Actual</b> | <b>Performance Comments &amp; Analysis</b>  |
| % families off welfare for one year after receiving services   | 72%                       | 75.6%                     | What Occurred: Intensive transitional services provided to families.<br>Date Source: DHS and grantee reports to DCAA  |



| <b>Name of Agency: Department of Human Rights</b>  |                           |                           |   |
|--|---------------------------|---------------------------|---|
| <b>Agency Mission: To ensure basic rights, freedoms, and opportunities for all by empowering underrepresented lowans and eliminating economic, social and cultural barriers.</b> |                           |                           |   |
| <b>Core Function: Resource Management</b>  |                           |                           |   |
| <b>Performance Measure (Outcome)</b>   | <b>Performance Target</b> | <b>Performance Actual</b> | <b>Performance Comments &amp; Analysis</b>  |
| Average rating of the resource management questionnaire regarding the accuracy and timeliness of services  | 4                         |                           | What Occurred: survey questionnaire to be developed in SFY2012<br>Data Source: Survey.  |
| <b>Service, Product or Activity: Resource management</b>   |                           |                           |   |
| <b>Performance Measure</b>   | <b>Performance Target</b> | <b>Performance Actual</b> | <b>Performance Comments &amp; Analysis</b>  |
| % federal and financial reports completed and submitted by due date  | 95%                       | 93.1%                     | What Occurred: Federal reports are prepared on a quarterly basis for most programs<br>Data Source: Ongoing Tracking by Accountant in Central Administration |
| <b>Service, Product or Activity: Personnel</b>   |                           |                           |   |
| <b>Performance Measure</b>   | <b>Performance Target</b> | <b>Performance Actual</b> | <b>Performance Comments &amp; Analysis</b>  |
| % employee evaluations completed by due date   | 95%                       | 22%                       | What Occurred: Managerial staff turnover was a contributing factor.<br><br>Date Source: Personnel Officer in DAS  |