

Iowa Civil Rights Commission

# PERFORMANCE REPORT

Performance Results Achieved for  
Fiscal Year 2005

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# INTRODUCTION

I am honored to present the Iowa Civil Rights Commission's performance report for fiscal year 2005 (July 1, 04-June 30, 05). This report tells our story to Iowans, informs Iowans about the role and responsibility of the Commission, and invites Iowans to partner with the Commission to achieve our mission.

Accomplishments for the year must be put in the context of limited financial resources. Our successful celebration of our 40<sup>th</sup> anniversary was accomplished in the face of reduced resources. And despite a staffing level comparable to 20 years ago, ICRC reduced its case backlog. To increase consumer satisfaction and greater agency credibility and to prevent future instances of discrimination, ICRC will continue its strong education, training, and outreach efforts. To stretch resources, ICRC has partnered with volunteer lawyer programs, Drake Law School, and various college internship programs.

Continuing its history of strong working relationships with the federal government—HUD and EEOC—the Commission completed grants to train lawyers and realtors on fair housing issues. And in 06, ICRC will be conducting similar training for new Iowans and Katrina evacuees.

In addition, the Commission will be assisting the Iowa Department of Economic Development in meeting its federal block grant requirements to reduce impediments to fair housing.

The Commission, despite major cuts in budgets and staff, maintained or increased FY04 performance levels as compared to FY03. Our education and outreach programs reached 3514 people, with over 80% positive evaluations.

Key strategic challenges the agency is working to address are: a limited budget, the lack of understanding of our role and responsibilities, and the gap in understanding of the future benefits of a diverse and welcoming Iowa. Other challenges identified by our customers include: reduced case processing time; increasing the profile of civil rights enforcement; and the importance of explaining that the need is as great today for civil rights work, as it was in the 1950's and 1960's. The 40<sup>th</sup> anniversary of the Iowa Civil Rights Act continues to be both a celebration of past successes and a reminder of the work that remains to be done to end discrimination.

ICRC invites all stakeholders to work with us to better streamline our process, to assist in reducing case delays, and to raise the profile of Civil Rights.

Sincerely,

Ralph Rosenberg  
Director

In 2005, the Iowa Civil Rights Commission celebrated its 40<sup>th</sup> anniversary. It is a state administrative agency, enforcing the Iowa Civil Rights Act (“Chapter 216,” Iowa Code). Under contracts with the federal government, we are required to assist in enforcement of housing and employment discrimination laws. The Act prohibits discrimination in the areas of employment, housing, credit, public accommodations, and education. Discrimination is prohibited based on the personal characteristics of race, color, creed, national origin, religion, sex, pregnancy, physical disability, mental disability (in all areas but credit), age (in employment and credit only), familial status (in housing and credit only), and marital status (in credit only).

The **purpose** of the Iowa Civil Rights Commission is:

“To provide access to opportunities for all Iowans in the areas of employment, education, housing, credit, and public accommodations through the promotion and enforcement of Iowa civil rights law.”

The **vision** of the Iowa Civil Rights Commission is:

“Freedom from discrimination.”

The **mission** is:

“Guaranteeing civil rights through enforcement, mediation, advocacy, and education.”

To accomplish the mission, the values the Iowa Civil Rights Commission holds most important are:

- Diversity
- Respect for all
- Collaboration
- Champions of civil rights
- Customer focus
- Process improvement
- Empowerment
- Enhancing results
- Recognition and rewards

The Iowa Civil Rights Commission provides three main products:

- 1) Removal of barriers to opportunities for all Iowans in the areas of employment, housing, credit, education, and public accommodations
- 2) Working to create an environment that values and protects diversity
- 3) Supporting a climate of freedom from discrimination and a sense of security and human dignity

The mechanisms the Iowa Civil Rights Commission uses to provide these products are:

- 1) Law enforcement and case resolution through intake, screening, mediation, investigation, conciliation, and hearings.
- 2) Education and training of business, community, governmental, and stakeholder groups
- 3) Networking links and collaborative activities
- 4) Commissioner advocacy

The Iowa Civil Rights Commission has one location at the Grimes Building, 400 East 14<sup>th</sup> Street, in Des Moines. This agency employs 23 individuals; one assistant attorney general is also assigned to and located in the

office. The Iowa Civil Rights Commission has five divisions:

- Administration/budget
- Education
- Mediation
- Housing investigations, intake, and screening
- All other investigations (employment, public accommodations, credit, and education)

There are five members on the informal management team: the supervisor of investigators, the manager of education and outreach, the executive director, the lead worker for screeners, and the administrative law judge. There are 3 supervisory positions, 16 professional positions, and 4 administrative support positions. All but four of the professional positions are represented by the Iowa United Professionals. Three of the four administrative support positions are represented by the American Federation of State, County and Municipal Employees Union. The educational level of the staff varies from high school diplomas to law degrees.

The laws that affect most businesses also affect the Iowa Civil Rights Commission. However, there are some additional regulations that impact how the agency does business. The Iowa Civil Rights Commission is subject to open meetings and open records laws. The department is subject to “Chapter 68B” of the Iowa Code, pertaining to conflicts of interest. The agency is bound by the rules and regulations of other state entities such as the Iowa Department of Administrative Services, the Iowa Communication Network, the Iowa Department of Justice, and the Iowa Department of Inspections and Appeals. In addition, the section of the Iowa Code that the department enforces, as well as the agency’s

administrative rules and federal contracts, place additional restrictions on how functions are performed.

The Iowa Civil Rights Commission serves all the people of Iowa, including the parties to complaints and stakeholder, constituency groups. Often these customers have competing interests. However, there are key expectations that these customers hold in common. These include:

- Due process
- Fairness and equity
- Accurate information
- Timeliness
- Accessibility to staff and the process

- Thorough job knowledge and performance of our duties
- Flexibility
- Clear and direct communication

The Iowa Civil Rights Commission's major partners are:

- The federal Equal Employment Opportunity Commission and the U.S. Department of Housing and Urban Development, with whom the agency partners to process cases, receive training, and share information. The Iowa Civil Rights Commission receives funding from the Equal Employment Opportunity Commission via a case-processing contract. The Commission also receives funding from the U. S. Department of Housing and Urban Development in the form of a case-processing contract and grants.
- Local human and civil rights commissions, with whom the agency partners to process cases, sponsor training, share information, and provide office space. Each community in Iowa with at least 29,000 inhabitants is required by law to have a local human or civil rights commission. The Iowa Civil Rights Commission works cooperatively with these local commissions and has case-processing contracts with ten of the twenty-four local commissions.
- Iowa Civil Rights Commissioners, who are appointed by the Governor and with whom the agency partners

to advocate on behalf of civil rights efforts and to make decisions in cases that have gone to public hearing.

- Iowa Department of Justice, with whom the agency partners to provide legal representation of the Commission's interests at public hearings or in court.
- Friends of Iowa Civil Rights, Inc., with whom the agency partners to sponsor special events, including the annual *I'll Make Me a World in Iowa* celebration of African American arts and culture and the statewide diversity conference.
- Iowa Department of Human Rights, with whom the agency partners on a number of collaborative projects

The main mechanisms the Iowa Civil Rights Commission uses to communicate with partners and the main supplier are the telephone, e-mail, mail, fax, newsletters, the Communicator, press releases, the agency website, publications, and presentations.

**The biggest challenge the agency faces is society's perception that civil rights in Iowa is no longer an urgent, nor compelling issue**, because "the problem" is getting better, resolved, or non-existent. For some, civil rights initiatives are viewed as hassles versus good work for Iowa. This resulted in a four-year slide in funding for the agency (approximately a 1/3 reduction in state funding) which was reversed by action of the 05 legislature and Governor's office. The Iowa Civil Rights Commission faces other strategic challenges as well. Our role and responsibility can be misunderstood. Over the past three years, the agency has suffered a 34% cut in general funding and a subsequent loss of 10 of its 34 staff positions. The lack of funding has stretched resources to train and retain quality staff and to upgrade the agency's computer system to one that

performs adequately. The agency secured an Iowa Access grant to begin to improve case tracking and management and to provide web-based, public access to information and work of the Commission. Additional funds may need to be expended to upgrade hardware and to correct problems with the new system. Because of reductions in general funding, the agency has had to increase dependence on federal funding that is unstable and uncertain. Approximately sixty per cent (60%) of the Iowa Civil Rights Commission's budget is dependent upon the contracting relationship with the Equal Employment Opportunity Commission and the U.S. Department of Housing and Urban Development. These contracts contain time constraints, required numbers of case resolutions, training requirements, and case file format requirements. As the agency looks to the future, changing demographics foreshadow an increase in case filings, while federal budgetary conditions will most likely result in reduced federal funding for the agency. The adverse impact of staff shortages will be compounded with increased caseloads and demands for services.

Accountable Government Initiative, the Enterprise Planning Team, and the Purchasing Results Initiative. From an individual agency perspective, the Iowa Civil Rights Commission has a diverse workforce committed to civil rights and the enforcement of civil rights laws. We systematically address performance issues by first identifying places for improvement. We do this by asking stakeholder groups, staff, and partners for their input; we continue to review work product on an individual basis and with evaluations and surveys; we identify trends; and we remain open to evaluating unsolicited input. Once performance issues are identified, they are addressed through several mechanisms. First and foremost, the executive director sets the tone that the agency needs to raise its profile and that improvement can always be made. Group and individual problem solving techniques are used to study the issues and determine proper courses of action. These are then communicated at the individual or group level depending on the particular issue being addressed. Receiving and giving training are seen as essential components in continuously improving performance.

At the enterprise level, the Iowa Civil Rights Commission is active in the

## STRATEGIC PLAN RESULTS

### **Key Strategic Challenges and Opportunities:**

For FY 2005 the Iowa Civil Rights Commission faced strategic challenges regarding being able to produce timely, quality resolutions, ensuring that people in Iowa are knowledgeable about civil rights laws and issues, and being recognized as a leader in promoting civil rights. As a result, the Iowa Civil Rights Commission set the following strategic goals and measures:

**Goal #1:** People involved in civil rights complaints receive timely, quality resolutions.

### **Strategy 1:**

- Reduce the number of days to complete various stages of the process.

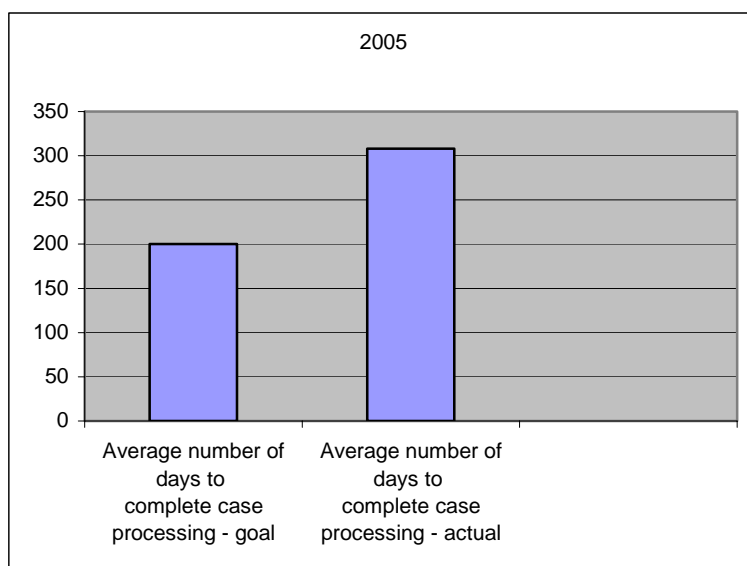
## Measures/Results

**Performance Measure:**

Average number of days to complete case processing – 200 days

**Data Sources:**

Iowa Civil Rights Commission case closure reports



**Data Reliability:** The data is maintained by the staff person at the Iowa Civil Rights Commission responsible for case closures. Number of days to process each case is calculated by a computer program.

**What was achieved:** The data for FY 2005 indicated that the Iowa Civil Rights Commission averaged 308 days to process a case from date of filing to closure.

**Analysis of results:** The goal for this measure for FY 2005 is 300.

**Link(s) to Performance Plan:** Same as Measure 1 for Core Functions 1 and 4.

**Links(s) to Enterprise Plan:** Transforming the Iowa Economy, Continuous Improvement of Education, Expanding Access to Health Care and Other Vital Services, and Safe Communities.



**Strategy 2:**

- Consistently meet the quality standards set out by the federal agencies that contract with the Iowa Civil Rights Commission to process cases.

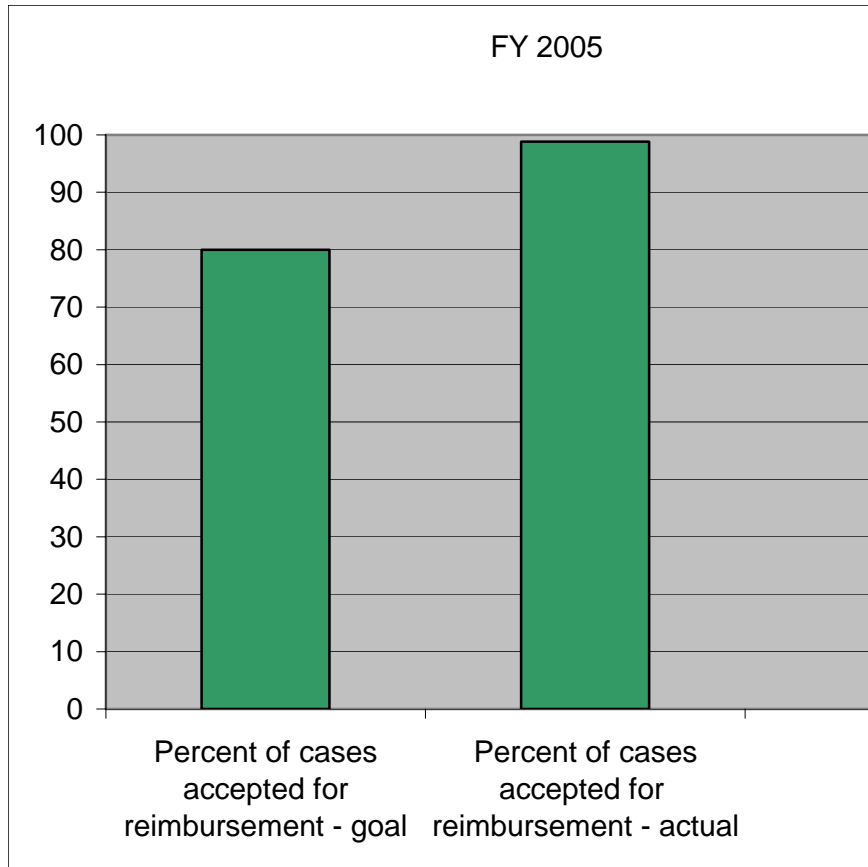
**Measures/Results**

**Performance Measure:**

Percent of cases accepted for reimbursement by federal agencies

**Data Sources:**

Payment data from the Equal Employment Opportunity Commission and HUD



**Data Reliability:** The data is received from the federal Equal Employment Opportunity Commission and the U.S. Department of Housing and Urban Development. The data is crosschecked against our records of transmittals to these contracting agencies.

**What was achieved:** The data displays that the Iowa Civil Rights Commission far exceeded the 80% goal with a 98.85% acceptance rate.

**Analysis of results:** Federal contracting agencies find the work of the Iowa Civil Rights Commission consistently meets their quality standards.

**Link(s) to Performance Plan:** Same as Measure 2 for Core Functions 1 and 4.

**Links(s) to Enterprise Plan:** Transforming the Iowa Economy, Continuous Improvement of Education, Expanding Access to Health Care and Other Vital Services, and Safe Communities.

**Strategic Goal #2:** People are knowledgeable about civil rights laws and issues.

**Strategy:**

- Providing satisfactory educational services.

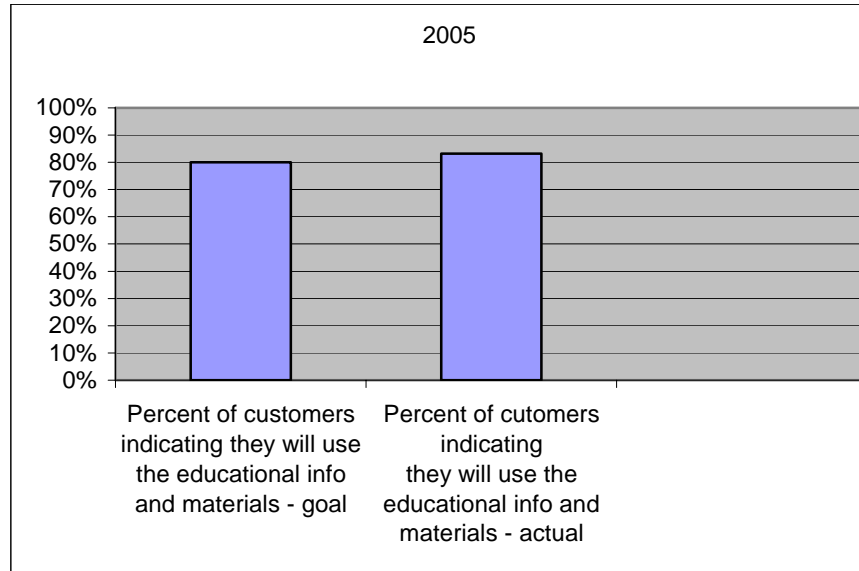
**Measures/Results**

**Performance Measure:**

Percent of customers indicating satisfaction with educational services – 80%

**Data Sources:**

Iowa Civil Rights Commission survey data of participants at educational workshops conducted by ICRC staff



**Data Reliability:** The data is obtained via survey of participants at Iowa Civil Rights Commission educational sessions. These surveys are then entered into a computer program that compiles and averages data regarding educational services during the fiscal year.

**What was achieved:** This year the goal was for 80% of the participants at educational presentations to indicate they felt the educational information and materials were useful. Actual performance was 81%.

**Analysis of results:** Actual performance exceeded, but was very close to desired results.

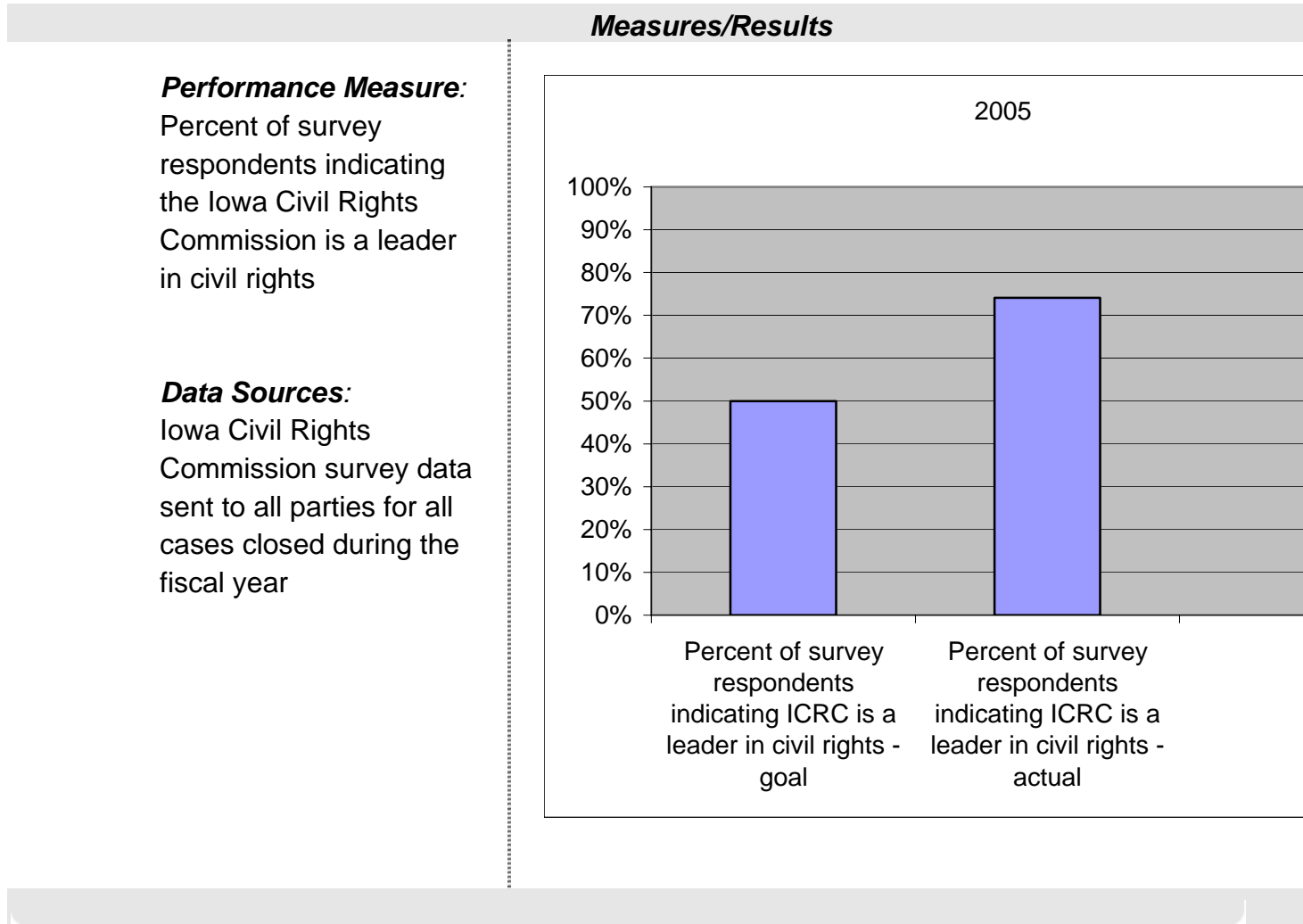
**Link(s) to Performance Plan:** Same as Measure 1 for Core Function 3.

**Links(s) to Enterprise Plan:** Transforming the Iowa Economy, Continuous Improvement of Education, Expanding Access to Health Care and Other Vital Services, and Safe Communities.

**Strategic Goal #3:** The Iowa Civil Rights Commission is recognized as a leader in promoting civil rights.

**Strategy 1:**

- Get people to perceive the Iowa Civil Rights Commission as a leader in civil rights, as indicated by their willingness to recommend the Iowa Civil Rights Commission to others.



**Data Reliability:** The data is obtained from survey responses to surveys sent to all parties on cases closed during the fiscal year.

**What was achieved:** This year the goal was for 50%; but actual performance was 74.1%.

**Analysis of results:** Actual performance greatly exceeded anticipated results. The Iowa Civil Rights Commission may want to look further at this goal for modification in the future.

**Link(s) to Performance Plan:** Same as Measure 1 for Core Function 2.

**Links(s) to Enterprise Plan:** Transforming the Iowa Economy, Continuous Improvement of Education, Expanding Access to Health Care and Other Vital Services, and Safe Communities.

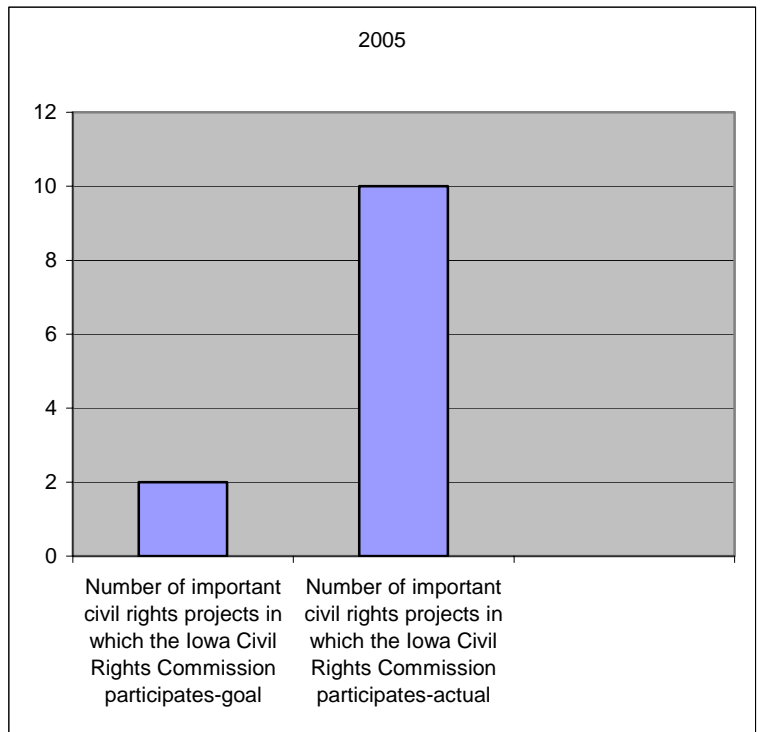
**Strategy 2:**

- To be active in a number of important civil rights projects.

**Measures/Results**

**Performance Measure:**  
Number of important civil rights projects in which the Iowa Civil Rights Commission participates/collaborates

**Data Sources:**  
Written records of projects in which the Iowa Civil Rights Commission participates



**Data Reliability:** The data via written records (articles, meeting minutes, budget data) regarding projects in which the Iowa Civil Rights Commission participated.

**What was achieved:** The goal for this past fiscal year was 2; but actual performance was 10.

**Analysis of results:** Actual performance greatly exceeded expectations. The Commission may want to consider increasing this measure.

**Link(s) to Performance Plan:** Same as Measure 1 for SPA 1 for Core Function 2.

**Links(s) to Enterprise Plan:** Transforming the Iowa Economy, Continuous Improvement of Education, Expanding Access to Health Care and Other Vital Services, and Safe Communities.

# PERFORMANCE PLAN RESULTS

## CORE FUNCTIONS

**Name:** Iowa Civil Rights Commission

**List of Core Functions:**

1. Adjudication/dispute resolution
2. Advocacy
3. Education, training, and outreach
4. Investigation

**Core Function Goals/Measures/Results:** The Iowa Civil Rights Commission integrates its strategic goals and core functions. Measures which are most important for strategic goals are mirrored in the most important core functions and have been addressed in the previous section.

# PERFORMANCE PLAN RESULTS

## SERVICES/ PRODUCTS/ ACTIVITIES

**Name:** Screening (Investigation core function)

**Description:** Cases should be screened within 120 days from date of filing.

**Why we are doing this: What we're doing to achieve results:** Statute requires that cases be screened within 120 days. We assign staff, as needed, to achieve this result.

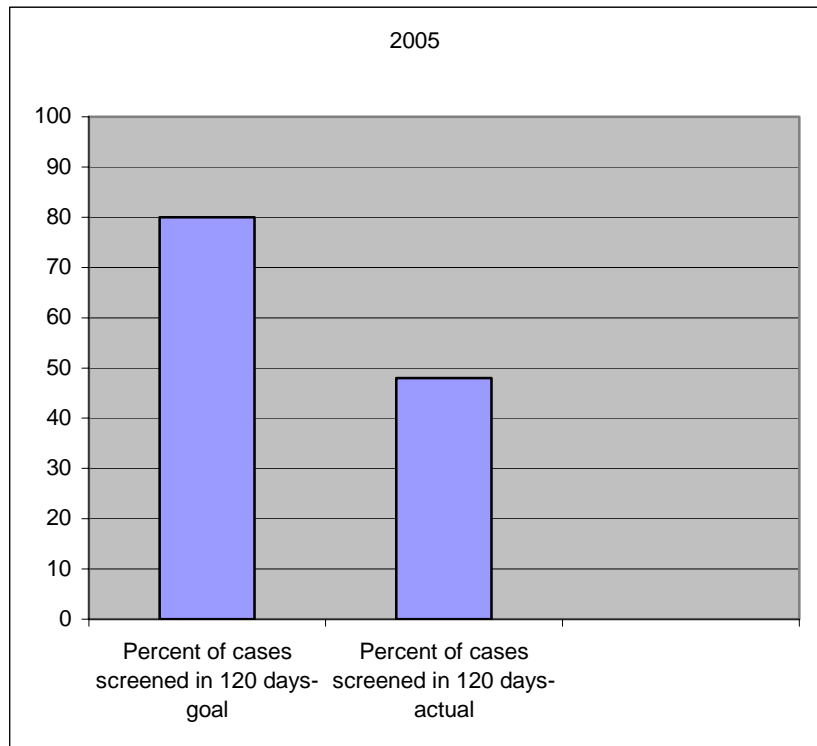
### Results

**Performance Measure:**

Number of cases screened within 120 days of filing

**Performance Target:** 80%

**Data Sources:** Iowa Civil Rights Commission records of number of days from date of filing until screening decision is made.



**Data reliability:** Data is kept by individual staff for each case screened.

**Why we are using this measure:** It is required by statute and it assists the agency in meeting the larger goal of reducing the time to process cases.

**What was achieved:** 48.0% of cases were screened in less than 120 days.

**Analysis of results:** We fell short of our goal of 80% of our cases being screened in less than 120 days.

**Factors affecting results:** Lack of staff has meant a reduction in the percentage of cases that can be screened in less than 120 days.

**Resources used:** Two additional staff are needed in this area.

**Name:** Mediation (Adjudication/dispute resolution core function)

**Description:** Cases should be mediated within 90 days from date of assignment.

**Why we are doing this: What we're doing to achieve results:** Mediation is more successful if accomplished early in the process. Cases should not languish in mediation.

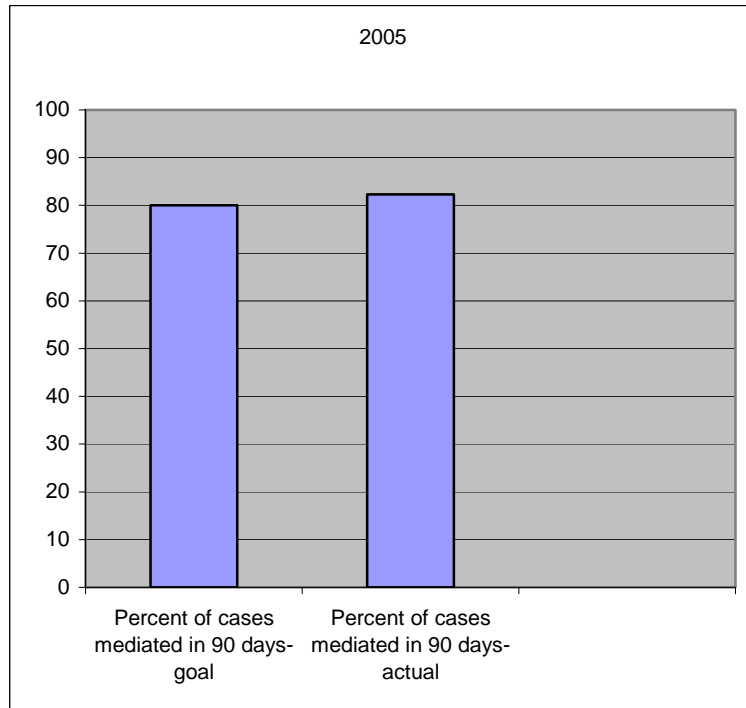
### Results

**Performance Measure:**

Number of cases mediated within 90 days of assignment

**Performance Target:** 80%

**Data Sources:** Iowa Civil Rights Commission records of number of days from date of assignment until date mediation is completed.



**Data reliability:** Data is kept by individual staff for each case mediated.

**Why we are using this measure:** It assists the agency in meeting the larger goal of reducing the time to process cases.

**What was achieved:** 82.3 % of cases were mediated within 90 days of date of assignment.

**Analysis of results:** This goal was modified this past year from 60 days to 90 days. This seems to have been a more reasonable goal.

**Factors affecting results:** Lack of staff has meant not being able to achieve this goal in less than 90 days.

**Resources used:** Two additional staff are needed in this area.

**Name:** Investigation (Investigation core function)

**Description:** Cases should be investigated within 9 months from date of assignment.

**Why we are doing this: What we're doing to achieve results:** Investigation of civil rights cases must be completed in a timely fashion. The zoom process has been utilized to make investigation more efficient.

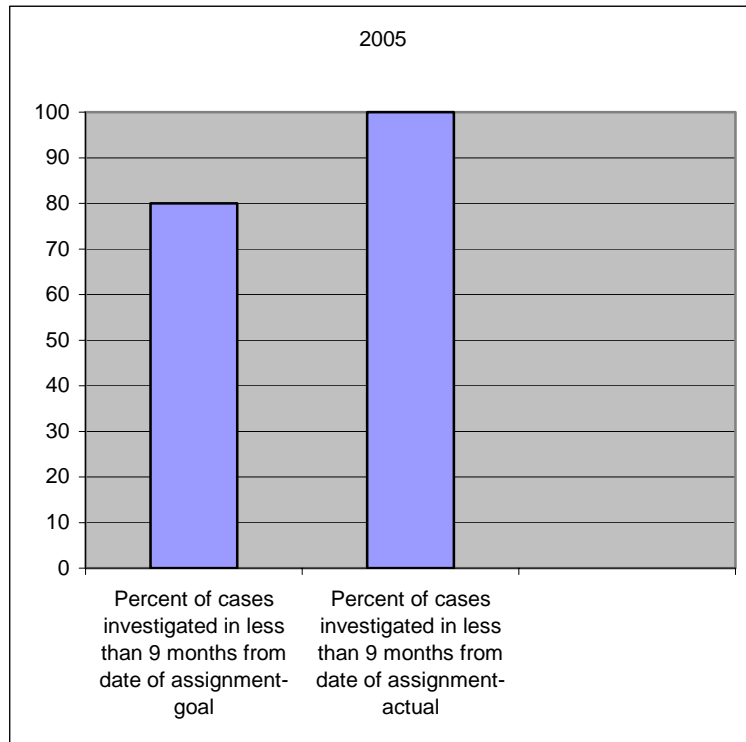
### Results

**Performance Measure:**

Number of cases investigated within 9 months of assignment

**Performance Target:** 80%

**Data Sources:** Iowa Civil Rights Commission records of number of days from date of assignment until date investigation is completed.



**Data reliability:** Data is kept by the manager of the investigative unit.

**Why we are using this measure:** It assists the agency in meeting the larger goal of reducing the time to process cases.

**What was achieved:** 100% of the cases investigated, were investigated within 9 months from date of assignment.

**Analysis of results:** We exceeded our goal in this area and should consider modification of the goal.

**Factors affecting results:** Although the goal has been met for this measure, a large inventory of investigations remains to be assigned.

**Resources used:** Two additional staff are needed in this area.



## AGENCY CONTACTS

Copies of Iowa Civil Rights Commission's Performance Report are available on the ICRC website [www.state.ia.us/government/crc](http://www.state.ia.us/government/crc)

Copies of the report can also be obtained by contacting the Iowa Civil Rights Commission at 1-800-457-4416.

Iowa Civil Rights Commission  
Grimes Building, First Floor  
400 E. 14<sup>th</sup> Street  
Des Moines, IA 50319

(515) 281-4121 or 800-457-4416

[www.state.ia.us/government/crc](http://www.state.ia.us/government/crc)

# Appendix

The preceding report has highlighted the Iowa Civil Rights Commission's Key Measures for FY 2005. The following two pages contain all the goals, measures and actual performance for the measures for all strategic goals, core functions, and SPA's for the Iowa Civil Rights Commission for fiscal year 2005.

**Iowa Civil Rights Commission:**  
**Strategic Goals, Core Functions, and SPA's**

		Goal	Performance
	Strategic Goal 1 - People involved in civil rights complaints receive timely, quality resolutions		
	Measure 1: Number of days to complete various stages of the process	200	308
	Measure 2: Percent of cases accepted for reimbursement by federal agencies	80%	98.85%
	Strategic Goal 2 – Providing satisfactory educational services		
	Measure 1: Percent of customers rating the service satisfactory or better	80%	83.2%
	Strategic Goal 3: The Iowa Civil Rights Commission is recognized as a leader in promoting civil rights		
	Measure 1: Percent of survey respondents indicating ICRC is a leader in civil rights	50%	74.1%
	Measure 2: Number of civil rights projects ICRC participates/collaborates in	2	10
	Core Function 1: Adjudication and Dispute Resolution		
167_01_001	Measure 1: Number of days to complete various stages of the process	200	308
167_01_002	Measure 2: Percent of cases accepted for reimbursement by federal agencies	80%	98.85%
	SPA 1: Screening		
167_01100_001	Measure 1: Percent of cases screened in less than 120 days	80%	48.00%
	SPA 2: Mediation		
167_01100_002	Measure 1: Percent of cases mediated in less than 90 days from assignment	80%	82.3%
	SPA 3: Investigation		
167_01100_003	Measure 1: Percent of cases investigated in less than 9 months from date of assignment	80%	100%
	Core Function 2: Advocacy		
167_04_001	Measure 1: Percent of survey respondents indicating ICRC is a leader in promoting civil rights - would recommend ICRC	50%	74.1%
	SPA 1: Participation		
167_04100_001	Measure 1: Number of civil rights projects ICRC participates/collaborates in	2	10
	SPA 2: Commissioner hours		
167_04100_002	Measure 2: Number of hours/month commissioners spend on civil rights	8	11
	Core Function 3: Education		
167_25_001	Measure 1: Percent of Customers indicating they will use educational info	80%	81%
	SPA 1: Timeliness		
167_25100_001	Measure 1: Number of complaints regarding timeliness of requests	0	0
	SPA 2: Education satisfaction		
167_25100_002	Measure 1: Percent of customers rating service satisfactory or better	80%	83.2%
	Core Function 4: Investigation see Core Function 1 – Adjudication and Dispute Resolution		

