

Iowa Civil Rights Commission

2012-2015 Strategic Plan

Iowa Civil Rights Commission 2012-2015 Strategic Plan

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Strategic Goals

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Guiding Statements

Mission

To end discrimination through effective enforcement of the Iowa Civil Rights Act.

Our Vision

People appearing before the ICRC receive timely and competent resolutions.

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Strategic Goals

1. Parties appearing before the ICRC receive timely, quality resolutions.
2. Eliminate non-housing investigative backlog thereby increasing number of cases accepted for reimbursement by federal agencies.

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Goal 1 - Parties appearing before the ICRC receive timely, quality resolutions.

| Strategies | Actions | Person(s) Responsible | Due By |
|--|--|-----------------------|----------|
| 85% of all non-housing complaints processed through investigations in less than 300 days | a. 80% of cases screened in less than 120 days from date of filing. | Staff & Grove | On going |
| | b. If screening cases get between 120-140 days old, assign additional staff to help reduce to 120 days | Grove | On going |
| | c. 80% of cases mediated in less than 30 days from date of screen in decision | Admin Unit | On going |

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Goal 2 - Eliminate non-housing investigative backlog thereby increasing number of cases accepted for reimbursement by federal agencies.

| Strategies | Actions | Person(s) Responsible | Due By |
|---|--|-----------------------|----------|
| Reduce backlog by 50% in FY12 and eliminate backlog in FY13 | a. 85% of cases investigated in less than 100 days from date of assignment to investigator. | Investigators | 6/30/13 |
| | b. Use new investigative process which eliminates delays and utilizes work done in screening | Investigators | On going |

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Our Assumptions

- f* Status quo or decreasing budget
- f* Continued turnover of staff
- f* Consistent annual number of complaints
- f* Little or no change to ICRA or admin rules
- f* Static FTE count
- f* Stable Management
- f* Continued progress towards return to law enforcement agency

Critical Success Factors

- f* Commitment from staff to strategic goals
- f* Availability of qualified applicants to fill vacancies
- f* Professional development of staff
- f* Maintaining production standards and accountability
- f* Active support from Commissioners
- f* Continued support from legislature and IGOV

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SWOT Analysis

Strengths

Well trained staff
Management
Staff work ethic
Willingness to revise processes
Improved technology
Engaged Commissioners
Support from IGOV
Use of Kaizan process
Strong community ties and support
Improved accountability

Weaknesses

Limited number of staff
Resistance to change
Workload
Changing culture
Paper dependency
Significant portion of budget are federal funds and continued availability is uncertain
Lack of subpoena power for non-housing witnesses
Outdated infrastructure and expense of updating

Opportunities

Streamline complaint process
Reestablish credibility
Improved investigative process will help improve Probable Cause rate
Hold public hearings
Updated training model for new and current employees
Increased productivity leads to increased federal funding and improved standing with EEOC and HUD
Grant opportunities

Threats

Inflexibility
Future budget issues including reduced federal funds
Staff and management turnover
Increased public hearings will require significant increase in litigation expenses and resources