## **Table of Contents**

#### Core

Guiding Statements	
Strategic Goals (summary)	1

#### **Strategic Goals**

Strategic Goal 1	5
Strategic Goals 2	6

#### **Summary of Retreat Information**

Assumptions and Critical Success Factors
SWOT Analysis

## **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.

#### 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.

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	<ul> <li>a. 80% of cases screened in less than 120 days from date of filing.</li> <li>b. If screening cases get between 120-140 days old, assign additional staff to help reduce to 120 days</li> </ul>	Staff & Grove Grove	On going On going
	<ul> <li>c. 80% of cases mediated in less than 30 days from date of screen in decision</li> </ul>	Admin Unit	On going

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

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

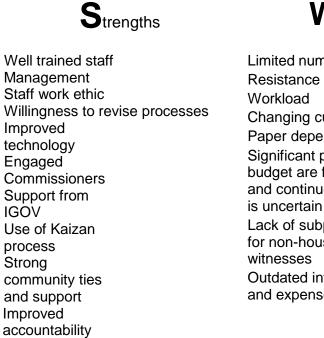
#### **Our Assumptions**

- 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

#### **SWOT Analysis**



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 hreats

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