

# Iowa Civil Rights Commission

## **2014-2017 Strategic Plan**

# Iowa Civil Rights Commission 2014-2017 Strategic Plan

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### Strategic Goal

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# Iowa Civil Rights Commission 2014-2017 Strategic Plan

## 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

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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 - 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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## Our Assumptions

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- 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

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- 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

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### **S**trengths

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

### **W**eaknesses

Limited number of staff  
Workload  
Paper dependency  
Significant portion of budget are federal funds and continued availability is uncertain  
Outdated infrastructure and expense of updating

### **O**pportunities

Maintain credibility  
Maintain productivity leads to increased federal funding and improved standing with EEOC and HUD  
Grant opportunities

### **T**hreats

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