



Iowa Department of Human Rights (DHR) Strategic Plan FY 2019-2022

Updated January 7, 2019

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

Table of Contents

Core

Mission, Vision, Purpose Statement	3
Guiding Statements	4
Internal & External Assessment.....	5
Strategic Goals (Summary)	6

Strategic Goals

Supporting the Governor’s Goals	7
Strategic Goal 1.....	9
Strategic Goal 2.....	12
Strategic Goal 3.....	15
SWOT Analysis.....	17

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

Mission

To ensure *basic rights, freedoms and opportunities* for all by **empowering underrepresented lowans and eliminating economic, social and cultural barriers**. We help individuals *attain independence* by ensuring *access to government services* and advancing educational achievement and entrepreneurial success consistent with their aspirations.

Vision

DHR is the **results-oriented leader** in creating a more **inclusive and productive Iowa** where a society of economically independent individuals and engaged citizens contribute to the improvement of their communities

Purpose Statement

The Iowa Department of Human Rights will **advocate for underrepresented lowans and foster hope within our communities** by educating individuals, businesses and government entities about the needs, rights and responsibilities of all lowans. As a state agency, we have a special responsibility to **ensure accessibility to government in order to improve lowans' quality of life**.

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

Our Guiding Principles

DHR is accountable and data-driven.
DHR utilizes thoughtful communication and transparent decision making.
DHR is one organization, built on mutual respect.
DHR is the model of culturally affirmative government.
DHR promotes equality, equal treatment and equity for all Iowans.
DHR promotes equal opportunity and accessibility for all Iowans.
DHR ensures that Iowa's underserved populations are "at the table."

We operate as a state agency that applies our resources in a thoughtful way and can make a meaningful difference in the lives of people in the areas in which we work. Each staff member of the Department of Human Rights is responsible for bringing the words of the following beliefs to life:

- We are privileged to do this work.
- Our pursuit of excellence, with no conventional market signals, requires relentless self-examination and conviction to the ever-increasing importance of the department's work.
- Our success requires continuous personal and intellectual growth, careful listening, honesty and openness in challenging one another, personal and departmental humility, and high quality teamwork, leavened by a sense of humor.
- We must avoid conflicts of interest, honor trust, and maintain appropriate confidentiality.
- We are responsible for making prudent, wise, and leveraged use of all our resources, including our staff, reputation, ideas, networks, and money.
- We will make a meaningful difference by recognizing and pursuing opportunities, taking thoughtful action, nurturing a culture of open dialog, and seeking continuous self-renewal.
- We are guided by research, purposeful discussion, fact-based judgments, fairness, clearly articulated expectations, and by acknowledging and sharing our failures and successes with others.
- We hold ourselves to high standards of:
 - a. Proactive outreach and communication
 - b. Responsive planning and collaboration
 - c. Effective grant making

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

Assessment

The Iowa Department of Human Rights (DHR) works to improve the quality of life for Iowans and finds innovative ways to utilize and maximize available resources while being responsive to the needs of our constituents.

Internal Assessment

Our greatest strengths are the passion, dedication and competency of our staff, led by a cohesive executive team, comprised of the Director, three Division Administrators (one of whom also serves as Deputy Director), Accountant 3 Supervisor, and Executive Officer 2. The executive team members bring diverse, yet complementary, skills and experiences necessary to achieve our mission, as well as performance results. We cross-train employees to advance their knowledge, increase workforce efficiency, and adapt to change. The knowledge and quality information we possess and develop in our line of work move us toward forming partnerships and expanding the capacity of other agencies to meet the needs of underrepresented Iowans. We maximize social and economic impact by working at the system-level to educate agencies about strategies to reach underrepresented Iowans, demonstrating how the Administration's goals can have a proportionately higher impact on underrepresented Iowans, and by implementing programming aimed at giving underrepresented Iowans the tools to be self-sufficient. The department continues to rely on participation of diverse stakeholders, including more than 100 board, commission and council members, to bring ideas and concerns to the table. Significant staff time will be invested in supporting these volunteer positions, as there are more than two commission/council members for every one staff.

External Assessment

Iowa's changing demographics and emerging trends provide major opportunities for DHR to be a critical resource in meeting the diverse needs of underrepresented populations. Underserved communities face significant access, language, and socioeconomic barriers, and DHR can counter these challenges by strategically and proactively responding to those needs. We can offer ways to include diverse voices in the Administration's policy and planning to help improve the outcomes for underserved communities. By serving as an unbiased source for data and research on important issues in the areas of justice, race, ethnicity, gender, ability, and poverty, we can provide a foundation to guide improvements on policy and best practices. We are called to focus our collective efforts to achieve measurable results; one way is to through collaborations and partnerships within government and other organizations across Iowa. Partnerships and leveraging resources are fundamental to our success as we continue to identify opportunities where DHR's resources can benefit underserved Iowans in significant and measurable ways.

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

Strategic Goals Summary

- 1. The department will provide support for the executive, legislative and judicial branches of government.**
 - a. Provide accurate information to influence decisions being made about lowans' lives
 - b. Implement programs and services to support/achieve Administration's priorities (see next page for details)
 - o Pursue new opportunities for cross-agency partnership
 - a. Provide information and data regarding underrepresented lowans to improve policy and best practices

- 2. The department will expand the capacity of other organizations to be more accessible to and inclusive of underrepresented lowans.**
 - a. Participate in system-level planning and policymaking to advocate for underrepresented lowans
 - b. Pursue new opportunities for partnerships and collaborations
 - c. Assist organizations and businesses with strategies to reach underrepresented lowans

- 3. The department will encourage and incentivize individuals to aspire to self-sufficiency, through its own programs/services and by influencing others' programs/services.**
 - a. All DHR programs will include self-sufficiency as a desired outcome
 - b. All DHR partnership projects should include an element related to self-sufficiency

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

Supporting the Governor's Goals

The Department is experiencing the following trends:

- increase in requests for the number of exchanges by criminal justice agencies using the Criminal Justice Information System (CJIS)
- increase in partnerships/collaborations
- increase in requests for technical assistance and information
- growing unaffordability of home energy costs

The Department's programs and services support the Governor's four goals in the following ways:

1. Creating a competitive business environment
 - Promoting evidence-based information systems by using state of the art technology, collecting data, and using information for decision-making.
 - Use cutting edge technology to improve efficiency of operations providing critical, real-time information to our partners in law enforcement and criminal justice communities.
 - Deliver innovative and quality programs by tapping into the creative potential and problem solving skills of employees and their knowledge about clients and their needs.
 - Assist businesses implement best practices for better employee retention, greater impacts, and maintain enduring advantage in achieving results.
 - Form collaborations and strategic alliances to reach a wider audience, enhance our credibility, expand our resources while enabling us to do more at a lower cost, and give us access to people with different skills and insights.
2. Developing the most innovative energy policy in the country
 - Administer energy assistance programs to conserve energy, mitigate health and safety problems in the client's homes, maintain affordable housing for low-income persons, reduce utility arrearages, revitalize communities, and reduce environmental pollution.
 - Use state of the art technology to conduct health and safety checks and to determine the most appropriate cost effective energy-saving measures that should be applied to a home.
3. Educating our children for the knowledge economy
 - Prepare young people for success in school, adulthood, the community, and the workforce through the youth programs that provide opportunities to develop leadership skills, academic achievement, and career development, and positive life choices.
 - Promote equity and inclusion for youth with the goal of reducing disproportionality and disparate outcomes in the juvenile justice system.

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

4. Training Iowans for the jobs of tomorrow
 - Offer opportunities for skill development, higher education/training, work readiness, and self-sufficiency through civic engagement initiatives, community building programs, and the Family Development and Self-Sufficiency Program (FaDSS).
 - Improve programs and policies affecting vulnerable and disconnected Iowans so they can be productive citizens.

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

Goal 1 – The department will provide support for the executive, legislative and judicial branches of government

Lead: Director San Wong
Team: Executive Team

Strategies	Actions	Measures	Person(s) Responsible	Due By
a. Provide accurate information to influence decisions being made about Iowans' lives	The Department will complete required reports to the legislature and executive branch timely.	Reports completed timely	Executive Team	Ongoing
	Respond to inquiries from legislators, LSA, Governor's Office, Executive Branch agencies, and Judicial Branch with accurate data and in appropriate context within deadline.	% IGOV satisfied with information/services provided	Executive Team	Annually
		% of inquiries responded to on deadline (95% goal)	Executive Team	Annually
	Internal support provided ensures responses to executive, legislative, and judicial branches of government are based on the most current financial data.	The percentage of federal and financial reports are completed and submitted by the due date is at least 95%	Central Administration	Annually
		100% of audit reports are reviewed within 180 days of receipt	Central Administration	Annually
				Annually

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

Strategies	Actions	Measures	Person(s) Responsible	Due By
		The percentage of claims paid within 15 days is at least 90%	Executive Team	Annually
	Initiate appropriate communication with policy makers around critical and emerging issues	% of emerging and critical issues communicated timely	Executive Team	
<hr/>				
b. Implement programs and services to support/achieve Administration's priorities	Track total number of programs and services supporting/achieving Administration's priorities: Client Assistance Program (CAP); Youth Initiatives: State of Iowa Youth Advisory Council (SIYAC), Iowa Youth Congress (IYC), and Human Rights Youth Chapters.	% of programs and services that support/achieve Administration's priorities	Executive Team	Semi-annually
	DCAA will administer the family development and self-sufficiency program.	The FaDSS program will measure outcomes related to administration priorities and report those results.	DCAA Staff	Ongoing
	Seek outside funding to support the administration's priorities.	# of grants, contracts, MOU's applied for # won # new \$ amount received	Executive Team	Annually

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

Strategies	Actions	Measures	Person(s) Responsible	Due By
	CJJP will administer the Criminal Justice Information Systems Integration (CJIS), which allows the exchange of information between multiple law enforcement and court agencies' data systems, and enhances the efficiency, effectiveness, and accuracy of the criminal justice information.	<p>Number of new exchanges developed</p> <p>Number of jurisdiction exchanges added</p>	CJJP – CJIS Staff	Ongoing
c. Share data across agencies and system	The department will share data across systems to allow access to accurate data to make informed decisions.	# of participating agencies and organizations	Executive Team	Ongoing

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

Goal 2 – The department will expand the capacity of other agencies to serve underrepresented Iowans

Lead: Director San Wong
Team: Executive Team

Strategies	Actions	Measures	Person(s) Responsible	Due By
a. Participate in system-level planning and policymaking to advocate for underrepresented Iowans	Outreach and community assessments to address specific underrepresented population needs.	At least 5 community assessments will be completed.	CAS Staff	Ongoing
	Solicit involvement of other agencies and groups in achieving Departmental goals	Partnerships established	Executive Team	Ongoing
	DCAA will develop and implement organizational standards for subgrantees regarding engagement of low income citizens in agency and community activities.	Standards measured annually	DCAA Staff	Ongoing
b. Pursue meaningful opportunities for cross-agency partnership	Host open house to introduce other agencies to DHR programs/services/expertise	# of new partnerships	Executive Team	Annually
	Marketing effort to raise awareness of DHR programs/services/expertise	# of new partnerships	PIO, executive team, staff	Ongoing
		A list divided into three categories (Information and Referral, Technical	Executive Team/CAS Staff	Annually

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

Strategies	Actions	Measures	Person(s) Responsible	Due By
	Identify and track the level of interaction with governmental agencies and community partners	Assistance, and Partnership) to identify level/degree of relationship with governmental agencies and community partners.		
c. Assist agencies with strategies to reach underrepresented lowans	Develop and distribute “best practices” guidelines on community-specific outreach	# of times guidelines distributed.	All divisions, advocacy staff	Ongoing
	Track interactions with governmental agencies related to increasing their capacity for underrepresented populations	# of agencies that report implementing best practices for outreach to underrepresented lowans.	Administrators/CAS Division staff	Updated quarterly
	Provide training and technical assistance to agencies regarding strategies for constituent engagement	Number of training and technical opportunities provided	Training Staff	Annually
	Provide access to Talent Bank	# of organizations and lowans connected to Talent Bank	CAS Division	
	CJJP will fully implement the Juvenile Justice Reform and Reinvestment Initiative (JJRRI), which assesses the quality and effectiveness of juvenile justice services.	Number of judicial districts participating in JJRRI Number of services assessed by the Standardized Program	CJJP Division	Ongoing

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

Strategies	Actions	Measures	Person(s) Responsible	Due By
		Evaluation Protocol (SPEP)		
		Recidivism Rate for juvenile offenders		
	CJJP will partner with juvenile court services and additional agencies to implement a comprehensive statewide juvenile justice system.	Number of agencies participating	CJJP Division	Ongoing
		Number of policy improvements implemented		
		Statewide implementation		
		Recidivism rates for juvenile offenders		

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

Goal 3 – The department will encourage individuals to aspire to self-sufficiency, through its own programs/services and by influencing others’ programs/services.

Lead: Director San Wong
Team: Executive Team

Strategies	Actions	Measures	Person(s) Responsible	Due By
a. DHR programs/client services will include self-sufficiency as a desired outcome	Review all current programs/client services for inclusion of self-sufficiency outcomes	Calculate the percent of programs/client services including self-sufficiency outcomes.	Administrators, staff	Ongoing
	Develop, communicate, and review departmental guidelines	Track communication with DHR staff regarding guidelines.	Executive Team	Ongoing
	CAS and CJJP will include self-sufficiency in its youth initiatives: State of Iowa Youth Advisory Council (SIYAC), Iowa Youth Congress (IYC), and Human Rights Youth Chapters	These outcomes are measured by the pre- and post-tests of each youth initiative	CAS and CJJP staff	Ongoing
	DCAA will assist households in becoming more energy self-sufficient by providing comprehensive energy efficiency services through the Weatherization Assistance Program.	Number of households served, average annual savings per household	DCAA Admin and Weatherization staff	Ongoing

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

Strategies	Actions	Measures	Person(s) Responsible	Due By
b. DHR partnership projects should include an element related to self-sufficiency	Review all DHR partnership for inclusion of self-sufficiency	Calculate the percent of programs/client services including self sufficiency	Administrators, staff	Ongoing
	Promote departmental policy	Policy promoted with staff	Executive Team	Ongoing
	CJJP will facilitate the statewide implementation of a multi-system juvenile reentry system.	Alignment of state agencies' policies and community stakeholders' practices to that provide support and guidance for youth transitioning from out-of-home placements to be self-sufficient. Recidivism rates for juvenile offenders returning home from out-of-home placement.	CJJP Division	Ongoing

Iowa Department of Human Rights FY 2019-2022 Strategic Plan

SWOT Analysis

Strengths

Passionate, dedicated and competent staff; strong administrators

Representation and participation from diverse stakeholders, including 100+ board and commission members

Administration supports our work

Reputation for providing accurate data in pursuit of better policy

Weaknesses

Preserving institutional knowledge

Significant staff time supporting large number of commissions/councils

Lack of synergy between boards and commissions

Opportunities

Greater involvement in the administration's goals: increasing family incomes, education, and job opportunities

Juvenile justice system reform

Growing public awareness of Iowa's changing population

Developing and driving systemic solutions to systemic barriers for underrepresented Iowans

Partnering:

- a) among divisions
- b) social, economic, political, and civic organizations to enhance our effectiveness/get technical assistance
- c) provide diversity and other training and technical assistance to outside groups

Leveraging resources

Provide accurate and relevant data to influence policymakers

Threats

Unrealistic expectations about scope and priorities of DHR's work