



Iowa Department of Human Rights

FY2021 Performance Report

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DEPARTMENT OVERVIEW

MISSION: To ensure basic rights, freedoms and opportunities for all by empowering underrepresented Iowans and eliminating economic, social and cultural barriers. We help individuals attain economic 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.

The organizational structure of the department consists of Central Administration and three major divisions that contribute to the department's overall mission and goals—Criminal and Juvenile Justice Planning (CJJP), Division of Community Action Agencies (DCAA), and Community Advocacy and Services (CAS).

A. Central Administration

Central Administration is responsible for managing the overall operations of the department, including matters related to finance/budget, communications, legislation, policy, and human resources. It consists of the Director, Executive Officer 2, Accountant 3 Supervisor, and two Accountants. Other personnel charge a portion of their time to Central Administration for activities that benefit the overall department. The Department is responsible for the administration of \$83,206,646 in state, federal, and private funds.

B. Division of Criminal and Juvenile Justice Planning

The placement of the Division of Criminal and Juvenile Justice Planning (CJJP) within the Department of Human Rights ensures its independence from operational agencies (such as Department of Corrections, Department of Public Safety and others) in conducting research, planning, data coordination, and information clearinghouse functions. This independence is critical to CJJP's role as an unbiased source of information on Iowa's justice system. The access the Department receives to otherwise confidential data from state and local agencies has given CJJP a unique capability to provide data, information and additional system-related assistance across agencies, and to study and report on Iowa's multi-faceted justice system from a neutral, objective position in state government.

The Administrator of CJJP reports to the Director of the Department of Human Rights. The Department is currently engaged in the following strategies that improve the efficiency and/or effectiveness of Iowa's criminal and juvenile justice system:

- Juvenile Justice System Improvement comprehensive statewide plan
- Establish a standardized evaluation protocol within the juvenile justice system
- Develop and implement a strategic plan to address disproportionality of minorities in the juvenile justice system
- In partnership with Juvenile Court Services, developing and implementing a juvenile reentry system, including pilot Vocational Rehabilitation Reentry Navigators
- Prepare correctional and minority impact statements on proposed correctional and sentencing legislation using data and analysis to provide information to legislators
- Develop and coordinate implementation of an innovative, viable and effective plan for services to, and supervision of, young women who are involved in the juvenile justice system at the deepest levels
- Coordinate the sharing of information between law enforcement, court, and other agencies through the Criminal Justice Information System (CJIS)
- Conduct evaluations for multiple programs associated with the criminal and juvenile justice systems
- Oversee the State of Iowa Youth Advisory Council (SIYAC), Iowa Youth Congress, and Youth Action Squads, and expanding positive youth development and Youth Participatory Action Research (YPAR), and creating a youth justice council and NYTD Ambassadors
- Coordination of the expansion of pre-charge juvenile diversion programming in communities

CJJP also staff and maintain the following councils and boards. Connections with members of these advisory bodies provide many opportunities for partnerships and collaborations with a myriad of state agencies, the private sector, and community stakeholders.

- Iowa Juvenile Justice Advisory Council
 - Disproportionate Minority Contact Subcommittee (DMC)
 - Iowa Task Force for Young Women (ITFYW)
- Justice Advisory Board (JAB) – Effective July 1, 2019 – Replacing:
 - Criminal and Juvenile Justice Planning Advisory Council
 - Public Safety Advisory Board
 - Sex Offender Research Council
- Criminal Justice Information System (CJIS) Advisory Council
- Institutional Review Board (IRB)
- Iowa Collaboration for Youth Development (ICYD) Council
 - State of Iowa Youth Advisory Council (SIYAC)

- Iowa Youth Congress (IYC)
- Youth Action Squads

C. Division of Community Action Agencies

The Division of Community Action Agencies (DCAA) is responsible for the administration of federal and state programs operated through a statewide network of community action agencies and other community-based organizations designed to foster self-sufficiency of Iowa's low-income citizens. This report details the work and accomplishments of the Division over the past year in its efforts to be a results-oriented, customer-focused, collaborative agency that is accountable to citizens and policy-makers.

The Bureau of Community Services administers two key anti-poverty programs: Community Services Block Grant (CSBG) and Family Development and Self-Sufficiency Grant program (FaDSS). The federal CSBG provides support for Iowa's 16 community action agencies to create, coordinate, and deliver a wide variety of programs and services to low-income Iowans, including health, education, housing, employment, nutrition, emergency services, community linkages, and other self-sufficiency efforts.

In addition, DCAA administers two programs that assist eligible low-income households with heating and cooling energy costs and weatherization to improve energy efficiency of their homes—Low-Income Home Energy Assistance Program (LIHEAP) and Weatherization Assistance Program (WAP).

Community Services Block Grant

Community action agencies served over 300,000 individuals in more than 120,000 households across 99 counties in Iowa in Federal Fiscal Year (FFY) 2020.

In FFY 2020, the CSBG assisted local agencies in leveraging over \$229 million in additional federal, state, local, and private funding. Local agencies leveraged over 11,000 volunteers who contributed over 311,000 volunteer hours to their communities during the year.

CARES Act Funding

DCAA received \$10.8 million in Community Services Block Grant (CSBG) funding to support local community action agency plans to address the effects of the COVID-19 pandemic.

Local agencies were required to submit plans to DCAA for the use of the funds. The most common uses of the funds have included support of food initiatives, food banks, meal delivery, utility and rent assistance, and well-elderly checks.

Family Development and Self-Sufficiency

The Bureau administers the Family Development and Self-Sufficiency (FaDSS) program that serves Iowa families who are receiving Family Investment Program (FIP) assistance and at risk of long-term economic and family instability. This evidence-based model provided comprehensive services through certified Family Development Specialists to 2,198 Iowa families, including 1,758 children, in FY21.

Results show that FaDSS families make substantial progress in a variety of self-sufficiency measures such as increased wages, education, job training, housing, and mental health counseling, and staying off welfare longer than non-FaDSS families.

In FY21, families that improved their level of employment had an average monthly family income of \$1,439 at program exit. This is an increase of \$1,206. Families exiting FaDSS decreased their average monthly FIP amount by 64%, from \$379 to \$139 per month.

Achievement of education goals is a key component to increasing long-term family income. In FY21, 112 FaDSS families achieved a major education goal. Of those families, 31 earned a GED/HS Diploma, 41 completed some college courses, 28 completed a Certification Program, 17 earned an Associate Degree, and 5 earned a Bachelor's Degree.

Low-Income Home Energy Assistance Program

The Bureau of Energy Assistance administers the federally funded Low-Income Home Energy Assistance Program (LIHEAP). LIHEAP is designed to assist qualifying low-income households in the payment of a portion of their winter heating costs and to encourage energy conservation through client education and weatherization.

The program utilized \$54.7 million in federal funds to provide assistance to 76,656 Iowa households in FY21, providing an average one-time benefit of \$455 per household. Nearly 40% of all households served had an elderly resident, and more than 52% had a member with a disability. Over 98% of LIHEAP recipients are NOT receiving Temporary Assistance to Needy Families (TANF) benefits. Benefits are weighted to targeted households, including the elderly, disabled, working poor and households with children under six years of age.

LIHEAP has two additional components: Assessment and Resolution and Emergency Crisis Intervention Program (ECIP). The Assessment and Resolution component includes energy conservation education, referral to outside services, budget counseling, and vendor negotiation. The ECIP component provides immediate assistance to alleviate life-threatening situations, including repair of a furnace or heating system, obtaining temporary shelter, purchase of blankets and/or heaters, and emergency fuel deliveries.

COVID Relief Funds

DCAA received \$4.2 million in CARES Act supplemental Low-Income Home Energy Assistance Program (LIHEAP) funds. The funds are being utilized by local agencies for crisis assistance for families facing utility disconnection. Iowa also received an additional \$78.5 million in federal American Rescue Plan Act LIHEAP funding. The funds are being utilized to provide assistance to households facing disconnection, and to increase the program year 2021-22 regular LIHEAP benefit.

Low-Income Weatherization Assistance Program

The Bureau of Weatherization administers the federal Low-Income Weatherization Assistance Program (WAP), the nation's largest residential energy efficiency program. The program reduces energy costs for low-income persons, particularly the elderly, disabled, and families with children by improving the energy efficiency of their homes and ensuring their health and safety. Approximately 30% of the households served included at least one elderly person, 32% included at least one person with a disability and 21% included young children.

The Weatherization Program served 1,609 households in PY20, providing an estimated average \$228 in annual savings per home in calendar year 2020. Energy savings will total over \$4.6 million over the life of the measures. The Covid-19 pandemic caused the program to be suspended for several months in PY20, resulting in reduced program production. The program also conducts a health and safety check on every home weatherized, including inspection of all combustion appliances, possible health and safety problems such as mold, unsafe electrical wiring, carbon monoxide, and smoke detectors. Health and safety risks are mitigated in over 50% of homes.

Other Community Coordination Efforts

FaDSS and COVID

The COVID-19 pandemic required the FaDSS program to adapt services to a primarily virtual format for most of SFY21. Services and support to families continued uninterrupted throughout the pandemic, and families were provided an opportunity for extended transition time. Extensive training, technical assistance, and support were provided by DCAA to local FaDSS agencies and staff to respond to the ongoing health emergency.

As part of the DCAA response to COVID, we engaged with Mathematica Policy Research in a Learn, Innovate, and Improve process to assess the continuing role of virtual visits in the FaDSS program. As part of the process, DCAA facilitated focus groups of FaDSS Specialists and Coordinators, and surveys and interviews of families to help determine the appropriate role of virtual visits in the program in the future.

Mathematica Evaluation

The Family Development and Self-Sufficiency (FaDSS) program continues or participation in a national evaluation of family-focused coaching strategies designed to foster family economic self-sufficiency. The three-year evaluation is sponsored by the Office of Program Research and Evaluation at the U.S. Department of Health and Human Services and conducted by Mathematica Policy Research. The study is utilizing random assignment to treatment and control groups in a longitudinal study to measure the impact of FaDSS services.

The enrollment phase is completed, and 863 families are enrolled in the treatment and control groups. Local sites are continuing to submit service and program data into the Mathematica reporting system for families enrolled in the evaluation. Mathematica is now conducting follow-up surveys with program participants to assess the program model implementation. Mathematica is currently working on an implementation report.

Division of Community Advocacy and Services

The Division of Community Advocacy and Services (CAS) supports and streamlines access to the services offered by the State of Iowa for specific underserved populations, and provides qualitative and quantitative information about the needs of those populations. The Department is the vital connection between Iowa's diverse communities and the programs,

events and information that can provide understanding, equity and access to the tools of success.

The Division is made up of seven offices:

- Native Americans Affairs
- Status of African Americans
- Asian and Pacific Islander Affairs
- Latino Affairs
- Status of Women
- Persons with Disabilities
- Deaf Services

These offices work together to impact systemic issues affecting those Iowans who are members of historically marginalized groups.

The CAS Division administers programs and advocates for policies that allow constituents to achieve greater success. In addition, each office is responsible for collecting and analyzing data about specific populations. This data is used to direct programming and expand culturally appropriate services throughout the state.

The period of time spanning 2020 and 2021 has tested Iowan's resilience, and has honed our ability to adapt and learn. The COVID-19 pandemic shone a light on the systemic disparities that the Department of Human Rights, and the Community Advocacy and Services Division, regularly seeks to identify, address and resolve. The pandemic also exacerbated the impact of disparities, particularly those related to employment, health and healthcare access, housing, transportation, childcare, and education. Subsequent race- and justice-related tensions in our communities have added to that list.

While our work in the Division is always centered on resolving these disparities, recent events have amplified the impact of these disparities, and the need for a comprehensive system examination and improvement. State government is actively seeking new ways to turn vulnerability and risk into success and growth.

Our goal is to sustain the heightened focus on inclusion, equity and removal of barriers to opportunity. As we navigate the recovery phase of the health crisis and as we implement policies that solve disparities for the populations we serve, we are actively collaborating with other agencies in the state to ensure this goal is achieved.

Our goal for an inclusive, equitable and just Iowa is achieved when we connect people to their government and to the state with the following four areas of focus:

Civic Engagement - Building capacity for people to become agents of change in their communities.

The Iowa Talent Bank enhances the ability for members of all under-represented populations to be a formal part of the civic decision-making process. In FY2021:

- 1,245 Iowans were able to apply to serve on appointed boards and commissions through the Talent Bank
- 550 applicants were women
- 28 Iowans were matched with mentors to learn more about public service

The Talent Bank can be found at <https://talentbank.iowa.gov>. It allows any Iowan to examine how and where they can serve on appointed government boards and commissions, and communicate their interest and qualifications. This innovative tool also allows government officials to easily connect with those individuals who have interests and talents needed on local boards and commissions.

Government Access. Helping with navigation for those who need access to government services.

COVID-19 Response and Language Access

The experience of COVID-19 brought government access issues squarely into the spotlight. As the need for clear and understandable information from government became more apparent at the beginning of calendar year 2020, the Division completed an informal gap assessment of where language and communication access would be most needed, which local agencies would provide the greatest access to under-served populations and which languages would reach the greatest number of people who required this type of assistance. The resulting language access initiative (found at <https://humanrights.iowa.gov/covid-19/language-access>) was delivered in partnership with the Iowa Department of Public Health. This not only provided information in languages other than English, it also provided

plain language versions of government information and voice translations to ensure all lowans could access and use the critical health and safety information being delivered.

For FY2021, the Division continued to receive requests for detailed language access assistance, as well as assistance in formally identifying which languages were spoken, at what level, and where. With enhanced needs to reach lowans with information about vaccinations, the Division, in collaboration with Iowa State University Extension, created a robust language identifier tool that can be used for program delivery, planning and education by state agencies, or any other organization needing this information. The tool provides factual information including:

- Country of birth for lowans who have migrated to the state
- Languages spoken in the state (currently 183 in total) and basic information about the language, including the country in which speakers may have been born or lived
- Geographic (county, legislative district, congressional district) break-downs of where languages are spoken, and by how many households

Comprehensive Programming and Assistance

Each office within CAS comprehensively tracks the human rights-related issues on which we receive requests for, and provide, assistance. In FY2021, more than 2,700 lowans sought assistance and information from the Division. In addition to pervasive issues related to the pandemic (healthcare access, mental health, employment, transportation and employee rights), the following are the trending issues for FY2021:

African Americans: Housing, employment, civic engagement/voting rights, inmate issues, diversity/inclusion in business, justice system disparities, educational disparities, healthcare

Asian and Pacific Islander Affairs: Immigration, health and elder care, Medicare, government programs and resources, hate crimes, education/college access

Deaf Services: Communication access within government, communication access in business or employment, assistive technology, justice system issues

Latino Affairs: Immigration, support for youth, community cultural connections, civic engagement, employment supports

Native Americans: Indian Child Welfare Act, inmate rights, understanding of Native American culture

Persons with Disabilities: Transportation, service animals, physical access, employment, civil rights at work and in housing

Status of Women: Workplace discrimination/family and pregnancy leave, Women's history, domestic violence/sexual violence, childcare access

Data Initiative

In FY2021, the Division established a new program for Data Access as a part of its overall Government Access Initiative. The state and federal government agencies have rich and valuable data about Iowans in specific subject matters. However, the facts about the status of our underserved populations in Iowa are challenging to find in one place. Having this information available through the lens of intersectionality and population, in addition to by subject, will help policy makers, and all Iowans, achieve better informed in decision making. The initiative is a collaboration with Iowa State University Extension.

Youth Leadership. Creating resourcefulness and improving systems for youth through a focus on developing non-traditional leaders.

Latinos CAN Coalition

In collaboration with Iowa College Student Aid, the Division coordinates the Iowa Latino Post-Secondary Education Coalition (Latinos CAN). This Coalition continues to address post-secondary attainment for the Latino community. Currently in Iowa, 16% of Latino adults have earned an associate degree or higher, compared to 38% of all adults in Iowa. The Department has created an extensive resource guide for Latino students in Iowa to learn more about resources and services to assist with post-secondary education. It can be found at <https://humanrights.iowa.gov/resources-latino-students-and-parents>.

The Latinos CAN Coalition also took its efforts to increase post-secondary educational attainment for Latinos on-line. The program created videos to reach out to students and parents. The videos can be viewed at <https://humanrights.iowa.gov/latinos-can-coalition>.

Summer Youth Leadership Academy for Youth with Disabilities

The Pilot Youth Leadership Academy 2020 was a collaborative initiative of DHR, the Developmental Disabilities Council and the University of Iowa Centers on Disabilities. Six youth with disabilities graduated from the Leadership Academy.

EducAsian

In FY2021 the EducAsian program was revised offer a similar enrichment experience using a virtual format. Participating students were able to “meet” Iowa State University's professors of computer science, who provided useful information to prepare students for college coursework and career options in the computer sciences field. They were also able to participate in an online Des Moines Area Community College (DMACC) Multicultural program to learn about resources and meet current students. Four students were awarded scholarships.

Community Connections. Elevating issues, ideas, cultures and contributions to improve connections among all Iowans.

Engaged people are essential to building strong communities, and that when the voices of all Iowans are heard, our state becomes a better place for everyone. To achieve this, we are:

- Making information about our work and the work of our partners more easily accessible. We streamlined the delivery of messages to the audiences we serve and as a result, we have grown our subscribers. By offering website visitors the chance to subscribe and by creating customized content, we are better able to deliver the information people need.
- Connecting with affinity groups and service providers to amplify our messages and build a strong base of knowledgeable people around the State. Team members have actively participated with more than 350 different state and local organizations throughout the last fiscal year.
- Engaging in critical conversations and sharing the stories of Iowans; connecting the value of people and their experiences to one another

With these overarching principles in place, the Division delivers programming, or partners with key organizations to do so. The following is a sample of the programming delivered in FY2021:

- National Votes for Women Trail. We are pleased to announce the placement of the Mary J. Coggeshall Votes for Women Marker on the Iowa State Capitol Grounds. The Iowa Capitol Planning Commission approved the marker and it was placed in the flowerbed south of the Pioneer Statuary Group | Buffalo Fountain, which is located west of the Iowa State Capitol on September 17, 2020.

- Spanish Language Help Line/ Línea de Ayuda en Iowa. The Department supports the delivery services through the Spanish Language Help Line. This line is to provide direct service and case management to Spanish-speaking members of the community in the state of Iowa with the goal of providing information, resources and support. The line is answered by professionals from the Latino community.

- Webinar Series – When Ageism Meets the Other Isms. The Department partnered with the Iowa Attorney General’s Office to deliver a webinar series on issues of aging and culture.

- Webinar Series – Mental Health for Service Providers. During this crisis, many resources have been developed for individuals to help manage the mental health toll, however, we discovered that few resources were available for the service providers themselves. We contracted with Mosaic, a mental health organization, to develop a webinar series focused on mental health for service providers. This series was offered “live” on Facebook, and all videos in the series are available at any time.

- State of Iowa Martin Luther King, Jr. Celebration. The annual state event was held on Monday, January 18 for Iowans to attend virtually.

- Native American Mascots. With subject matter support and guidance from the Iowa Commission on Native American Affairs, the Marion School District voted to change the school’s mascot effective July 31, 2021.

- Iowa Latino Hall of Fame. Many outstanding Latinos/as helped shape Iowa and many strong Latino leaders continue to contribute their talents and skills to improve the quality of life in this state. The 2020 Honorees were:
 - o Elizabeth Balcarcel

 - o Gabriela Rivera

 - o Michael R. Reyes

- o Iowa Latinx Youth Leadership Award: Crystal Ambriz
- o Iowa LGBTQIA Leadership Award: Buffy
- o Robert D. Ray Award for Equity and Justice: Henny Ohr

- Women's Hall of Fame. The 2020 Women's Hall of Fame Inductees, and the Cristine Wilson Medal Award Winner were:
 - o Betty Jean Dillavou Durden
 - o Ann Fry Jorgensen
 - o Helen Naomi Miller
 - o Mary Elizabeth Young Bear

2020 Cristine Wilson Medal for Equality and Justice Recipient: The Honorable Chief Justice Mark Cady

KEY RESULTS

The Department of Human Rights has five core functions:

- 1) Advocacy
- 2) Community Coordination and Development
- 3) Economic Supports
- 4) Research, Analysis, and Information Management
- 5) Resource Management

This section contains a summary of our performance, followed by the performance plan results of each measure.

Core Function: Advocacy

Name: Underrepresented lowans will have access to information and services that ensure their basic rights and freedoms.

Description: Increase awareness and use of information and services for individuals who are and those who serve African Americans, Asian Pacific Islanders, Latinos, Native Americans, Women, Persons with Disabilities, Deaf/Hard of Hearing, low-income individuals, and justice-involved individuals.

Why we are doing this: Underrepresented lowans lack critical information and services in order to participate fully and equally in daily life.

What we're doing to achieve results: Division of Criminal and Juvenile Justice Planning targeted 12 communities and assisted in developing action plans in each community to address areas of concern within underrepresented populations. Division of Community Action Agencies targeted 21 Agencies connected to underrepresented populations. Division of Community Advocacy and Services targeted 72 organizations serving underrepresented populations.

Results	
Performance Measure: % of targeted state, city and county governments, and political subdivisions, connected to underrepresented populations through DHR initiatives.	75%
Performance Target: 50%	

What was achieved: 75%, 12 communities were targeted by the Division of Criminal and Juvenile Justice Planning, 21 agencies were targeted by the Division of Communication Action Agencies. For the 72 organizations targeted by Division of Community Advocacy and Services, government and language access resources were provided on at least a bi-weekly basis.

Data Source: Staff records and community action plans.

Resources: Please see final Advocacy measure for resources expended on this core function.

Core Function: Advocacy

Name: Underrepresented lowans will have access to information and services that ensure their basic rights and freedoms.

Description: Increase awareness and use of information and services for individuals who are and those who serve African Americans, Asian Pacific Islanders, Latinos, Native Americans, Women, Persons with Disabilities, and Deaf/Hard of Hearing.

Why we are doing this: Underrepresented lowans lack critical information and services in order to participate fully and equally in daily life.

What we're doing to achieve results: Provide training for organizations who serve persons with disabilities, Limited English Proficient (LEP), and Deaf populations.

Results	
Performance Measure: Number of organizations trained to serve persons with disabilities, LEP and Deaf populations	162
Performance Target: 60	

What was achieved: 162 government, non-profit and for profit organizations were trained throughout FY2021.

Data Source: Internal data tracking.

Resources: Please see final Advocacy measure for resources expended on this core function.

Core Function: Advocacy

Name: Underrepresented lowans will have access to information and services that ensure their basic rights and freedoms.

Description: Developed and facilitated specialized programming for individuals who are and those who serve African Americans, Asian Pacific Islanders, Latinos, Native Americans, Women, Persons with Disabilities, and Deaf/Hard of Hearing, and youth in the juvenile justice and child welfare systems.

Why we are doing this: Underrepresented lowans lack critical information, services, and opportunities to participate fully and equally in daily life, and reach full potential.

What we're doing to achieve results: Establishing enhanced pathways to post-secondary education among the most vulnerable populations in the state by providing the EducAsian program and delivering the Latinos College Access Network (LCAN) program. The Iowa Youth Congress (IYC), State of Iowa Youth Advisory Council (SIYAC), and Youth Action Squads provide youth the opportunities to develop and expand leadership skills. In addition, intentional strategies are used to recruit underrepresented populations, including youth in juvenile justice and child welfare.

Results	
Performance Measure: % of underrepresented youth in DHR leadership programs who meet their educational goals	100%
Performance Goal: 80%	

What was achieved: 100% of youth achieved their educational goals.

Data Source: DHR tracking.

Resources: Please see final Advocacy measure for resources expended on this core function.

Core Function: Advocacy

Name: Underrepresented lowans will have access to information and services that ensure their basic rights and freedoms.

Description: Increase awareness and use of information and services for individuals who are and those who serve African Americans, Asian Pacific Islanders, Latinos, Native Americans, Women, Persons with Disabilities, and Deaf/Hard of Hearing.

Why we are doing this: Underrepresented lowans lack critical information and services in order to participate fully and equally in daily life.

What we're doing to achieve results: Delivering civic engagement, board and commission training for underrepresented communities; providing lowans with the Iowa Talent Bank -an on-line tool to match people who are interested in serving on boards and commissions with open positions in their local area or for state-wide positions; facilitating a mentor matching program to connect those who are interested in serving in government with those who have served.

Results	
Performance Measure: % of people on public boards/commissions who are members of underrepresented populations	82%
Performance Target: 60%	

What was achieved: 82% of members of DHR public boards and commissions are members of underrepresented populations.

Data Source: Internal data and tracking.

Resources: Please see final Advocacy measure for resources expended on this core function.

Core Function: Advocacy

Name: Underrepresented lowans will have access to information and services that ensure their basic rights and freedoms.

Description: Increase awareness and use of information, services, and opportunities for individuals who are and those who serve African Americans, Asian Pacific Islanders, Latinos, Native Americans, Women, Persons with Disabilities, and Deaf/Hard of Hearing, youth in the juvenile justice and child welfare systems.

Why we are doing this: Underrepresented lowans lack critical information, services, and opportunities in order to participate fully and equally in daily life.

What we're doing to achieve results: Connecting with and involving youth in underrepresented populations with leadership programming. Building connections with teachers, schools and local organizations that serve underrepresented youth and targeting information and resources to encourage their involvement in programming at the Department and beyond. Establishing a Youth Leadership social media campaign to connect with youth throughout the state.

Results	
Performance Measure: % of youth in leadership programs who are members of underrepresented populations	83%
Performance Target: 60%	

What was achieved: 83% of youth who participated in leadership programming were from underrepresented populations.

Data Source: DHR tracking.

Resources: Please see final Advocacy measure for resources expended on this core function.

Core Function: Advocacy

Name: Underrepresented lowans will have access to information and services that ensure their basic rights and freedoms.

Description: Increase awareness and use of information and services for individuals who are and those who serve African Americans, Asian Pacific Islanders, Latinos, Native Americans, Women, Persons with Disabilities, and Deaf/Hard of Hearing.

Why we are doing this: Underrepresented lowans lack critical information and services in order to participate fully and equally in daily life.

What we're doing to achieve results: Assisting lowans who have difficulty accessing necessary state services for employment, training or independent living to meet program requirements and understand what is available to them for assistance. Serving on boards, commissions and working groups that determine policies for programs for persons with disabilities to ensure that those policies avoid creating additional barriers for this population. Enhancing direct community connections through social and other new media too increase connections with persons with disabilities (PWD) to the services necessary to meet their needs.

Results	
Performance Measure: % of persons with disabilities connected to appropriate services to meet their needs.	88%
Performance Target: 80%	

What was achieved: 88% of Persons With Disabilities clients connected to DHR ultimately were able to receive the services they required.

Data Source: Tracking created resources within the CAS Division.

Resources used SFY 2021: \$1,067,954; 7.72 FTEs.

Core Function: Community Coordination and Development

Name: Detention Reform

Description: A standardized admission process for the placement of youth in juvenile detention facilities. The effort includes state and local collaborative planning; the provision of data; policy, procedure, and planning; and evidence based practices.

Why we are doing this: Iowa’s data reflects that nearly two-thirds of juvenile detention facility holds are for misdemeanor level offenses. Many such holds are for low risk offenders. Overall detention numbers reflect that African-American youth are overrepresented in detention facility holds comprising 30% of Iowa’s detention holds. Finally, data reflect that African-American youth are less likely to participate in diversion opportunities, comprising 20% of Iowa’s diversions. Diversion has the lowest representation of African-Americans in Iowa’s formalized juvenile justice system.

What we’re doing to achieve results: Research indicates that a key factor in reducing detention facility holds is the implementation of community based diversion opportunities. CJJP is working actively with state and local leaders to increase opportunities for diversion

Results	
Performance Measure: Average ratio of minority to nonminority youth receiving early diversion	1.2 : 1
Performance Target: 1:1	

What was achieved: 1.2:1. In the past year CJJP visited with the state-level offices: State Court Administrator’s Office, Juvenile Court Services, the Departments of Human Services and Education. In addition, technical assistance has been provided to key local officials in Waterloo, Iowa City, Davenport, and Fort Dodge. These efforts have been aimed at increasing diversion opportunities, including pre-arrest diversion.

An electronic version of a Detention Screening Tool (DST) will be implemented on a statewide basis. The DST is providing a state-level standard based on risk level for detention admission. It is expected that, with adherence to the tool, low-risk holds will be reduced – thus reducing overall detention admissions. Such a practice will cut costs, without compromising public safety.

Data Source: CJJP detention reporting system.

Resources: Please see next item for resources expended on this core function.

Core Function: Community Coordination and Development

Name: Communities use proven strategies to plan and deliver services.

Description: Local planning groups work to maximize resources and results through effective planning, coordination, and implementation of evidence-based practices.

Why we are doing this: All three divisions work with other state and local agencies and planning groups to improve the well-being of families and youth in the state.

What we're doing to achieve results: CAA and CJJP obtain federal funds to distribute to local entities and provide training and technical assistance to a diverse set of customers in the areas of energy assistance, positive youth development, and juvenile delinquency prevention and intervention.

Results	
Performance Measure: # of communities and/or state and local governments receiving technical assistance-	618
Performance Target: 37	

What was achieved: Most of the currently funded local planning groups are adopting collaborative planning models. CJJP targeted specific planning groups, including those participating in trainings at the Iowa Law Enforcement Academy, Juvenile Court Services, public health groups, communities participating in the Criminal Justice Information System (CJIS), and 21 communities assisted in developing action plans to address areas of concern within underrepresented populations. DCAA provided technical assistance to 16 agencies.

Data sources: Staff records and community action plans.

Resources used: \$1,404,234 primarily federal grants; 7.31 FTEs.

Core Function: Economic Support

Name: Economic Support

Description: Energy savings per household weatherized.

Why we are doing this: The Weatherization Assistance Program (WAP) is an energy efficiency program designed to make the homes of low-income clients more energy efficient, thereby reducing energy consumption and reducing the household's fuel bills. The program also addresses health and safety issues such as the presence of carbon monoxide, malfunctioning gas appliances, and high indoor moisture levels. States must administer the program in accordance with U.S. Department of Energy rules and regulations.

What we're doing to achieve results: The Division administers the WAP with U.S. Department of Energy, U.S. Department of Health and Human Services, and Iowa investor-owned utility funds through local grantees to provide energy efficiency measures to low-income homes. Priority lists are developed based on energy consumption reports to maximize efficiency gains. DCAA provides on-going state of the art training and technical assistance to local grantees, develops program standards, and monitors local grantee program quality and fiscal management to achieve results.

Results

Performance Measure:

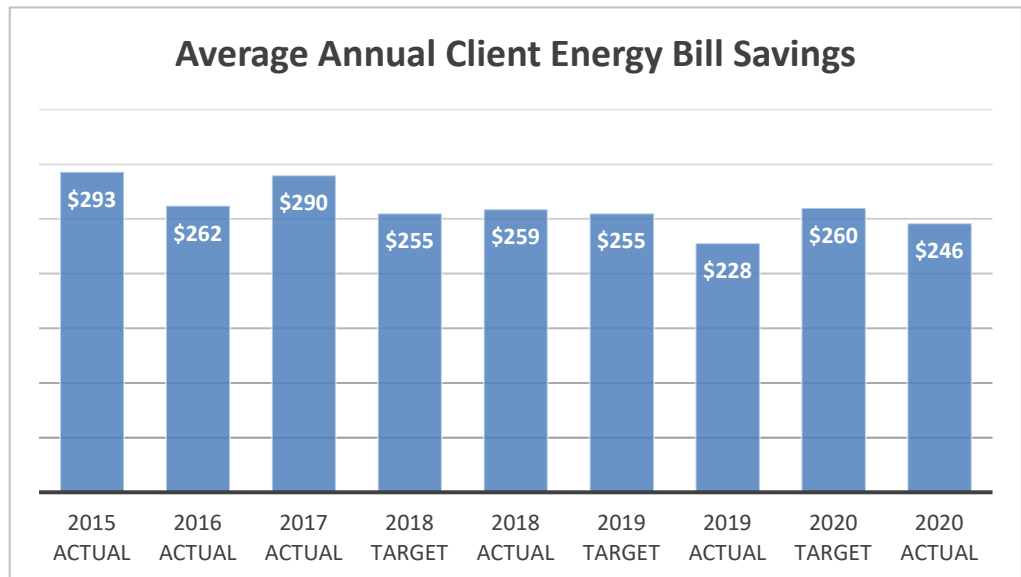
Average energy saved per household (CY)

Performance Target:

\$260 in annual energy savings (CY20)

Data Sources:

Reports from local grantees, independent evaluation



Why we are using this measure: Annual energy savings assist low-income households in reducing unaffordable energy burdens, reduce energy consumption, and increase household health and safety.

What was achieved: The Weatherization program in PY20 weatherized 1,609 homes and achieved annual energy costs saved per home of \$246 in CY20. These energy savings translate into nearly \$4.6 million in savings over the lifetime of the measures at today's fuel prices. When fuel cost inflation is calculated, real energy cost savings are significantly higher over the life of the measures.

Data reliability: Data is procured from reports required by DCAA from local community action agencies and annual data analysis performed by independent energy consultants.

Analysis of results: In addition to fuel cost savings, the program provides benefits in health and safety, as over 50% of the homes served had health and safety risks, such as furnaces and water heaters leaking carbon monoxide. Additional benefits are achieved through the preservation of low-income housing stock and more affordable housing for elderly citizens who might otherwise be forced to seek other alternatives.

Factors affecting results: Program production was reduced due to suspension of the program for months due to the COVID-19 pandemic. Serving homes that are lower on the priority list (weatherizing homes that are not as inefficient, thus reducing potential savings), funding, contractor capacity, training needs of grantees, and adoption of costly new technologies present ongoing challenges and affect program outcomes.

Resources used: The Weatherization Assistance Program was in SFY2021 funded by the U.S. Department of Energy, the U.S. Department of Health and Human Services, and Iowa investor-owned utility companies. \$10,908,501 million; 5.27 FTEs.

Core Function: Economic Support

Name: Economic Support

Description: Increase in average monthly income for employed families in the Family Development and Self Sufficiency (FaDSS) from program entry to exit.

Why we are doing this: The Division administers the FaDSS program that serves Iowa families that are receiving FIP and at risk of long-term economic and family instability to assist families in moving toward self-sufficiency.

What we're doing to achieve results: FaDSS is an evidence-based model that provided comprehensive in-home services through Certified Family Development Specialists to over 2,198 Iowa families in FY21. DCAA provides training, technical assistance, oversight, and monitoring of a statewide network of private, non-profit organizations that provide FaDSS services.

Results

Performance Measure:

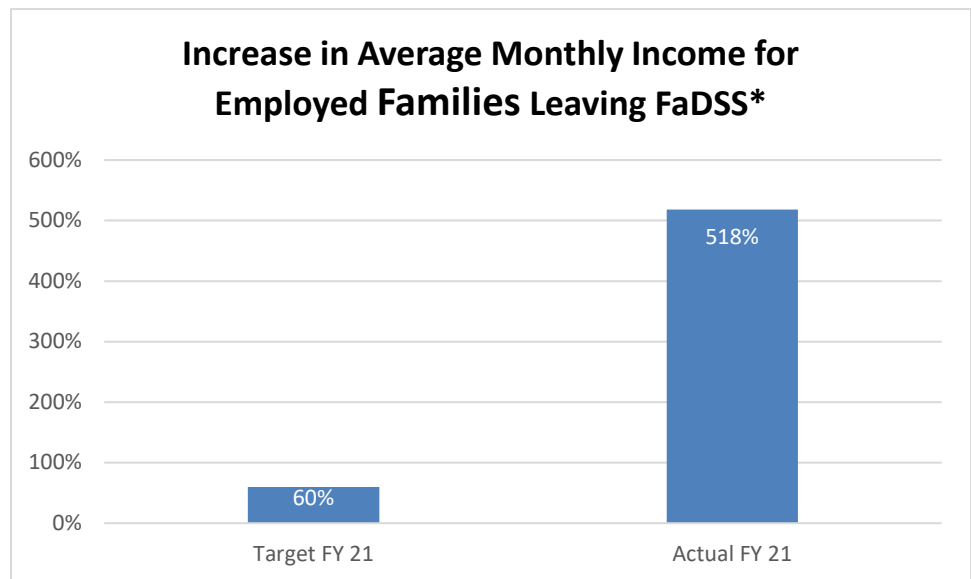
% increase in average monthly income for employed families

Performance Target:

60%

Results:

518%



What was achieved: Increase in average monthly earned income for families that improved their level of employment was 518%, from \$233 to \$1,439. Data includes families that improved employment by obtaining job or moving from part to full time.

Data reliability: Data is procured from reports from local FaDSS grantees and the Iowa FaDSS data system.

Why we are using this measure: This result is one measure of the effectiveness of FaDSS services in assisting families to become self-sufficient.

Analysis of results: For families that improved their level of employment, their average monthly income from wages increased from \$233 to \$1,439.

Factors affecting results: Program funding, average length of stay on the program, number of families served, the general economy, employment opportunities, wages paid, and regional economic conditions all affect these results.

Data Sources: Reports from local grantees, FaDSS data collection system.

Resources used: The FaDSS program was funded by a combination of \$5,930,142 in state general funds and federal Temporary Assistance to Needy Families (TANF) funds. 1.94 FTEs.

Core Function: Research, Analysis, and Information Management

Name: Data and technical services meet the needs of the customers.

Description: DHR provides data services to a number of stakeholders and customers through all of its divisions.

Why we are doing this: This is largest portion of the Iowa Code mandate for the CJJP division.

What we're doing to achieve results: Responding to our customers' requests as expeditiously as possible while ensuring accurate results.

Results	
Performance Measure: % of customers satisfied with CJJP products	96%
Performance Target: 100%	

What was achieved: In the most recent measurement of customer satisfaction (FY2021), CJJP reported that 96% of the responding customers indicated satisfaction with CJJP services.

Data source: CJJP staff tracks the number of customers and conduct an annual Customer survey.

Resources: Please see the next item for resources used for this core function.

Core Function: Research, Analysis, and Information Management

Name: Planning, data and technical services are available in a timely manner.

Description: Provides relevant information and technical services in a timely manner to customers, stakeholders, and policy makers to help make informed decisions. Activities may include collection, analysis, management, interpretation and dissemination of data; planning and technical assistance to stakeholders, state, and local agencies.

Why we are doing this: Planning, research, and evaluation are three activities that are listed in the Iowa Code section establishing CJJP. Please refer to the Agency Overview for more information.

What we're doing to achieve results: Activities include collection, analysis, management, interpretation and dissemination of information; planning and technical assistance.

Results

Performance Measure: % of major studies/evaluations (more than one month duration) delivered on or before target date.

% on time: 100%

Performance Target: 75%

What was achieved: 100% of the products were completed on or before the due date.

Data sources: Internal data reporting system. Staff enters the information at the beginning and end of each research project.

Resources used: \$1,311,762; 8.63 FTEs.

Core Function: Resource Management

Name: Average overall resource management performance

Description: Provides an overall measure of success to meet performance targets.

Why are we doing this: To determine whether Central Administration is meeting the fiscal and human resource goals of the Department.

What we are doing to achieve results: Payment of Departments expenses, fiscal monitoring, audit reviews, managerial reports, federal reporting, responses to agencies outside of the department to requests for information and reports and employee evaluations.

Results	
Performance Measure: average % of resource management goals achieved	66.7%
Performance Target: 90%	

What was achieved: 66.7% Department measures in 2021 provide an improved way to measure resource management's achievements.

Data sources: The average of the actual performance results for fiscal management.

Resources used: Please see the next item for resources used for this core function.

Core Function: Resource Management

Name: Percentage of claims processed within 15 days.

Description: Timely payment of claims submitted by subcontractors and vendors is a departmental priority.

Why are we doing this: The Department must pay claims timely to facilitate efficient running of the programs we administer.

Results	
Performance Measure: % of claims processed within 15 days of receipt	100.0%
Performance Target: 100%	

What we are doing to achieve results: Progress is documented by staff responsible for reviewing claims processed.

What was achieved: In the SFY 2021, 100.0% percent of the department's claims were processed timely.

Data sources: Per individuals responsible for claim reviews.

Resources used: Please see the next item for resources used for this core function.

Core Function: Resource Management

Name: Federal and Financial Report Submission

Description: Federal reports are submitted to federal agencies on a quarterly or other basis as stipulated by the grantor.

Why are we doing this: Reports not submitted on a timely basis could cause the department to lose funds.

What we are doing to achieve results: Federal and financial reports are submitted on the basis outlined in the grant agreement.

Results	
Performance Measure: % of federal and financial reports completed and submitted by the due date	100.0%
Performance Target: 100%	

What was achieved: In the SFY 2021, 100.0% percent of federal and financial reports were submitted timely.

Data sources: Staff will prepare, document, and track the federal reports.

Resources used: Please see the next item for resources used for this core function.

Core Function: Resource Management

Name: Percentage of audit reports reviewed within 180 days of receipt.

Description: Audit reports of subrecipients are required to be reviewed by departments within 180 days of receipt.

Why are we doing this: Audit Reports are reviewed by the department as time allows.

Results	
Performance Measure: % of audit reports reviewed within 180 days of receipt	0.0%
Performance Target: 100%	

What we are doing to achieve results: Federal reports are submitted on the basis outlined in the grant agreement.

What was achieved: In the SFY 2021, 0.0% of subrecipient audit reports were reviewed within 180 days. The target for this measure is 100%.

Data sources: Per individual responsible for audit report reviews.

Resources used: Please see the next item for resources used for this core function.

Core Function: Resource Management

Name: The percentage of employee evaluations completed by the due date

Description: Employee evaluations are required to be completed on an annual basis.

Why are we doing this: To provide staff with feedback regarding their progress.

What we are doing to achieve results: Department managers recognize the value in providing regular feedback to staff on their progress.

Results	
Performance Measure: % of employee evaluations completed by the due date	53%
Performance Target: 100%	CJJP – 8 of 14 CAS – 5 of 7 DCAA – 6 of 10 Central Admin – 1 of 7

What was achieved: 53% of the Department’s employee evaluations were completed timely.

Data sources: Per DHR’s Personnel records.

Resources used: \$192,272 state dollars and \$676,224 from indirect charges for a total of \$868,496; 5.55 FTEs.

AGENCY PERFORMANCE PLAN RESULTS

FY 2021

Name of Agency: Iowa Department of Human Rights			
Agency Mission: To ensure basic rights, freedoms, and opportunities for all by empowering underrepresented Iowans and eliminating economic, social and cultural barriers.			
CORE FUNCTION: ADVOCACY			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. % of consumers satisfied with formation/services provided	85%	90%	<p>What Occurred: Consumers were asked at the time of service whether they received everything they needed.</p> <p>Data Source: Staff record responses in a database responses</p>
2. % of targeted state, city and county governments, and political subdivisions, connected to underrepresented populations through DHR initiatives	50%	75%	<p>What Occurred: Division of Criminal and Juvenile Justice Planning targeted 49 communities and assisted in developing action plans in each community to address areas of concern within underrepresented populations.</p> <p>Division of Community Action Agencies targeted 21 Agencies connected to underrepresented populations.</p> <p>Division of Community Advocacy and Services targeted 72 organizations serving underrepresented populations. Training and assistance with employee engagement, cultural competency, critical conversations, best practices in serving diverse populations, issues facing underrepresented populations, and youth leadership were delivered to these political subdivisions.</p> <p>Data Source: Staff records and community action plans</p>
Service, Product or Activity: Improving access to government			
1. Organizations trained to serve persons with disabilities, Limited English Proficient (LEP), and Deaf populations.	60	162	<p>What Occurred: 162 organizations were trained throughout FY2021</p> <p>Data Source: CAS tracking data</p>

Service, Product or Activity: Connecting Iowa's underrepresented youth to government			
1. % of underrepresented youth in DHR leadership programs who meet their education goals	80%	100%	What Occurred: Division of Criminal and Juvenile Justice Planning - underrepresented youth in Iowa Youth Congress (IYC) and State of Iowa Youth Advisory Council (SIYAC) achieved their educational goals. Division of Community Advocacy and Services is based on post-participation information from youth attending leadership programs. Data Source: CAS tracking data, SIYAC, and IYC records
2. % of people on public boards/commissions who are members of underrepresented populations	530%	82%	What Occurred: DHR created and delivered board and commissioner training targeting underrepresented populations Data Source: Governor's Board and Commissioner website
3. Number of participants attending DHR educational Events	550	1193	What Occurred: DHR provided educational events to Iowans throughout the year. Data Source: Sign in sheets from the educational events
Service, Product or Activity: Increasing civic engagement/participation			
1. % of youth in leadership programs who are members of underrepresented populations	30%	83%	What Occurred: Recruiting efforts intentionally target underrepresented youth. Data Source: SIYAC and IYC records
Client Assistance Program & Youth Leadership Forum			
1. % of persons with disabilities connected to appropriate services to meet their needs	80%	88%	What Occurred: Tracking of results based on client feedback Data Source: Youth Leadership forum and Persons with Disabilities reported data
2. # of founded Client Assistance Program (CAP) client issues resolved	250	172	What Occurred: DHR works in collaboration with other state agencies to resolve client issues Data Source: CAP database

CORE FUNCTION: COMMUNITY COORDINATION AND DEVELOPMENT			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. % Communities/Community Action Agencies meeting their intended goals through collaboration with DHR	100%	100%	<p>What Occurred: DCAA provided T&TA, and implemented new organizational standards for all agencies. DCAA monitored agencies for compliance in FY21.</p> <p>Data Source: DCAA on site monitoring reviews and agency self-assessment reviews</p>
Service, Product or Activity: Community-based technical assistance			
1. Average ratio of minority to non-minority youth contact in justice system	1:1	1:1.25	<p>What Occurred: Minority youth are 2.5 times more likely to have contact with the justice system than white youth.</p> <p>Data Source: Office of Juvenile Justice & Delinquency Prevention – EZA Population (2018) and CJJP Justice Data Warehouse-Disproportionate Minority Contact Complaints (2018)</p>
2. Average ratio of minority to non-minority receiving early diversion	1:1	1:1.21	<p>What Occurred: Minority youth are less likely to be diverted from the Juvenile Justice system than white youth</p> <p>Data Source: CJJP Justice Data Warehouse– Disproportionate Minority Contact Complaints (2018) and Justice Data Warehouse-Disproportionate Minority Contact Diversions (2018)</p>
3. % of site based technical assistance site visits to communities completed as requested	100%	100%	<p>What Occurred: CJJP provided a variety of technical assistance to communities.</p> <p>Data Source: Staff records</p>
4.# of communities and/or state and local governments receiving technical assistance	61	21	<p>What Occurred: CJJP targeted specific planning groups, including those participating in trainings at the Iowa Law Enforcement Academy, Juvenile Court Services, public health groups, communities participating in the Criminal Justice Information System (CJIS), and 21 communities assisted in developing action plans to address areas of concern within underrepresented populations</p> <p>DCAA provided technical assistance to 21 agencies.</p> <p>Data Source: Staff records and community action plans</p>
Service, Product or Activity: Monitoring and technical assistance for Community Action Agencies			
1. # of local agency monitoring and technical assistance assessments performed	17	17	<p>What Occurred: DHR provides monitoring and technical assistance to community action organizations to support the development of high performing, accountable organizations through implementation of organizational standards.</p>

			Data Source: DCAA monitoring reports and technical assistance communication.
2. # of local agencies meeting 90% or greater of organizational standards	16	16	What Occurred: On-site monitoring and agency self-assessments resulted in 16 of 16 agencies (100%) meeting the standards. Data Source: DCAA monitoring results

CORE FUNCTION: ECONOMIC SUPPORTS			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. % of lowans participating in DHR programs who achieve their goals	83%	100%	What Occurred: DCAA programs were administered subject to program measures. All programs met applicable measures. Data Source: DCAA annual report, program reports, and subgrantee reports
Services Products, Activities: Weatherization Assistance Program			
1. # of households served - Weatherization	1060	609	What Occurred: DHR administers the federal Weatherization Assistance Program to reduce household energy costs and increase health and safety. Data Source: FY2020 program data
2. Average annual energy savings	\$255	\$258	What Occurred: Houses weatherized are measured for energy savings by energy audit and independent evaluator. Data Source: Calendar year 2020 SLICE data
Services Products, Activities: Family Development and Self Sufficiency (FaDSS) program			
1. Percent of families receiving FaDSS off welfare	72%	72%	What Occurred: Percent of families receiving FaDSS services who leave FIP Data Source: DHS FIP Data (estimated)
2. % increase in average monthly income from wages at program entry and exit (FaDSS)	130%	518%	What Occurred: Families that improved their employment increased average income from \$233 to \$1,439 from program entry to exit Data Source: DCAA FaDSS program data
Services Products, Activities: Low Income Home Energy Assistance Program (LIHEAP)			

1. # of households served	81,200	76,656	What Occurred: DCAA administers the federal Low Income Home Energy Assistance Program to provide qualified households assistance with winter heating costs. Data Source: DCAA program data, local agency data
2. Average annual benefits	\$450	\$455	What Occurred: DCAA administers the federal Low Income Home Energy Assistance Program to provide qualified households assistance with winter heating costs. Data Source: DCAA program data, local agency data

CORE FUNCTION: RESEARCH			
Performance Measure (Outcome)	Performance Target	Performance Actual	Performance Comments & Analysis
1. % of customers satisfied	100%	96%	What Occurred: Customers were satisfied with CJJP products in SFY2021. Data Source: Customer satisfaction survey completed in July/August 2021.
2. % of all DHR research that is publically available and/or used directly by the intended recipients.	100%	100%	What Occurred: CJJP releases reports to the intended recipients and post all research reports to the CJJP website and disseminate to additional stakeholders. Data Source: Review of website and staff records
Service, Product or Activity: Justice system data, reporting, and evaluation			
1. # new exchanges developed	3	6	What Occurred: Six CJIS exchanges were in active development: Sheriff Return of Service, Community Services Network, Citation Disposition to Law Enforcement, Complaint Disposition to Law Enforcement, Gun Bill, and Juvenile Greensheets. Data Source: CJIS records and coordinator
2. # new exchanges added	2	2	What Occurred: Two of the exchanges (above) went into production: Citation Disposition to Law Enforcement and the Gun Bill. Data Source: CJIS records and coordinator
3. Percent of eligible jurisdictions added	60%	87%	What Occurred: Currently serve 256 of 293 police departments, an increase of 1% last year. Data Source: The number of jurisdictions added as a percentage of eligible jurisdictions.
4. % of Justice system evaluations and reports completed as required and on time	100%	100%	What Occurred: 75 of 75 evaluations and reports were completed. Data Source: Staff records and files for projects.
5. % of research projects reviewed annually by the IRB.	100%	100%	What Occurred: 11 of 11 projects were reviewed and approved by the Institutional Review Board (IRB).

			Data Source: IRB meeting summaries and submitted IRB applications
6. Completion of prison population forecast on time.	100%	100%	What Occurred: The Annual prison population forecast was completed and submitted on time to the Department of Corrections, Legislature and Governor's Office Data Source: Staff records indicating release date
7. # of presentations given to public groups	10	3	What Occurred: Staff presented information on the prison population forecast to Legislative Committees, Board of Parole, and a key stakeholder group. Data Source: Staff records
8. % of impact statements completed on time	100%	100%	What Occurred: 122 of 122 Correctional impact statement requests from Legislative Services Agency were received and completed on time. Data Source: Staff records
9. % of data requests completed accurately and on time	100%	100%	What Occurred: 140 data requests were requested from state agencies, legislators, media, and other entities. All were completed on time. Data Source: Staff records
10. # of new joint data and evaluation projects	2	2	What Occurred: CJJP is conducting joint the evaluation projects with the Judicial Branch and Department of Corrections. Data Source: Contracts, Memorandums of Understanding, and staff records.
11. # of customers of CJJP Services	150	379	What Occurred: CJJP responded to requests for services from 379 individuals representing many local, state, and federal agencies, and private stakeholders. Data Source: Staff records
12. #of CJJP studies completed	100	6	What Occurred: CJJP staff completed six reports and studies, under the direction of one of the advisory councils or at the request of stakeholders. A number of other reports and studies are underway. Data Source: Staff records

CORE FUNCTION: RESOURCE MANAGEMENT			
Performance Measure (Outcome)	Performance Target	Performance Actual	Performance Comments & Analysis
Service, Product or Activity: Commission meetings			
1. # public attendees in Commission meetings	100	212	What Occurred: public members attended DHR's commission meetings. Data Source: Department records and meeting notes
Service, Product or Activity: State appropriation and grant funds management			
1. % of claims paid within 15 days	100%	100%	What Occurred: The number of claims processed within 16 or more days as a percent of total claims paid. Data Source: Tracking records of document approvers
2. % of federal and financial reports completed and submitted by due date	100%	100%	What Occurred: Central administration submitted 41 of 41 reports timely. Data Source: Staff records
3. % of time contract monitoring tool is reviewed annually and necessary improvements are made	100%	100%	What Occurred: Contract monitoring tools were updated Data Source: Staff records
4. % of required monitoring visits completed within the FY	100%	0%	What Occurred: Required monitoring visits were completed within the fiscal year. Data Source: Staff records.
5. % of monitoring reports without significant findings	100%	100%	What Occurred: Monitoring reports did not contain significant findings Data Source: Staff review of monitoring reports
6. % of audit reports reviewed within 180 days of receipt	100%	0%	What Occurred: Audit reports were reviewed within 180 days of receipt. Data Source: Staff records
Service, Product or Activity: Employee development			
1. % employee evaluations completed by due date	100%	53%	What Occurred: 20 out of 38 employee evaluations were completed by the due date. CJJP: 8 of 14 CAS – 5 of 7 DCAA – 6 of 10 Central Admin – 1 of 7 Data Source: Supervisory staff reporting