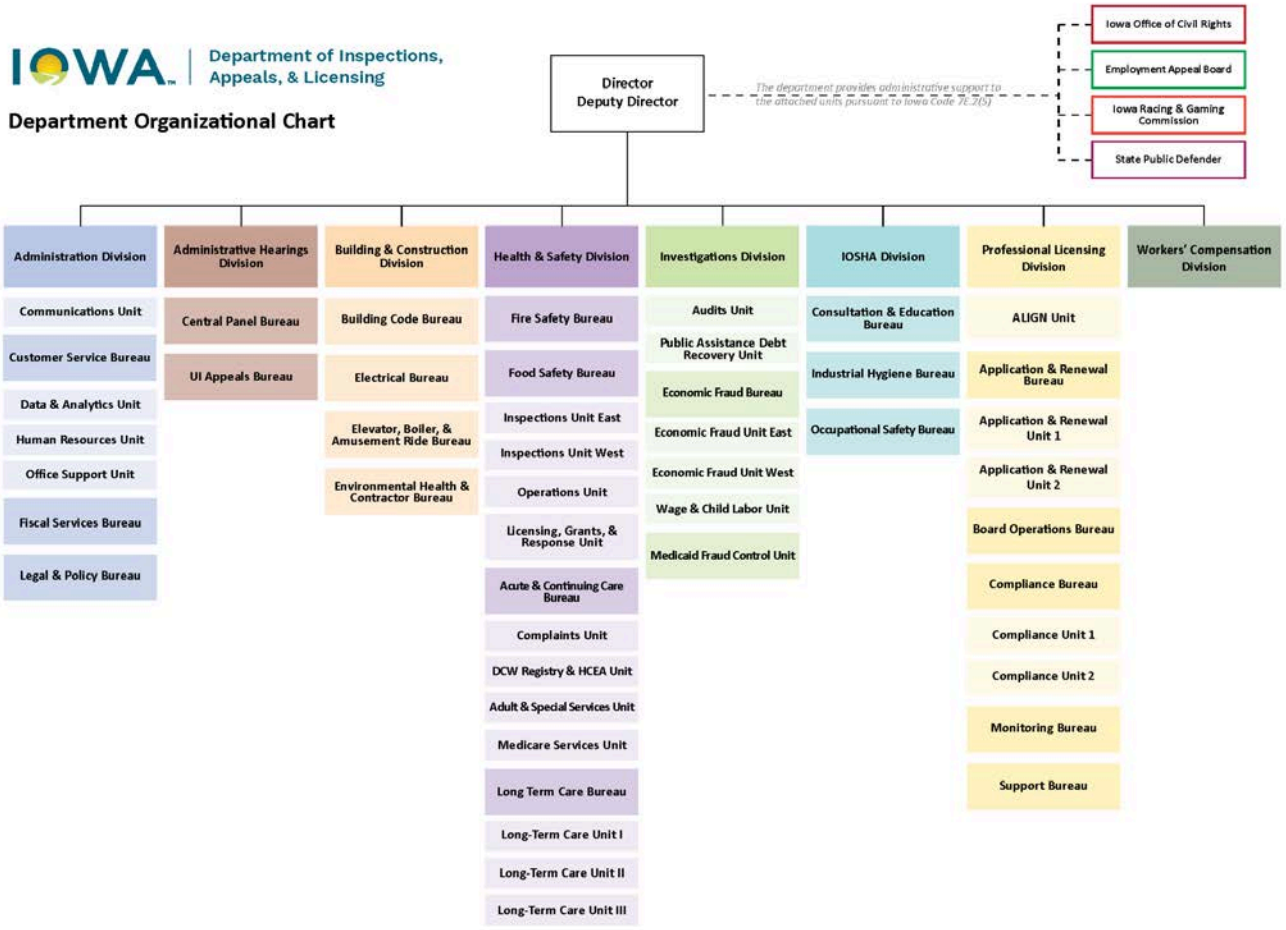
IOWA™

Department of Inspections,
Appeals, & Licensing

State Fiscal year 2025 - 2027
Strategic Plan

Table of Organization



Our Mission & Vision

The mission and vision of the Iowa Department of Inspections, Appeals, and Licensing (DIAL) provide the lens through which we focus on the Governor's priorities:

- Delivering Property Tax Relief
- Transforming Health Care in Iowa
- Expanding Educational Freedom
- Keeping Iowa's Farms in the Family
- Serving Iowans Who Served Us
- Preserving Public Safety

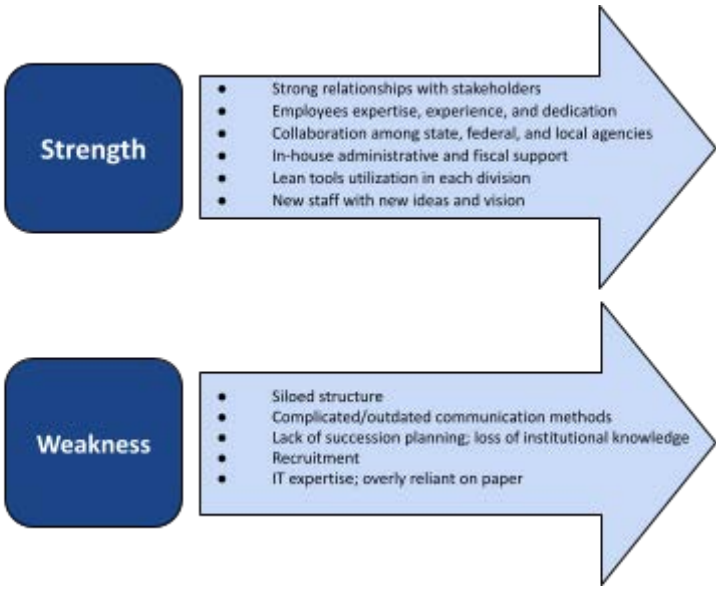


DIAL's Strategic Plan for State Fiscal Year (SFY) 2025 - 2027 reflects how DIAL will focus its resources.

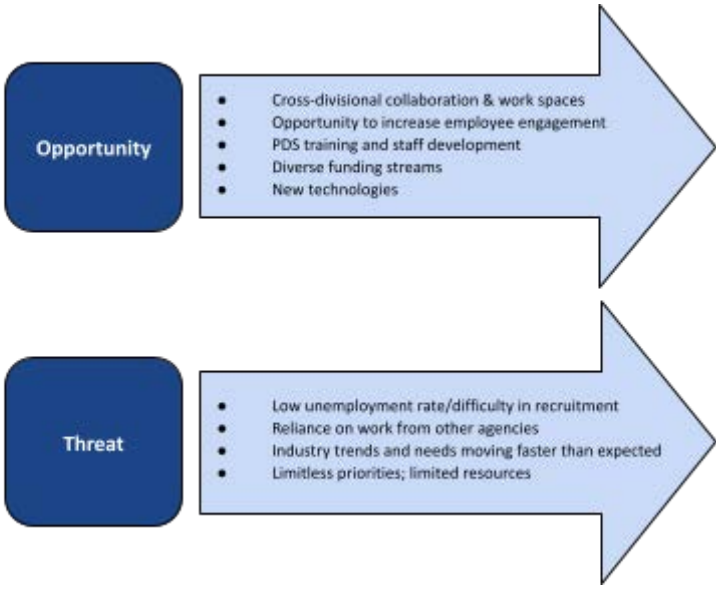
ASSESSMENT

We have identified our internal strengths and limitations as well as our external challenges and opportunities, all of which impact our mission and vision. These factors were taken into consideration as goals and strategies were developed for the department.

Internal Assessment



External Assessment



Strategic Initiatives & Operational Goals

The department's vision is to be an effective, efficient and approachable agency. The department is aligning its goals and resources to achieve its vision as set out below. Key strategies have been identified for moving toward achieving these goals. The goals, outcome measures and strategies are as follows:

Strategic Initiative 1: Maintain the number of recertification surveys of federally active nursing homes.

- Supports governor's priority 2 (Transforming Health Care in Iowa)

Goal: Every active federally certified nursing home will have a recertification survey interval of no greater than 15.9 months.

Measure - complete 32 recertifications per month by July 1, 2025. (key performance indicator)

Strategic Initiative 2: deploy a uniform licensing technology solution.

- Supports governor's priority 6 (Preserving Public Safety)

Goal: The department will decrease the processing time to issue a license, permit or approval by deploying a uniform technology solution.

Measure 1 – develop DIAL's new licensing system in stages through SFY 2027.
Measure 2 – reduce the total number of days to issue a license/permit/approval to no more than 10 days by July 1, 2027. (key performance indicator)

Strategic Initiative 3: Increase OSHA educational consultations.

- Supports governor's priority 6 (Preserving Public Safety)

Goal: The department will increase the number of OSHA educational consultations by 10%.

Measure 1 – complete 30 consultations per month by July 1, 2025. (key performance indicator)

EMPLOYMENT APPEAL BOARD
STRATEGIC PLAN 2025

Our Mission

The Employment Appeal Board is a quasi-judicial state agency pursuant to Iowa Code Section 10A.601 that is legislatively mandated to hear and decide contested cases under Chapter 8A, Subchapter IV, and Chapters 20, 80, 88, 91C, 96, and 97B. The Employment Appeal Board is also now responsible for running elections for public employee collective bargaining under Chapter 20. As a quasi-judicial state agency, the Employment Appeal Board will provide timely election results and adjudication of matters under their review.

Core Functions

- Adjudication of Unemployment Insurance (UI) Laws
- Adjudication of State of Iowa Employees' Grievances
- Adjudication of OSHA Violations
- Adjudication of Contested Issues Arising Under Chapter 20
- Adjudication of Department of Administrative Services (Human Resources) decisions
- Adjudication of Iowa Public Employees Retirement System (IPERS) decisions
- Adjudication of Peace Officer and Capitol Security Disciplinary Actions
- Adjudication of Labor Commissioner's Citations or Proposed Penalties
- Administration of All Public Employee Union Elections

Our Vision

The Employment Appeal Board is dedicated to being fair and timely in reviewing the decision from the lower level based on the administrative evidence and in running the elections for public employee collective bargaining. This includes adopting rules pursuant to Chapter 17A to establish the manner in which contested cases are presented and hearings are conducted. And adopting rules pursuant to Chapter 20 to run fair and efficient elections. The Board's ultimate goal is to be responsive to the citizens of Iowa by promoting efficient and prompt notification to the interested parties of its findings, decisions, and election results.

Guiding Principles

The Employment Appeal Board is service focused and renders timely decisions and election results that are based on the evidence, the vote, and evaluated in accordance with relevant statutes, regulations, and case law.

Fairness
Timeliness
Promptness
Efficiency

Internal and External Assessment

The Employment Appeal Board has identified our strengths, limitations, opportunities, and threats through the following factors.

- An overall assessment of the knowledge, skills, and abilities of Board members, General Counsel, and Administrative Staff that will reinforce the mission of the unit.
- An assessment of inter-office cross-training modules with modification to areas that will aid in improving overall promptness and efficiency to stakeholders desiring information.

Strengths:

- The Employment Appeal Board has combined expertise in the public and private sector as it relates to labor and human resources.
- The Administrative staff, coupled with their longevity, has constant and stable expertise in the day-to-day operations of the office that promotes efficiency and timeliness as it relates to handling incoming calls from stakeholders, decision processing, and determining issues to go before the Employment Appeal Board.

Limitations:

- The limited knowledge and experience related to duties previously performed by the Public Employee Relations Board ("PERB"), particularly as it relates to elections.
- The addition of multiple new case management systems regarding elections, electronic filing, and the implementation of the new unemployment system (GUS) from Iowa Workforce Development.

Opportunities:

- Delivery of decisions and orders through the new case management systems which will eliminate the need and cost of making multiple copies and mailing decisions to all parties.
- Streamline the elections process(es) for public employee collective bargaining to make it more efficient for the parties and the Employment Appeal Board.
- Dispense information regarding the Employment Appeal Board and former Public Employment Relations Board ("PERB") on the new statewide streamlined website platform.

Challenges:

- Taking on all the duties of a different agency with only one full-time employee transferring from the other agency to the Employment Appeal Board.
- Unpredictability of future federal and state funding and those impacts on our budget.

Goals / Outcome Measures / Strategies

Goal 1: The Employment Appeal Board will continue to increase compliance as it relates to the following:

- Unemployment Compensation Insurance (UI) (Chapter 96, Iowa Code)
- Occupational Safety and Health Administration (OSHA) violations.
- Department Administrative Services (Human Resources) decisions involving disqualification, restriction or removal from eligible lists (581 IAC 12.2 (4)).
- Iowa Public Employees' Retirement System (IPERS) decisions (Chapter 97B, Iowa Code).
- Peace Officer and Capitol Security disciplinary actions (Iowa Code Section 80.15).
- Labor Commissioner's citations or proposed penalties for violations of construction contractor's registration laws (IAC Section 91C.8).
- State Employee Grievances filed against their employing agency (Iowa Code Section 8A.415).
- Elections pertaining to public employee collective bargaining (Iowa Code Section 20).

Outcome Measures

- Maintain timeliness related to unemployment insurance appeals and continue to exceed the US Department of Labor (USDOL) goals of reviewing cases and issuing the majority of decisions within 40 days of the appeal being filed.
- Provide accurate and timely information to the public regarding how the Employment Appeal Board will handle the functions of the agency formerly known as PERB.

Key Strategies:

- Cross-train all administrative staff, so that everyone can perform the current duties of the Employment Appeal Board and the inherited duties of the agency formerly known as PERB.
- Enhance communication to the public through the Employment Appeal Board website.
- Develop internal deadlines for decisions and election results for the inherited duties of the agency formerly known as PERB.
- Hire additional staff to make sure the timeliness continues to exceed USDOL requirements and meet or exceed the timeliness requirements for the elections and non-unemployment insurance decisions.

Goal 2: Create a work environment that perpetuates job satisfaction, customer service, process improvement, and public accountability.

Outcome Measures:

- Provide consistent and ongoing training to staff on the new case management systems, laws, and agency functions.
- Hold quarterly one-on-one and group meetings with staff members to ensure they are satisfied and collaborate on ways to improve what is not working.
- Provide the tools and support needed for the employees to be successful in their positions.

Key Strategies:

- Ensure all employees have time to attend the training for the new systems.
- Write processes and procedures for all job functions as a resource and to ensure consistent work product.

Goal 3: Continue to improve electronic media capabilities that will ensure that the Employment Appeal Board is upgrading their effort to respond to the Iowa citizenry in a prompt and timely manner.

Outcome Measures:

- Reduce the number of systems for filing appeals and/or election results.
- Identify inefficiencies as to how cases are being transmitted to DIAL Administrative Hearings Division and how the files are being transferred back to the Employment Appeal Board when a decision is appealed.
- Fully incorporate the new unemployment insurance system and ensure staff proficiency.
- Streamline the public employee election process to be more efficient for the stakeholders and provide efficient, cost-effective services by the Employment Appeal Board.

Key Strategies:

- Review the current systems and work with vendors and partners to determine what efficiencies exist and can be incorporated into the current systems.
- Review and amend the regulations related to Iowa Code Chapter 20 to streamline the election process.

IOWA OFFICE OF CIVIL RIGHTS

STATE FISCAL YEAR 2025
STRATEGIC PLAN

IOWA OFFICE
OF CIVIL RIGHTS
State of Iowa

OUR MISSION

TO PROVIDE IMPARTIAL, EFFICIENT, AND FACT-DRIVEN INVESTIGATIVE ANALYSIS OF DISCRIMINATION COMPLAINTS FILED IN IOWA AND PROMOTE CIVIL RIGHTS OUTREACH AND EDUCATION OPPORTUNITIES THROUGHOUT THE STATE.

OUR VISION

THE IOWA OFFICE OF CIVIL RIGHTS SEEKS TO ELIMINATE ILLEGAL DISCRIMINATION WITHIN THE STATE OF IOWA.

CORE VALUES AND FOCUS

IMPARTIAL

WE WILL PROVIDE NEUTRAL, FACT-DRIVEN INVESTIGATIONS TO ENSURE IOWANS ARE TREATED JUSTLY UNDER THE LAW

EFFICIENT

WE WILL WORK TO ENSURE TAXPAYER DOLLARS ARE UTILIZED TO THEIR FULLEST EXTENT

PURPOSEFUL WORK ETHIC

WE NURTURE A CULTURE OF OUTSTANDING WORK ETHIC, TEAMWORK, AND DILIGENCE

CUSTOMER SERVICE FOCUS

WE ARE COURTEOUS, RESPONSIVE, AND RESPECTFUL

TRUSTED RESOURCE

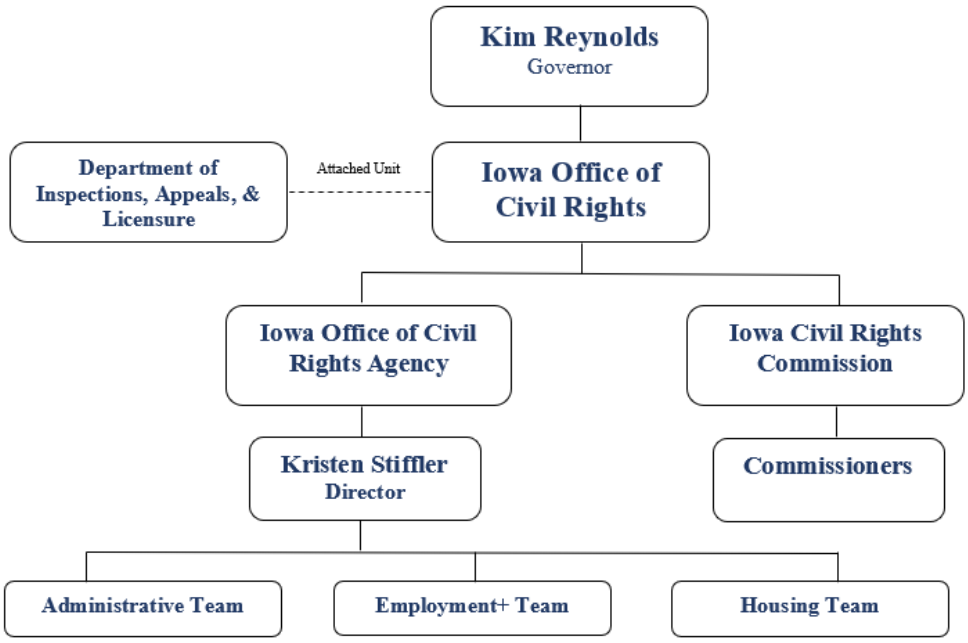
WE ARE A RELIABLE CIVIL RIGHTS RESOURCE FOR IOWANS

MISSION ORIENTED

WE WILL KEEP A CONSTANT FOCUS ON ENSURING JUST OUTCOMES FOR IOWANS

IOWA OFFICE OF CIVIL RIGHTS

TABLE OF ORGANIZATION*



* In effect July 1, 2024 pursuant to SF 2385

AGENCY ASSESSMENT

The Iowa Office of Civil Rights completed an internal and external agency assessment, all of which impact the mission and vision of the agency. These factors were taken into consideration as goals and strategies were developed for the agency.

S Strengths	W Weaknesses	O Opportunities	T Threats
• Staff dedication **(I)** • Legal expertise of Iowa civil rights law **(I)** • Agency culture of quality investigations **(I)** • Access to Assistant Attorney General **(E)** • Viewed highly by federal partners **(E)**	• Small state agency with tight statutory deadlines **(E)** • Historically high turnover rates **(I)** • Outdated case management system **(I)** • Data integrity **(I)** • Lack of succession planning **(E)**	• Utilize process improvements to promote efficiencies **(I)** • Utilize state supportive services to illustrate organizational needs **(E)**	• Federal & State Appropriation **(E)** • Federal government's decision to contract for services **(E)** • Historically high turnover rates **(I)**

(I) – Internal Assessment (E) External Assessment

STRATEGIC INITIATIVES & OPERATIONAL GOALS

The Iowa Office of Civil Rights' initiatives and operational goals reflect the Governor's priorities, specifically priority #5 "Holding Government Accountable". The Iowa Office of Civil Rights' Strategic Plan for State Fiscal Year 2025 (SFY 25) reflects how IOCR will focus its resources in the coming year.

GOAL 1

The agency will improve efficiencies within the administrative process.

KPI – Management Team to complete Lean Six Sigma Course and review agency processes through a Lean Six Sigma lens by 7/1/26
KPI – The agency will complete a review of agency rules for Executive Order 10 by 12/1/2025
KPI – Management Team will review the Iowa Civil Rights Act and provide legislative proposals to ensure accessibility and readability for Iowans by 9/1/2025

GOAL 2

The agency will utilize technology to promote process efficiencies and improved data integrity.

KPI – The agency will move to a paperless system for investigations by 1/1/2025
KPI – The agency will roll out its new case management system by 10/1/2024
KPI – The agency will assess data inputs and outputs to promote data integrity - ongoing

GOAL 3

The agency will increase discourse with diverse stakeholders surrounding civil rights topics.

KPI – The agency will promote the Iowa Civil Rights Act compliance initiative to educate small businesses - ongoing
KPI – The agency will initiate a Director's Forum in FY25 for stakeholder engagement on administrative processes - ongoing
KPI – The agency will create a listserv to keep stakeholders updated on agency and commission activities – Fall 2024

IOWA RACING AND GAMING COMMISSION



STRATEGIC PLAN
2025 - 2030

BACKGROUND

In May of 1983, the Iowa Legislature passed the Pari-Mutuel Wagering Act under Iowa Code Chapter 99D allowing pari-mutuel wagering on horse and dog racing. The Governor appointed the first Iowa Racing Commission (Commission) on July 1, 1983. The Commission consists of five members, each serving a staggered three-year term. The Commission appoints an Administrator for a four-year term.

July 1, 1989, Iowa Code Chapter 99F was enacted to allow qualified sponsoring organizations to conduct gambling games on excursion gambling boats in a county where the electorate approves a proposition by referendum. The legislature changed the name of the Commission at that time to the Iowa Racing and Gaming Commission. The original excursion gambling boat legislation provided boarding restrictions, limitations on the amount of space boats could use for gambling, and wagering limits. In March of 1994, those restrictions were lifted. In addition, slot machines were allowed at the currently licensed pari-mutuel facilities. In May of 2004, legislation was enacted to allow table games at racetrack enclosures, allow an excursion gambling boat to be a moored barge, and allow an excursion gambling boat to be located or operated on a natural or man-made lake or reservoir as long as the size would accommodate recreational activity; and also providing that a boat may be located on a body of water adjacent to a river within 1000 feet from the high watermark of the river. In May of 2007, legislation was enacted to allow for gambling structures (not including racetrack enclosures) that are subject to land-based building codes rather than maritime or Iowa Department of Natural Resources' inspection laws and regulation in which lawful gambling is authorized and licensed. This legislation effectively ended the requirement that gambling games be conducted over water.

In May of 2011, legislation was enacted to allow Advance Deposit Wagering, a method of pari-mutuel wagering in which an individual may establish an account, deposit money into the account, and use the account balance to pay for pari-mutuel wagering.

In 2014, legislation was enacted to allow Iowa West Racing Association and Dubuque Racing Association to maintain a license to conduct gambling games without the requirement of scheduling performances of live dog races; allowed the Iowa Greyhound Association to apply for a pari-mutuel license to race greyhounds at Dubuque and established the Iowa greyhound pari-mutuel racing fund under the control of the Commission. The legislation also allowed for simulcast venues at 99F facilities under certain circumstances.

In 2016 legislation was enacted to exclude certain promotional play receipts from the definition of adjusted gross receipts for purposes of the wagering tax on gambling games. In 2017 legislation was enacted to allow statewide self-excluded persons to lift their lifetime ban if it had been more than five years since their self-exclusion and allowed for new patrons wishing to self-exclude to opt for a five year or lifetime ban going forward. It also required the Commission to be the custodian of the self-exclusion database previously maintained by the industry

In 2019 legislation was enacted to authorize sports betting and fantasy sports contests in the state under the regulation of the Commission. On August 15, 2019 certain sportsbooks and online

wagering platforms began operating in Iowa. On October 25, 2019 fantasy sports contests began operating in Iowa.

In 2022 legislation was enacted that allowed for the licensing of an alternative simulcasting entity to conduct telecasting of horse or dog races. The Iowa Greyhound Park held the last dog race in Iowa on May 15, 2022, and ceased operations on December 31, 2022. An alternative simulcasting license was granted, effective January 1, 2023, to the Horsemen of Iowa Simulcast Association to offer off-track betting at casinos licensed under Iowa Code 99F.

The Commission is attached to the Department of Inspections and Appeals and Licensing for administrative support purposes.

Mission Statement:

The mission of the Iowa Racing and Gaming Commission is to administer the laws and rules for gambling and wagering in Iowa in order to ensure the integrity of licensees and their operations, maintain public confidence in regulated gambling and wagering activities in Iowa, and promote economic development for the citizens of Iowa.

Vision Statement:

To be a regulatory commission that creates an honest business climate/environment, that encourages operators and racing participants to come to Iowa, and ensures the people of Iowa and its visitors of the integrity of the racing, gaming, sports wagering and fantasy sports contest industries.

Guiding Principles:

Upholding the law through:

- Protecting the integrity of the industry we regulate
- Protecting confidential information
- Ensuring program integrity by having policies and procedures follow legislative intent
- Continuous improvement based on integrity, excellence and quality
- Regulation strengthened by collaboration with other agencies and jurisdictions
- Ensuring financially responsible and accountable licensees

Internal/External Assessment:

Our Strengths are:

- Experienced employees with professional expertise.
- Dedicated long-term employees with strong work ethic.
- Rules and procedures are continuously reviewed to adapt to changing industry standards.
- Technological enhancements are utilized by staff to provide effective communication, the ability to collect accurate data, and the ability to more effectively and efficiently respond to customer needs.
- Leadership supportive of decentralized site-based decision-making.
- Commission office locations convenient to the public and industry.
- Iowa licensed facilities under 99D, 99E, and 99F have met stringent background requirements, are respected operators and are excellent corporate citizens.
- The coordinated effort of the Commission and the Division of Criminal Investigation.

Our limitations are:

- Training is costly usually incurring travel expenses and a diversity of individual skills, knowledge and abilities hampers group training.
- Staffing and funding level limitations.
- Challenge in staying abreast with rapid industry growth and changes.
- Impact of changing laws in contiguous jurisdictions.
- Candidate pool to replace employees who leave their position is shrinking and less competitive with private market.

Our Opportunities are:

- Increased collaboration and improved relationship with other state agencies, licensees and associations.
- Technological advances and enhancements.
- Meetings and conferences where new developments in the industry are introduced and industry leaders and regulators congregate to discuss issues of mutual concern.
- Improved industry compliance and public confidence.

Our Challenges are:

- Budget constraints/rising costs.
- Changes in laws in contiguous states.
- Negative public image.
- Coordinating with other state agencies in performing inter-related responsibilities.
- Rapid changes in the needs of industry.
- Increased emphasis on serving the public and industry through electronic means.

GOALS/OUTCOME MEASURES/STRATEGIES

The Commission has identified two major Goals. Key strategies have been identified for moving toward achieving these Goals. The Goals, Outcome Measures and Strategies are:

1. **Achieve the highest possible voluntary compliance of statutes, rules and regulations.**

   Performance Measurers:

   - Percent of un-licensable issues that are discovered and acted upon during initial review of occupational licenses.

   Key Strategies:

   - Develop a thorough background application screening process
   - Provide an open exchange of information between the Commission and licensees.

2. **Ensure the integrity of licensed facilities and entities**

Performance Measure:

- Percent of licensees with significant deficiencies found as a result of an audit.

Key Strategies:

- Audit gambling revenue records.
- Audit slot systems.
- Ongoing training for staff to provide the knowledge necessary for them to perform auditing duties.

OFFICE OF THE STATE PUBLIC DEFENDER

STRATEGIC PLAN (FY26)

April 1, 2025

Jeff Wright
State Public Defender

MISSION AND VISION

Mission Statement

To ensure that all indigent persons in Iowa are provided high-quality legal representation in criminal, juvenile, and other eligible proceedings in an efficient and fiscally responsible manner.

Vision Statement

Justice for all in Iowa's criminal and juvenile courts.

ASSESSMENT

In preparing this strategic plan, consideration has been given to identified strengths, limitations, challenges, and opportunities, all of which impact the Mission and Vision of the Office of the State Public Defender.

Iowa's indigent defense system continues to face the challenges of a declining attorney population. The problems concerning attorneys willing to provide the important constitutional function of indigent legal representation can be found in every state. The manner in which these problems manifest is defined by the design of the indigent defense delivery system. Iowa has a system that values a centralized structure with local oversight. Iowa law requires all lawyers, privileged to be licensed in Iowa, with a duty to serve the most at-risk populations of Iowans.

Indigent defense is provided by employees (licensed attorneys and support staff) and contract attorneys. 256 employees of the State Public Defender provide efficient, high quality representation in more than 50,000 criminal cases throughout the State of Iowa. These employees take the most difficult and complicated cases and continue to provide high quality legal representation despite increased demands. Similarly, approximately 500 contract attorneys continue to provide high quality representation throughout all 99 of Iowa's counties. In Fiscal Year 2024, 72,200 claims were submitted to the Indigent Defense Fund, at an average cost per claim of $583.00. There was a final finding of ineffective assistance of counsel in less than .001% of these charges.

Strengths of the Office of the State Public Defender include the experienced and dedicated staff, especially within the local public defender offices, and the experienced private attorneys willing to contract for indigent defense services in most locations. The Gideon Fellowship Program continues to be a valuable tool to recruit new attorneys, especially to offices located in cities with fewer attorneys which make it difficult to hire. The demonstrated efficiency and expertise of public defender offices and improving technology resources are further strengths.

Challenges of the Office include the lack of control or predictability of the crimes committed in Iowa, the charging decisions of 99 county attorneys and the Attorney General, or the child protection action of the Department of Human Services, and limited control over the cost of representing the indigent clients in these cases, particularly when represented by a private court-appointed attorney.

Over the past several years, the State Public Defender embraced technological advances to promote efficiencies. Our office is prioritizing technology in 2025 in order to better manage our resources, equip our field offices and provide customer-friendly services to our vendors. The Office is embarking on an upgrade of the iDOCIT system used by our Field Offices. This effort will focus on obtaining better and more consistent data on our Field Office caseloads and the savings that they produce for our Indigent Defense Fund. The new data efforts will provide more robust reporting capabilities, allowing the State Public Defender to better determine appropriate designations and staffing assignments to provide cost savings to the state. Additionally, changes to iDocit will embrace improved technology by introducing automation and workflows while integrating with existing technologies to form a productive legal case management environment.

Over the last several years, the Office has migrated the claims submission and review process to an online platform. All claim submissions are now submitted electronically. This improvement has drastically reduced the claims processing timeframe. The Office continues to evaluate the claim submission and review process to increase the efficiency for the claimant and auditor.

Our office continues to work with our partners in the criminal justice system to identify opportunities to introduce special contract opportunities. We continue to expand the use of special contracts. These specialized contracts have been used to maximize savings and to provide solutions where unique problems exist in the delivery of indigent defense. As an example, in FY25, the SPD offered 6 special contracts to assist in the management of increased filings of Post-Conviction Relief matters. While the number of PCR matters being filed has dramatically increased, the number of attorneys willing to accept this type of case has declined. The use of the special contract has ensured indigent Iowans are represented at every stage of litigation.

Other opportunities include partnerships with nonprofit, government, and legal organizations to provide training for public defender and contract attorneys and thus improve the quality of indigent defense in Iowa, and dedicated private attorneys with whom the Office can work to build closer relationships.

STRATEGIC INITIATIVES, MEASURES, STRATEGIES, AND ACTIONS

Strategic Initiative: Provide high-quality representation to clients of Public Defender offices.

Measure:
Percentage of public defender cases where there have been no final findings of ineffective assistance of counsel, either on direct appeal of convictions, after post-conviction relief actions, or (in the case of civil commitments) habeas corpus actions.

Strategies/Actions:

Goal: Recruit and retain the best criminal defense attorneys, investigators, and other support staff in Iowa:

- Aggressively advertise vacancies using economical methods and conduct a competitive selection process, involving the local public defender offices and the Administrative Office (ongoing).
- Continue outreach to Creighton University School of Law, Drake University Law School, University of Iowa College of Law, University of South Dakota School of Law, and other area law schools to attract competitive law students and alumni for internships and full-time vacancies (ongoing).
- Continue to recruit attorneys with crimmigration experience and develop current public defenders' crimmigration skills (ongoing).
- Continue the Gideon Fellowship entry-level hiring program that permits the hiring of exceptional third-year law students during the traditional law school recruitment period (ongoing).
- Maintain and improve physical working conditions, including by disposing through the surplus process of old and unnecessary furniture, equipment, and other items (ongoing).

Goal: Enhance the abilities of public defender personnel by providing or coordinating resources, information, training, and professional development:

- Continue support for New Attorney Training Program with mandatory mentoring and practice experiences for new attorneys and increasing accountability for mentorship expectations (ongoing).
- Provide annual three-day juvenile skills and criminal trial skills training for attorneys (ongoing).
- Continue to provide annual one-day PCR training and appellate training for attorneys (ongoing).
- Continue to expand in-person and webinar training opportunities (ongoing).
- Improve internal website resources to include updated expert witness database, relevant brief bank, and standard form documents to be used in criminal juvenile cases (ongoing).
- Continue to develop and move to paperless case management and filing systems that integrate as appropriate with EDMS (ongoing).

Goal: Ensure that public defender offices are carrying appropriate caseloads:

- Compare and evaluate performance expectations for local public defender offices, withdrawals of cases for lack of staff, and judicial branch case data to determine whether designations or staffing should be adjusted (ongoing).
- Develop and implement a system to better monitor caseloads of all attorneys in a consultation between the SPD and local supervisors (ongoing).

Strategic Initiative 2: Ensure that clients of private court-appointed attorneys are provided high-quality representation.

Measure:

- Percentage of court-appointed cases (not handled by the public defender) where there have been no final findings of ineffective assistance of counsel, either on direct appeal of convictions, after post-conviction relief actions, or (in the case of civil commitments) habeas corpus actions.

Strategies/Actions:

Goal: Ensure indigent defense contract attorneys are competent to effectively represent indigent clients in the cases to which they are appointed:

- Adjust minimum qualification requirements for all contract types (ongoing).
- Promptly and fairly act in response to disciplinary action by the court against contract attorneys or justified complaints about contract attorneys (ongoing).

Goal: Provide increased training and other resources for court-appointed attorneys:

- Provide annual three-day criminal trial skills and juvenile skills training for attorneys (ongoing).
- Provide semiannual one-day criminal and juvenile introductory training for all new court-appointed attorneys after each Iowa bar exam (ongoing).
- Provide annual appellate and post-conviction relief introductory training (ongoing).
- Develop and host month noon-hour webinar training sessions (ongoing).
- Provide in-person and webinar training sessions on crimmigration (ongoing).
- Develop and provide in-person training throughout the State (ongoing).

Goal: Adequately compensate attorneys and other indigent defense providers in a timely and accurate manner:

- Review the number of contract attorneys statewide and in each county to determine whether attorneys are increasing or decreasing and whether any counties have a shortage of attorneys (ongoing).
- At least every three years, conduct comparison of hourly rate of compensation with other states and the federal government and complete a report to the General Assembly and the Governor making recommendations as to the hourly rate of compensation for attorneys (ongoing).

Strategic Initiative 3: Hold Government Accountable by improving the cost-effectiveness and efficiency of Iowa's indigent defense expenditures.

Measures:

- Total Expenditure for indigent defense
- Cost per claim in the Indigent Defense Fund
- Cost per case for public defender cases
-

Strategies/Actions:

Goal: Maximize public defender offices' productivity while maintaining high quality representation:

- Annually set performance expectations for each local public defender office and continuously monitor (ongoing)
  - Develop an electronic system to better track caseloads of public defenders to provide a more effective performance expectation (ongoing).
- Continue enforcement of designation policy to ensure that field offices are receiving appointments in all cases for which they are designated (ongoing).
- Continue adaptation to electronic court filing (EDMS) by the judicial branch and explore opportunities to achieve efficiencies through adjustment of internal procedures, including the keeping of paperless case files (ongoing).
- Develop and implement systems to better track statistics of public defenders and contracts attorneys (ongoing).

Goal: Continue expansion of specialized contracts with attorneys and other indigent defense providers:

- Develop and implement specialized contracts (ongoing).
- Evaluate and develop other opportunities for increased use of specialized contracts, including with nonprofit organizations, and implement as appropriate (ongoing).

Goal: Closely review attorneys who submit unreasonable or excessive claims, and terminate contracts where appropriate:

- Review administrative rules to ensure there are adequate safeguards to prevent excessive or improper billing (ongoing).
- Continue annual review of aggregate claims for attorneys with high volume of claims or other concerning practices (ongoing).
- Closely review claims from all attorneys, especially attorneys with a history of submitting excessive or unreasonable claims (ongoing).

Strategic Initiative 4: Compensate attorneys and other indigent defense providers in a timely and accurate manner.

Measures:

- Percentage of Notices of Action on indigent defense claims that are unchallenged or upheld upon final judicial review
- Percentage of indigent defense claims reviewed and acted upon within an established time period

Strategies/Actions:

Goal: Review and revise administrative rules to clarify, simplify, and ensure they reflect the best practices to achieve high quality and efficient representation of indigent persons:

- Continue outreach to stakeholders seeking feedback on claims review process and suggestions for improvement (ongoing).