



Department of Inspections,  
Appeals, & Licensing

# Performance Report for Fiscal Year 2025

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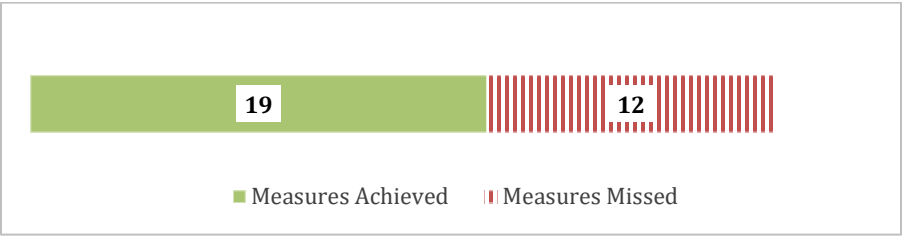
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# Department of Inspections, Appeals, & Licensing (DIAL) Performance Report for FY2025

## DIAL Executive Summary

DIAL is a multifaceted regulatory agency charged with protecting the health, safety, and well-being of Iowans. The department is made up of eight divisions and four administratively attached units. This performance report is published to show goals met and growth opportunities in the department’s day-to-day operational activities. It will serve as a backdrop to the department’s routine performance metric reviews and assist in focusing efforts towards those areas that require the greatest attention.

The department tracked 31 performance measures and achieved or exceeded targets for 19 measures. Operational performance has been reviewed where 12 targets were missed.



## DIAL Progress Made in FY2025 on Overall Improvement Efforts

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

To support this initiative, DIAL surveyors have maintained the required survey interval for federally active nursing homes. In fact, the average interval is below the required threshold and federally active nursing homes are surveyed at a frequency less than 12.9 months on average. As there is a moratorium on the number of nursing homes in Iowa, staff cannot increase the number of surveys; however, the interval at which facilities are inspected has been reduced.

Additionally, the number of harm level deficient practices cited has decreased which is believed to be a correlation with the increased survey interval frequency that identifies problem areas before there is a negative impact on residents. DIAL staff closely monitor complaint intakes to ensure that 100% of Immediate Jeopardy complaints are investigated within two business days. All other complaints are appropriately triaged and responded to in accordance with state rules and federal regulations.

### Strategic Initiative 2: Deploy a uniform licensing technology solution.

To support this initiative, DIAL partnered with Accenture and the Salesforce solution was identified to build the Administrative Licensing & Inspection Governance Network (ALIGN) system. This system will consolidate over 300 separate licensing programs managed in 11 separate systems or paper processes. In FY2025, staff completed numerous tasks to include discovery meetings to review processes, standardize forms, and simplify workflows and detailed design sessions are underway to shape the future system.

### Strategic Initiative 3: Increase OSHA educational consultations.

To support this initiative, Iowa OSHA Consultation and Education promoted their services during conferences, direct promotions, and through social media. The goal was to educate 10,000 individuals; Iowa OSHA Consultation and Education were able to educate 22,463, directly surpassing the goal. Iowa OSHA will continue to promote services and maintain a social media presence. The number of individuals reached through media is expected to grow during this next fiscal year.

## DIAL Major Accomplishments in FY2025

- Over 200 individual program retention schedules were standardized to 13 schedules used department-wide.
- The pool and spa program has become more efficient by decreasing the number of daily plan reviews from an average of 128 days to 56 days with construction permits provided to the owner. This was accomplished by utilizing third party plan reviewers to expedite turnaround time.

## FY2025 Performance Indicators by Division or Attached Unit

The following are the FY2025 performance measures for DIAL's divisions and attached units. They describe the target goals and actual results of each performance measure tracked and explain what steps were taken, and/or improvements planned for FY2026, to reach target goals.

# FY2025 DIAL Performance Indicators – Administration Division

## Tribal Gaming

Program Description: The director enters into, implements, and enforces compacts between the State of Iowa and Indian tribes to operate Indian gaming establishments in accordance with federal law.

Results Achieved in FY2025: The target was exceeded. In an effort to be as responsive as possible regarding tribal gaming issues, DIAL has one point of contact for the tribes to ensure a thorough and quick response.

Outcome measure: Number of days to respond to Tribal requests for assistance/information.

Numeric FY25 target: 5

Numeric FY25 actual: 2

## Athletic Commission

Program Description: This program ensures the licensing, tax, and registration requirements are met for professional and amateur athletic events held in Iowa.

Results Achieved in FY2025: The target was exceeded. Recent enforcement actions have prompted compliance and led to a higher number of wrestling promoters obtaining licenses from the Iowa Athletic Commission.

Outcome measure: Number of athletic promoter licenses issued.

Numeric FY25 target: 80

Numeric FY25 actual: 136

## Resource Management

Program Description: Provide consistent and accurate administrative and fiscal services to all areas of the department and attached units to ensure services to department constituencies.

Results Achieved in FY2025: The department exceeded its FY2025 retention goal by enhancing customer service quality and strengthening relational trust throughout the employee lifecycle. Streamlined processes, clearer communication, and more responsive support contributed to a better overall employee experience.

Outcome measure: Employee retention rate.

Numeric FY25 target: 97%

Numeric FY25 actual: 98.95%

## Department Operations

Program Description: This program provides essential, centralized fiscal services, such as budget preparation, accounts payable and receivable.

Results Achieved in FY2025: The target was exceeded. DIAL Communications staff continued to prioritize timely service through careful tracking and balanced workload management.

Outcome measure: Percentage of media inquiries responded to within 2 business days.

Numeric FY25 target: 80%

Numeric FY25 actual: 89%

# FY2025 DIAL Performance Indicators – Administrative Hearings Division

## Contested Case Hearings

Program Description: Administrative Law Judges afford citizens due process for adverse actions taken by state agencies and local governments.

Results Achieved in FY2025: The target was exceeded. Decisions are tracked on a weekly basis by staff and measured against statutory, administrative, and internal deadlines for compliance. Follow up communication is utilized when necessary.

Outcome measure: Percentage of judge's decisions issued within 30 days of hearing.

Numeric FY25 target: 90%

Numeric FY25 actual: 96%

## Unemployment Insurance Contested Case Hearings

Program Description: Administrative Law Judges afford claimants and employers the opportunity to contest state agency decisions regarding unemployment benefits.

Results Achieved in FY2025: The target was exceeded. Decisions are tracked by staff in accordance with deadlines set by the United States Department of Labor. Additionally, staff conduct weekly surveys of the number of hearings and pending decisions for each administrative law judge.

Outcome measure: Percentage of UI cases completed within 45 days.

Numeric FY25 target: 80%

Numeric FY25 actual: 91%

# FY2025 DIAL Performance Indicators – Building & Construction Division

## Building Codes

Program Description: The State Building Code program does building, sprinkler/fire alarm plan review and inspections for all State-owned, State-funded, all licensed healthcare, and all schools/daycares not reviewed or inspected by a local jurisdiction. The State Building Code Advisory Council provides recommendations to support the State building code program.

Results Achieved in FY2025: The target was missed. The new software scheduled for release in FY2026 will help to obtain more reliable numbers, as well as additional contract help for large projects.

Outcome measure: Percentage of building plan reviews completed within 60 days.

Numeric FY25 target: 100%

Numeric FY25 actual: 98.1%

## Plumbing and Mechanical Systems

Program Description: The Plumbing and Mechanical Systems Board licensing all professionals and businesses in the industry. Licensing ensures that individual professionals in this industry are properly qualified and receive ongoing education. Licensing for businesses includes proof of current bonding and insurance, as well as having a Master of Record on staff. All of this protects the public by having a training and qualified workforce to carry out these important functions.

Results Achieved in FY2025: The target was exceeded. Staff encourage that applications are submitted online and the industry clearly prefers online submittals.

Outcome measure: Percentage of Plumbing, Mechanical Safety Board apps completed online.

Numeric FY25 target: 80%

Numeric FY25 actual: 92%

## Electrical Licensing and Electrical Inspections

**Program Description:** The Electrical Examining Board plays a crucial role in ensuring electrical safety and compliance with electrical licensing and electrical inspections to protect persons and property from the hazards that arise from the use of electricity. By performing these functions, this helps overall public safety making sure Iowans are safe at work, home, and at play.

**Results Achieved in FY2025:** Due to the ability to use temporary electrical inspectors, retention of our current electrical inspectors, and the willingness of co-workers to take on extra workloads, we were able to exceed our target.

**Outcome measure:** Percentage of electrical installations inspected within 3 business days per IC 103.31.

**Numeric FY25 target:** 95%

**Numeric FY25 actual:** 97%

## Lead Professional Certification

**Program Description:** Lead Professional Certification ensures that lead inspectors and/or risk assessors and visual risk assessors are properly trained and certified to identify lead hazards and to assure that lead hazards have been remediated. Certification also ensures that lead abatement contractors, lead abatement workers, and lead-safe renovators are properly trained and certified to conduct abatement that will properly eliminate lead hazards and to conduct renovation, remodeling, and painting in a safe manner.

**Results Achieved in FY2025:** The target was missed primarily due to technical issues with the current software platform, AMANDA, and should improve with the expected migration to the ALIGN platform in FY2026.

**Outcome measure:** Percentage of lead professionals processed in 21 days or fewer.

**Numeric FY25 target:** 95%

**Numeric FY25 actual:** 92%

# FY2025 DIAL Performance Indicators – Health & Safety Division

## Social & Charitable Gambling

Program Description: This program regulates social and charitable gambling activities to protect the public from incidence of fraudulent or illegal activities.

Results Achieved in FY2025: The target was exceeded. When the Food Safety Bureau receives applications for new licenses, the bureau checks to see if the organization has submitted annual gambling reports for previous years. When it is identified that an organization has not submitted a gambling report, the bureau requires submission prior to issuing a new license.

Outcome measure: Percentage of social/charitable gambling organizations that file an annual report.

Numeric FY25 target: 80%

Numeric FY25 actual: 87%

## Food Inspections

Program Description: Licensing and inspection of over 23,000 food and lodging establishments, such as grocery stores, restaurants, temporary food stands, convenience stores, and hotels/motels, in 68 counties, and contract compliance in the remaining 31 counties. This program conducts (either through state inspectors or contracts with local boards of health) food safety inspections of restaurants, grocery stores, food processing plants, and vending machines to ensure consumers receive safe and wholesome food.

Results Achieved in FY2025: The target was exceeded. The Food Safety Bureau incorporated this performance measure into each inspector's Individual Performance Plan. The bureau also tracks this measure quarterly both programmatically and for each inspector.

Outcome measure: Percentage of risk level 5 food establishments inspected every 6 months.

Numeric FY25 target: 88%

Numeric FY25 actual: 95%

## Fire Safety Inspections

**Program Description:** This program conducts life safety code fire inspections for all State-owned, State-funded, all licensed healthcare, and all schools/daycares not reviewed or inspected by a local jurisdiction. Conducts Fire Code complaint inspections and investigations for the State. Responsibilities include certificate of occupancy approvals, fire inspections, follow-up, complaint investigations, and enforcement of state and federal standards.

**Results Achieved in FY2025:** Steps taken to achieve timely completion of reports in FY2025 include requiring all deficiency report writing to be completed and submitted for review within five days of the inspection. Future steps will involve the staff to submitting reports within three days, allowing the reports to be sent to facilities within required timelines.

**Outcome measure:** Percentage of facility inspection reports returned within 10 business days.  
**Numeric FY25 target:** 100%  
**Numeric FY25 actual:** 100%

**Results Achieved in FY2025:** The target was missed. Steps taken to achieve the FY2026 goal will include leveraging team members to support neighboring territories when inspectors begin to fall behind, using spreadsheet-based documentation to track, organize, and prioritize inspection workloads. Adding an administrative position dedicated, in part, to monitoring state-required inspections (such as daycare facilities) through regular data pulls, will ensure compliance and identify areas needing attention as they arise. Transition to a new database platform for FY2026 will assist in tracking the inspections and streamlining the process.

**Outcome measure:** Percentage of daycares receiving a fire inspection every 36 months.  
**Numeric FY25 target:** 100%  
**Numeric FY25 actual:** 99%

## Regulating Long-Term Care Facilities & Intermediate Care Facilities for Individuals with Intellectual Disabilities

**Program Description:** Enhance the safety, security, and general welfare of persons served in state-licensed and/or federally-certified health care facilities and entities. Responsibilities include application processing, annual inspections, follow-up, licensing and certification decisions, complaint investigations, and enforcement of state and federal standards.

**Results Achieved in FY2025:** The target for 12.9-month, state-wide survey average was exceeded. The health teams developed tracking mechanisms used to monitor the average rate monthly. This allowed for the routine adjustments to the schedules and helped to guide decision making processes on scheduling. Additionally, the scheduling role was delegated to central administrative support staff to achieve consistency in the monitoring and selection of surveys.

**Outcome measure:** Ratio average number of months for LTC survey within federal timeframes.

**Numeric FY25 target:** 12.9

**Numeric FY25 actual:** 11.33

**Results Achieved in FY2025:** The target was exceeded. The unit manager will continue to ensure ICF/IID surveys continue to be scheduled within the 12.9-month timeframe and the survey process is consistently thorough and efficient.

**Outcome measure:** Ratio average number of ICF-IID survey completed within federal timeframes.

**Numeric FY25 target:** 12.9

**Numeric FY25 actual:** 12.0

## Health Facility Inspections

**Program Description:** This program inspects/ monitors, licenses, and/or certifies under the Medicare and Medicaid Programs health care providers and suppliers, which includes long-term care facilities, hospitals, hospices, end-stage renal disease units, and rural health clinics.

**Results Achieved in FY2025:** The target was missed. For FY2026, the Long-Term Care and Acute and Continuing Care Bureaus will utilize resources efficiently and track due dates for Tier 1 and Tier 2 work. Cross training will occur to expand the resources the bureaus have at any given time. LEAN events will occur to evaluate the complaint process from intake through processing and findings delivered to facilities.

**Outcome measure:** Percentage of federal workload requirements met for Tier 1 & Tier 2.

**Numeric FY25 target:** 95%

**Numeric FY25 actual:** 90%

# FY2025 DIAL Performance Indicators – Investigations Division

## Economic Fraud

**Program Description:** This program works to ensure misspent public assistance monies obtained through fraud, inadvertent error, or agency error are identified and collected so that only eligible applicants receive them in the appropriate amounts.

**Results Achieved in FY2025:** The target was exceeded. The bureau utilizes a case management system for real-time monitoring of timely case completion. Management also works to maintain staff awareness of the importance of entering the correct information into relevant data points.

**Outcome measure:** Percentage of pre-eligibility investigations completed within 10 business days.

**Numeric FY25 target:** 90%

**Numeric FY25 actual:** 92.2%

## Medicaid Fraud Control Unit

**Program Description:** This program investigates fraud committed against the Medicaid program by providers and abuse/neglect committed against patients and residents in health care facilities by facility staff.

**Results Achieved in FY2025:** The target was missed. The Iowa MFCU submitted 28 cases to the US Department of Health and Human Services Office of Inspector General to be considered for provider exclusion from participation in federal healthcare programs as a result of a MFCU criminal investigation and subsequent criminal conviction. A procedural error in late July through early August of 2024 resulted in three of these cases being submitted more than 30 days after the criminal conviction. This procedural error has been addressed and it is expected that all provider exclusions will be submitted within 30 days of a criminal conviction going forward.

**Outcome measure:** Percentage of exclusions from MFCU investigation to HHS OIG within 30 days.

**Numeric FY25 target:** 100%

**Numeric FY25 actual:** 89.3%

## Investigation Services

**Program Description:** Provide investigation services to the Iowa Department of Health and Human Services (Iowa HHS) (economic fraud, pre and post eligibility investigation, and Medicaid Fraud) that are required by federal and state law. These services help assure that any overpayments made in public assistance programs administered by Iowa HHS are identified and earmarked repayment.

**Results Achieved in FY2025:** The target was exceeded. The bureau emphasizes a quality standard when submitting investigative findings to Iowa HHS to ensure HHS staff have all necessary evidence to calculate overpaid assistance benefits. This includes routine case reading and feedback from bureau leadership.

**Outcome measure:** Cost savings dollars identified from Iowa HHS investigations.

**Numeric FY25 target:** \$3,000,000

**Numeric FY25 actual:** \$4,280,128

**Results Achieved in FY2025:** The target was exceeded. The Public Assistance Debt Recovery Unit (PADRU) continues to utilize the most effective methods of collections and works closely with Iowa HHS cashier staff to ensure all the collections are credited properly. The setoffs managed by IDR for debts related to Iowa HHS debts will continue to produce timely collections and PADRU assistance.

**Outcome measure:** Dollars recovered – improper public assistance due to error/fraud.

**Numeric FY25 target:** \$3,000,000

**Numeric FY25 actual:** \$3,365,723

## Audits Unit

**Program Description:** This program ensures compliance with applicable federal and state financial requirements by Iowa HHS offices and health care facilities.

**Results Achieved in FY2025:** The target was missed. This was figured by the amount of money collected, divided by the amount of money billed. This goal was not met primarily because, per HHS, HHS has no authority or recourse to collect the monies due to the residents. To correct this shortage, we have implemented a collection policy which includes letters and phone calls to encourage payments. We have seen an increase in percentage since this effort was implemented in 2023. To be more indicative of the efforts for the Audits Unit, these outcome measures were replaced in FY2026 with a measure tied to the Intergovernmental Agreement (IGA) with Iowa HHS and the field auditors' annual evaluations.

**Outcome measure:** Rate collection of monies owed to care facility residents.

**Numeric FY25 target:** 100%

**Numeric FY25 actual:** 83.72%

**Results Achieved in FY2025:** The target was missed. This was figured by the total number of facilities paid in full within 60 days, divided by the total number of facility audits. To be more indicative of the efforts for the Audits Unit, these outcome measures were replaced in FY2026 with a measure tied to the Intergovernmental Agreement (IGA) with Iowa HHS and the field auditors' annual evaluations.

**Outcome measure:** Percentage of care facilities in compliance timely.

**Numeric FY25 target:** 90%

**Numeric FY25 actual:** 86.25%

## Wage and Hour/Child Labor

Program Description: This program enforces Iowa wage law, including the Iowa minimum wage. If you have not been paid what you are owed you may file a wage claim. This program also protects Iowa's children from certain hazards and from being overworked.

Results Achieved in FY2025: The target was missed. The number of wage claims received by the WCLU in FY2025 more than doubled from FY2024. The additional claims, combined with reduced staffing during quarters two through four, created a backlog of claims. The unit is currently fully staffed and will use additional monitoring of pending wage claims for timeliness and implementation of a screening procedure to close unenforceable claims within 14 days of receipt.

Outcome measure: Percentage of wage claims completed within 60 days of assignment.

Numeric FY25 target: 90%

Numeric FY25 actual: 64.6%

# FY2025 DIAL Performance Indicators – IOSHA Division

## IOSHA Consultation

Program Description: OSHA Consultation Program offers no-cost and confidential services to small- and medium-sized businesses in Iowa, with priority given to high-hazard worksites.

Results Achieved in FY2025: The goal was achieved due to three basic reasons: communication, running reports, and setting realistic expectations at the closing conference.

Outcome measure: Percentage of serious OSHA hazards verified and corrected timely.

Numeric FY25 target: 100%

Numeric FY25 actual: 100%

Results Achieved in FY2025: The goal was exceeded due to a focus on promoting training services and making trainers available.

Outcome measure: Number of individuals trained.

Numeric FY25 target: 10,000

Numeric FY25 actual: 22,463

## IOSHA Health & Safety

Program Description: Iowa OSHA protects employees at work by enforcing safety and health standards to prevent injuries and illnesses.

Results Achieved in FY2025: The target goal was missed due to an ongoing staffing shortage for Compliance Safety and Health Officers. Additionally, the target goal has not been updated since working through pandemic related disruptions in 2020, and additional operational disruptions in the subsequent years. This target goal has been revised to better reflect our current state for FY2026.

Outcome measure: Number of OSHA inspections each year.

Numeric FY25 target: 720

Numeric FY25 actual: 613

# FY2025 DIAL Performance Indicators – Professional Licensing Division

## Licensing

Program Description: Licensing of all qualified applicants, professional licenses, and building licenses for over 200 programs under the Building & Construction, Health & Safety, and Professional Licensing Divisions with the support of various boards, councils, and committees.

Results Achieved in FY2025: The target was missed. Currently, we do not have a consistent means of calculating the number of days for staff to complete initial application review. The anticipated release of ALIGN in FY2026 will assist in better tracking this target.

Outcome measure: Days to complete initial review for licensure.

Numeric FY25 target: 10

Numeric FY25 actual: 20

Results Achieved in FY2025: The target was achieved. This number is an aggregate of the numerous programs across 11 different software platforms. The anticipated release of ALIGN in FY2026 will assist in better tracking this target.

Outcome measure: Number of business days to make a final determination on application.

Numeric FY25 target: 15

Numeric FY25 actual: 15

Results Achieved in FY2025: The target was missed. Currently, we do not have a consistent means of calculating the number of days staff need to complete an initial complaint investigation due to complaints being tracked in multiple software platforms. The anticipated release of ALIGN in FY2026 will assist in better tracking this target.

Outcome measure: Days to complete initial investigation after complaint.

Numeric FY25 target: 180

Numeric FY25 actual: 365

# FY2025 DIAL Performance Indicators – Workers’ Compensation Division

## Workers’ Compensation

Program Description: The Iowa Division of Workers' Compensation has three core functions: 1) Adjudication of disputed workers' compensation claims, 2) Enforcement of compliance standards, and 3) Education of Iowans about workers' compensation laws and procedures.

Results Achieved in FY2025: The target was exceeded. The Workers’ Compensation Division (WCD) has implemented multiple changes in recent years to optimize agency resources. The first was the successful transition from paper to electronic filing (eFiling) in contested case proceedings on the Workers’ Compensation Electronic System (WCES). WCES has helped make WCD more efficient in motion practice, reviewing and approving settlements, and issuing decisions.

Another change was the shift from in-person to virtual arbitration hearings. Initially necessitated by the COVID-19 pandemic, the transition meant the agency was not limited to physical hearing rooms when scheduling hearings. Instead, whether the parties can schedule a hearing is based solely on deputy availability, which has more than doubled the available hearing slots for the average date and time. This has allowed the parties to more easily schedule hearings in accordance with agency rules and helped to shorten the lifespan of cases.

The agency’s efficient administration of justice has occurred despite a reduction in the number of paralegals (formerly word processors) and deputy workers’ compensation commissioners. When WCD implemented eFiling, WCD had three word processors and thirteen deputies. During the most recent fiscal year, WCD had one paralegal and eleven deputies. The professionalism and work ethic of staff is a significant factor in WCD’s efficient administration of the Iowa workers’ compensation system.

Outcome measure: Number of days - submission of arbitration case to decision issuance.

Numeric FY25 target: 150

Numeric FY25 actual: 93

# Attached Unit – Iowa Racing & Gaming Commission (IRGC) Performance Report for FY2025

## IRGC Executive Summary

The Iowa Racing & Gaming Commission regulates licensed commercial casinos, horse racing, simulcasting, sports wagering, and daily fantasy sports contests. The commission enforces laws and rules related to gambling and wagering in Iowa. In FY2025, the gaming industry regulated by the commission generated more than \$330 million in state tax revenue, distributed among several different funds.

The unit tracked two performance measures and achieved the targets for both of them.

## IRGC Progress Made in FY2025 on Overall Improvement Efforts

Strategic Initiative 1: Achieve the highest possible voluntary compliance of statutes, rules, and regulations.

To support this initiative, Commission staff engage directly with licensees to implement changes to processes, procedures, and internal controls. Staff has increased compliance audits in all areas of the gaming industry to ensure licensees are aware of and adhering to applicable laws and rules. The Commission continues to provide guidance and best practices when new challenges arise within the industry.

Strategic Initiative 2: Ensure the integrity of licensed facilities and entities.

To support this initiative, staff processed over 75 facility and entity annual renewal licenses. This process includes ensuring key individuals are backgrounded; reviewing any financial, legal, or regulatory issues; and overall operations of the companies. Additionally, staff reviewed over 3,800 individual license applications.

Additionally, Commission staff perform regular compliance audits, and constantly review activities undertaken and reported by licensees to monitor for violations. Any incident that results in an investigation is documented, and action taken is recorded. Depending on the severity or scope of the violations, the Commission or Commission staff may enter into stipulations or issue rulings that require a licensee to make changes to their processes to ensure that integrity is corrected and maintained going forward.

## IRGC Major Accomplishments for FY2025

- The Commission reviewed and approved a new casino license (Cedar Crossing in Cedar Rapids) affirming its statutory authority to determine the number, location, and suitability of new license applications.
- Several significant remodel projects are currently underway, including moving two casinos from riverboats to landside facilities. These moves will help ensure Iowa casinos continue to adapt and maintain better, more competitive services for patrons and increased revenue for the state.
- Implemented consensus rules with the industry to protect Iowans from fraudulent actors in the online sport wagering space.

## FY2025 IRGC Performance Indicators

### Racing & Gaming Commission

**Program Description:** The Iowa Racing and Gaming Commission (IRGC) administers 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. The Commission also protects the health and welfare of the racing animals.

**Results Achieved in FY2025:** The target was exceeded. Complaints that are sent to the central office are shared with, and handled by, Commission staff at the appropriate facility. Complaints that are regarding licensees, other than the facilities, are handled by staff in the central office. While some complaints may not be able to be resolved to the patron's satisfaction (ex: wanting money they lost to be returned to them), our staff will review the situation for any potential regulatory issues.

**Outcome measure:** Percentage of regulation violation complaints received that are investigated.

**Numeric FY25 target:** 95%

**Numeric FY25 actual:** 100%

**Results Achieved in FY2025:** The target was exceeded. The Commission contracts with a third-party veterinarian group for all horse inspections. This group is very experienced in their field and are able to ensure horses are sound prior to all races.

**Outcome measure:** Percentage of horses inspected for health-fitness prior to a race.

**Numeric FY25 target:** 97%

**Numeric FY25 actual:** 100%

# Attached Unit - Iowa Employment Appeal Board

## Performance Report for FY2025

### EAB Executive Summary

The Iowa Employment Appeal Board is a quasi-judicial review board for executive branch agencies. The EAB provides timely and fair review of agency decisions related to employment matters, including appeals of unemployment insurance benefits from Iowa Workforce Development (IWD), rulings of the Occupational Safety and Health Administration (OSHA), and decisions of the Iowa Public Employees' Retirement System (IPERS). EAB also oversees public collective bargaining matters, including conducting elections, deciding prohibited practice complaints, and resolving grievances filed by state employees.

The unit tracked four performance measures and achieved the targets for all of them.

### EAB Progress Made in FY2025 on Overall Improvement Efforts

Strategic Initiative 1: Continue to increase compliance as it relates to unemployment compensation insurance; OSHA violations; DAS decisions involving disqualification, restriction, or removal from eligible lists; IPERS decisions; peace officer and capitol security disciplinary actions; Labor Commissioner's citations or proposed penalties for violations of construction contractor's registration laws; state employee grievances filed against their employing agency; and elections pertaining to public employee collective bargaining.

To support this initiative, we continue to work with IWD to improve the new unemployment system and the EAB's role. This is allowing us to get decisions out faster. We have also started working to include all case types, minus unemployment, in the Electronic Data Management System (EDMS) we inherited when we took on former PERB duties. This allows us to see in one place where all of our cases are pending and ensure timeliness of decisions.

Finally, with regard to FY2025 fall recertification election compliance, we reached out to Employers and Certified Employee Organizations (CEOs) when deadlines were not being met. As a result, we had approximately 80% compliance with our first election after taking over for PERB on July 1, 2024. We then reached out to the stakeholders and met with them to determine how we could make the system easier to navigate and continue work on making improvements. For example, in April 2025, we set up a website for the FY2026 fall recertification election, and in June 2025, we held a live training for all CEOs and Employers on how to work through the election. The training was recorded and added to our website, along with short videos related to party-specific steps.

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

To support this initiative, we started working on training for the staff we inherited and our current employees on all systems we cover. This includes introducing our current employees to the former PERB duties under Iowa Code Chapters 8A and 20. This ensures that we have knowledgeable staff available to answer phones and public questions in a timely manner. Regular one-on-one meetings have been held to determine where employees are struggling, where they are excelling, and get feedback on what we can do as an agency to improve job satisfaction.

Strategic Initiative 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.

To support this initiative, we have undertaken to learn, improve, and use the new unemployment system. It allows us to review appeals usually on the day they are submitted and write decisions that get mailed the same or next day. We are working to improve the inherited suPERB system that is used for elections. With the upgrades we're making, it should streamline the process more for the users. As stated earlier, we are also working to integrate the inherited EDMS with our other non-unemployment insurance cases so we have one database for all of our cases.

## EAB Major Accomplishments for FY2025

- Successfully completing our first Recertification Election.
- 80% participation rate in FY2025 Fall Recertification Election.
- Implementation and integration of the IowaWORKS system for unemployment insurance.
- Upgrading / fixing the inherited EDMS and suPERB systems.

# FY2025 EAB Performance Indicators

## Employment Appeal Board

Program Description: The EAB adjudicates appeals of contested case hearings in matters brought pursuant to Iowa Code chapter 96 (unemployment insurance claims), Iowa Code chapter 8A (merit appeals for state employees), Iowa Code chapter 20 (public employment relations matters), Iowa Code section 88 (Occupational Safety and Health), and Iowa Code chapters 80, 91C, and 97B. The Board also oversees the administration of public collective bargaining, including conducting annual recertification elections for the employee organizations representing tens of thousands of public sector workers in Iowa.

Results Achieved in FY2025: We continued to monitor the age of pending cases on a weekly basis and exceeded our target.

Outcome measure: Average age of pending UI appeal case decisions made less than 40 days.

Numeric FY25 target: 24

Numeric FY25 actual: 21

Results Achieved in FY2025: We continued to monitor the age of pending cases on a weekly basis and exceeded our target.

Outcome measure: Percentage of decisions issued within 14 days of Board review.

Numeric FY25 target: 90%

Numeric FY25 actual: 100%

Results Achieved in FY2025: We continued to monitor the age of pending cases on a weekly basis and exceeded our target.

Outcome measure: Percentage of decisions issued within 14 days of Board hearing.

Numeric FY25 target: 90%

Numeric FY25 actual: 100%

Results Achieved in FY2025: We continued to monitor the age of pending cases on a weekly basis and exceeded our target.

Outcome measure: Percentage of contractor registration decisions within 14 days.

Numeric FY25 target: 90%

Numeric FY26 actual: 100%

# Attached Unit – State Public Defender (SPD)

## Performance Report for FY2025

### SPD Executive Summary

The State Public Defender's Office coordinates Iowa's indigent defense system. The SPD's mission is to ensure all indigent persons in Iowa receive high-quality legal representation in criminal, juvenile, and other eligible proceedings in an efficient and fiscally responsible manner. More than 250 employees in 18 local public defender offices and the Appellate Defender's Office provide representation in criminal and juvenile cases in all 99 counties. The SPD also contracts with about 500 private attorneys and nonprofit organizations throughout Iowa, paid from the indigent defense fund, which is administered by the State Public Defender's Office.

### SPD Progress Made in FY2025 on Overall Improvement Efforts

Strategic Initiative 1: Provide high-quality representation to clients of Public Defender offices.

The State Public Defender's office continues to support employees with education and tools to ensure front line attorneys are able to effectively protect the constitutional rights of their clients. The office provided 79.5 hours of continuing legal education and over 50 hours of group mentorship. The office continues to leverage technology to efficiently represent clients by utilizing enhanced legal research, automation, and artificial intelligence assisted tools.

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

The State Public Defender's office provides virtual and on-demand continuing legal education for free to all attorneys in Iowa. The office utilizes administrative staff to liaise issues private counsels face when representing indigent clients including making group mentorship available to all attorneys in Iowa. The office provided 79.5 hours of continuing legal education and over 50 hours of group mentorship.

Strategic Initiative 3: Achieve government efficiency by improving the cost-effectiveness and efficiency of Iowa's indigent defense services.

In FY25 the State Public Defender's Office closed 56,296 cases and paid 69,085 claims. The office continues to find ways to retain and attract attorneys as employees and contractors in order to satisfy the constitutionally required representation of indigent Iowans. The office is engaged in a long-term plan to employ more public defenders in an effort to become less reliant on the declining number of contract attorneys.

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

The State Public Defender's Office continues to emphasize the importance of paying contract counsel and other claimants in a timely manner. The administrative office employs attorneys with experience in providing indigent defense to audit claims made by contract attorneys and other claimants. This experience allows the office to more efficiently process the 70,000 claims that come to the office each year. Additionally, the State Public Defender's Office continues to improve the claim submission process and claims audit process by leveraging technology.

## SPD Major Accomplishments for FY2025

- In FY25, the State Public Defender added 12.0 new FTEs across the State Public Defender system, including 3.0 new FTEs to the Davenport field office. This increase in FTEs built defense capacity in field offices across the state.
- The State Public Defender was awarded Byrne-JAG grant funding through a Spring 2025 solicitation for projects. The State Public Defender has used these grant funds to implement JusticeText, an audio and video transcription platform that harnesses AI technology to assist public defenders in processing large amounts of discovery while preparing for trial, resulting in efficiencies that benefit the criminal justice system.
- The State Public Defender continues to provide attorneys with access to technological products that improve the quality of legal representation across the state. In FY 2025, the State Public Defender began using Thomson Reuter's proprietary AI legal research tool, Co-Counsel. Additionally, the State Public Defender is investing in improvements to the public defender employee case management system used to manage the more than 50,000 cases that come to the public defender offices in a given fiscal year.
- Recruiting new legal talent remains a priority of the State Public Defender. The agency expanded its reach and improved on-campus visibility through hosting an Iowa State Public Defender Day at the University of Iowa, with speakers from several field offices presenting to students and discussing their work. Since the Iowa State Public Defender Day event, students have referenced the event in internship and permanent position applications and interviews.

# FY2025 SPD Performance Indicators

## Assigned Council Legal Services

Program Description: Provide legal representation by private attorneys to eligible clients in criminal, juvenile, and appellate court, and in certain civil commitment cases. Audit and approve/deny/modify payment of claims for private attorney services and related costs of providing defense services.

Outcome measure: Percentage of public defender cases where there have been no final findings of ineffective assistance of counsel on appeal.

Numeric FY25 target: 99%

Numeric FY25 actual: 99.9%

Results Achieved in FY2025: The target was exceeded.

Outcome measure: Percentage of court-appointed cases not handled by the public defender where there have been no final findings of ineffective assistance of counsel on appeal.

Numeric FY25 target: 99%

Numeric FY25 actual: 99.9%

Results Achieved in FY2025: The target was exceeded.

Outcome measure: Total expenditure for Indigent Defense Fund

Numeric FY25 target: Budget # \$45,836,545 (FY25 appropriation and juvenile county base receipts)

Numeric FY25 actual: Actual # \$43,733,530

Results Achieved in FY2025: No target was set

Outcome measure: Cost per claim in the Indigent Defense Fund

Numeric FY25 target: \$626 per claim

Results Achieved in FY2025: No target was set

Outcome measure: Cost per case for public defender cases

Numeric FY25 target: \$595 per case closed

Results Achieved in FY2025: The target was exceeded.

Outcome measure: Percentage of Notices of Action on indigent defense claims that are upheld upon final judicial review.

Numeric FY25 target: 90%

Numeric FY25 actual: 100%

Results Achieved in FY2025: The target was exceeded.

Outcome measure: Days indigent defense claims reviewed and acted upon within an established time period.

Numeric FY25 target: 35 days

Numeric FY25 actual: 4.94 days



# **Fiscal Year 2025 Performance Report**

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Iowa Office of Civil Rights

December 12, 2025

Message from the Director:

This report outlines the Iowa Office of Civil Rights' (IOCR) performance for Fiscal Year 2025 (July 1, 2024 - June 30, 2025) as required pursuant to Iowa Code section 8E.210.

The IOCR's mission is to provide impartial, efficient, and fact-driven investigative analyses of discrimination complaints filed in Iowa and promote civil rights outreach and education opportunities throughout the state.

Over the past year, the IOCR has advanced internal process improvements, upheld justice throughout the administrative process, and educated Iowans about civil rights and IOCR's mission. As we look to Fiscal Year 2026 and beyond, the IOCR is dedicated to continual process improvements to create efficiencies, reduce processing times of investigations, and continue to provide quality investigative legal reports to the thousands of parties that interact with the IOCR each year.

The Iowa Supreme Court recently provided commentary regarding the value the IOCR brings to state government: "The ICRA's administrative framework honors agency expertise, preserves judicial resources, resolves matters confidentially, fosters negotiations between the parties, and weeds out unmeritorious claims." *Fogle on behalf of P.F. v. Clay Elementary School*, No. 24-1352, Slip op. at 6 (Iowa S. Ct. November 14, 2025).

As stated so clearly by the Iowa Supreme Court, I'm proud to state that IOCR's mission continues as strong as it did when it was established in 1965. It is truly an honor to lead this mission for our state and my dedicated team.

Thank you for the privilege to serve,

Kristen Stiffler  
Director  
Iowa Office of Civil Rights

# Executive Summary

The Iowa Office of Civil Rights concluded FY 2025 with strong operational results, demonstrating exceptional progress in IOCR's strategic initiatives outlined in the IOCR FY25-FY27 Strategic Plan.

This report outlines progress towards agency goals in FY25. IOCR tracked strategic initiatives, numerous key performance indicators, and operational measures. Many of these measures are ambitious goals that depend on external factors that may be beyond IOCR's control. Some IOCR measures are statutory or contractual recommendations; however, prudence requires the IOCR to assess realistic goals, with an eye toward opportunities to excel.

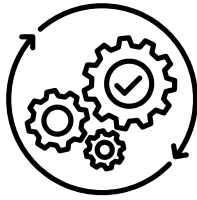
## Performance Results

Key Improvement Efforts		Major Accomplishments	
01	Digitized and optimized internal case processing system	01	Increased EEOC submissions by 13% from FY24
02	Replaced 20-year-old case management system	02	Exceeded housing investigation target by 13%
03	Systematized all internal processes to reduce error rate	03	Reduced Employment+ Tier 2 inventory by 50%

# Progress Made in FY2025 On Overall Improvement Efforts

## Strategic Initiative 1

### *Advancing Operational Excellence*



The IOCR's leadership identified program efficiencies utilizing Lean Six Sigma processes.

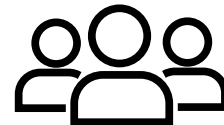
IOCR leveraged state contracts to update its 20-year-old case management system. These technological improvements will result in reduced case investigation times, improved intake processing times for Iowans, and reduced paper, printing, and mailing costs for the state.

The IOCR's leadership focused on structuring the Office to elevate legal talent and provide staff with experienced legal managers specializing in civil rights law.

IOCR's turnover rate has reached a 10-year low. The Office has established personal performance metrics that reflect the Office's core values and mission.

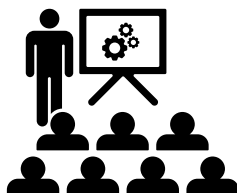
## Strategic Initiative 2

### *Elevate Organizational Health*



## Strategic Initiative 3

### *Increase Stakeholder Engagment*



The IOCR renewed its focus on education and outreach in FY25, which included adding an education and outreach coordinator, emphasizing new outreach events to reach new audiences, and promoting the IOCR compliance hotline.

IOCR leadership will create baseline metrics for FY26 to increase outreach outside of the Des Moines metro.

## IOCR FY25 Performance Results/Indicators

EDUCATION AND ADMINISTRATION PROGRAM			
Measure	Target	Actual	Comments & Analysis
Provide high-quality education and outreach events annually	24	26	IOCR continues to bring focus and awareness through education and outreach opportunities, including explaining the Iowa Civil Rights Act, individual rights under the Act, and how to stay compliant with legal requirements.

EMPLOYMENT+ PROGRAM			
Measure	Target	Actual	Comments & Analysis
Complete over 1,000 Employment+ investigative reports (Tier 1 and Tier 2 Reports)	1000	987	The Employment+ Team focused FY25 on the Tier 2 investigations. Tier 2 investigations average over 50 hours of investigative work, which includes interviews, review of documentation, and further legal analysis.
Submit 950 EEOC investigative closures	950	984	IOCR received credit for 917 of the 984 EEOC closures submitted, which was an increase of 102 files from FY24.
Reduce Employment+ Tier 2 Inventory by 40%	40%	50%	The Employment+ Team is to be commended for diligently completing Tier 2 investigations in FY25 while increasing overall EEOC submissions.
IOCR legal analysis determinations upheld by administrative law judge	100%	100%	Administrative law judges have continued to agree with IOCR's legal analysis following their independent legal review.
Tier 1 investigations completed with statutory suggested timeframe	Average 80% of Tier 1 Reports issued within 120 days of complaint submission	Averaged 97% of Tier 1 Reports issued within 365 days of complaint submission	With the Employment+ Team's focus on Tier 2 investigation, Tier 1 investigations are averaging 8 months to issue a legal analysis from the date the complaint was filed with the IOCR.

## IOCR FY25 Performance Results/Indicators

HOUSING PROGRAM			
Measure	Target	Actual	Comments & Analysis
Complete over 150 Housing investigations	150	169	The Housing Team continues to increase the number of completed investigations and is recognized nationally by HUD as a top performing partner (FHAP).
IOCR legal analysis determinations upheld by administrative law judge	100%	100%	Administrative law judges have continued to agree with IOCR's legal analysis following their independent legal review.