



Fiscal Year 2025 Performance Report

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.

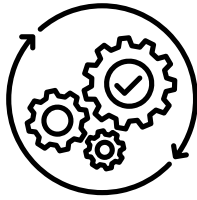
Performance Results

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.

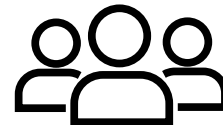
IOCR leveraged state contracts to update its 20-year-old case management system. These technological improvements will result in reduced case investigation times, improved intake processing times for Iowans, and reduced paper, printing, and mailing costs for the state.

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.

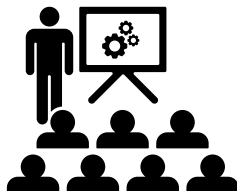
Strategic Initiative 2

Elevate Organizational Health



Strategic Initiative 3

Increase Stakeholder Engagement



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.