



Iowa Utilities Commission



IOWA UTILITIES COMMISSION (IUC) Agency: 219

FY 2027 – FY 2029 STRATEGIC PLAN

IUC Mission

The Iowa Utilities Commission (IUC) regulates utilities, as established by law, to ensure that reasonably priced, reliable, environmentally responsible, and safe utility services are available to all Iowans.

IUC Vision

The IUC is engaged in continuous improvement activities in order to be a regulatory expert and solutions-oriented partner regarding current and emerging utility matters.

Our Guiding Principles

Our core values anchor our daily operations, guide our decision-making, and define our commitment to the public.



Assessment

The IUC utilized three assessment inputs to set direction for our 1-year goals and 3-year vision:

- 1. Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with input from all staff in our agency.
- 2. Key Stakeholder input including the Utilities we regulate and the Governor’s annual enterprise priorities.
- 3. Employee Engagement surveys (June 2025 & January 2026).

Key Findings from our assessments see Appendix A.

Strategic Initiatives 3-Year

The IUC has four strategic initiatives developed out of our assessment described above:

- 1: Build Employee Excellence
- 2: Enhance Public Transparency and Stakeholder Engagement
- 3: Prepare for and Evaluate Energy Load Growth and Market Dynamics
- 4: Pursue an Efficient and Effective Regulatory Environment

Strategic Initiative 3 -Year Goals

The IUC Strategic Goals for FY 2027 - FY 2029 support the 4 strategic initiatives above. These goals are tied to the programs our agency supports. The strategic initiatives, goals, programs, objectives, action items and outcomes/key performance indicators (KPIs) are identified in Table 1.

Strategic Initiative 1: Build Employee Excellence		
Goal & Action Item	Program	3-Year KPI Roadmap
Goal 1.1: Enhance Workplace Safety and Staff Emergency Preparedness: By conducting regular, scenario-based safety drills. (Action) Schedule and execute scenario-based safety drills, provide pre-drill training, and update building emergency action plans.	IUC Admin	FY 2027–2029: 100% staff completion of emergency preparedness training and drills by 4th Quarter.

Strategic Initiative 1: Build Employee Excellence

Goal & Action Item	Program	3-Year KPI Roadmap
Goal 1.2: Cultivate a High-Performing Workforce Establish competitive compensation benchmarks and define clear career advancement pathways. <i>(Action)</i> Conduct a salary market assessment and define clear promotion tracks.	IUC Admin	FY 2027: 100% of bureaus have defined/published promotion tracks. FY 2028: 100% of bureaus have salary Market assessment conducted. FY 2029: 100% of salary market recommendation approved and implemented.
Goal 1.3: Implement Agile Work Processing Implement a cross-training framework, transitioning into an agile work model. <i>(Action)</i> Review subject matter silos, establish training curriculum, and restructure assignment processes.	IUC Admin	FY 2027: 100% implementation of plan by Q4. FY 2028: 75% adherence to plan. FY 2029: 90% adherence to plan.
Goal 1.4: Improve Employee Engagement Enhance communications, formalize mentorship, and establish consistent workload practices. <i>(Action)</i> Launch mentorships, establish IDPs, and schedule manager/staff workload discussions.	IUC Admin	FY 2027: 100% new hires mentored; 75% staff utilizing IDPs. FY 2028: 100% mentored; 85% utilizing IDPs. FY 2029: 100% mentored; 95% utilizing IDPs.
<i>(Action)</i> Expand Intranet use, establish Change Management Standards, and hold Q&A chats.	IUC Admin	FY 2027: 2 Q&A chats per bureau. FY 2028: 3 Q&A chats per bureau. FY 2029: 4 Q&A chats per bureau.

Strategic Initiative 2: Enhance Public Transparency & Stakeholder Engagement

Goal & Action Item	Program	3-Year KPI Roadmap
Goal 2.1: Empower Communities and Consumers Increase transparency of processes and establish expedited review procedures. <i>(Action)</i> Implement website updates and conduct Lean process reviews to expedite filings.	IUC Admin	FY 2027: 100% completion of reviews/updates. FY 2028: 75% adherence to plan. FY 2029: 90% adherence to plan.
Goal 2.2: Improve Consumer Experience Improve the consumer experience and public awareness of services. <i>(Action)</i> Facilitate stakeholder input meetings and monthly public commission meetings.	IUC Admin; Supervision (478, 479)	FY 2027–2029: 4 stakeholder input meetings & 10 public commission meetings annually.
Goal 2.3: Evaluate Dual Party Relay Services Ensure offerings remain relevant by evaluating shifts in consumer device preferences. <i>(Action)</i> Evaluate usage of wireless/mobile devices to determine funding allocation needs.	Dual Party Relay Service (477A)	FY 2027: 100% completion of formal report. FY 2028: 100% implementation of actions. FY 2029: 90% adherence to plan.
Goal 2.4: Modernize Core IT Systems Enhance user accessibility and strengthen cybersecurity standards. <i>(Action)</i> Complete Phase 1 EFS replacement, evaluate Unanet, and implement Microsoft.	IUC Admin; Rates (476); Power Gen (476A); Cable (477A)	FY 2027: 100% scoping/requirements done. FY 2028: 100% solution/bid selection done. FY 2029: 100% implementation of solutions.

Strategic Initiative 3: Prepare for and Evaluate Energy Load Growth

Goal & Action Item	Program	3-Year KPI Roadmap
Goal 3.1: Proactively Manage State Energy Policy Analyze market trends and engage with regional committees to inform decisions. <i>(Action)</i> Actively engage with SPP and MISO to track capacity and market trends.	Admin; Rates (476); Power Gen (476A); Supervision (478)	FY 2027–2029: 10 formal informational briefs/presentations delivered annually.
<i>(Action)</i> Initiate proactive policy dockets (NOIs/INUs) evaluating emerging tech and load additions.	Admin; Rates (476); Power Gen (476A); Supervision (478)	FY 2027–2029: 2 formal staff reports or recommendation memos submitted annually.
Goal 3.2: Support Legislative Development Provide accurate analysis and drafting assistance for proposed legislation. <i>(Action)</i> Assist with the development, financial analysis, and drafting of utility-related bills.	Admin; Rates (476); Power Gen (476A); Supervision (478)	FY 2027–2029: 100% of requested bill summaries completed prior to deadlines.

Strategic Initiative 4: Pursue an Efficient & Effective Regulatory Environment

Goal & Action Item	Program	3-Year KPI Roadmap
Goal 4.1: Enhance Operational Transparency Develop real-time data dashboards for Commission monitoring. <i>(Action)</i> Create dashboards and develop critical data metrics to monitor workflows.	IUC Admin	FY 2027: 75% core workflows integrated. FY 2028: 100% core workflows integrated. FY 2029: 90% adherence to plan.

Strategic Initiative 4: Pursue an Efficient & Effective Regulatory Environment

Goal & Action Item	Program	3-Year KPI Roadmap
Goal 4.2: Standardize Project Management Establish an agency-wide project management framework for regulatory work. <i>(Action)</i> Develop Project Management Framework, standards and training.	All	FY 2027: 75% of processes developed. FY 2028: 100% of processes developed. FY 2029: 90% adherence to plan.
Goal 4.3: Modernize Safety Inspections Improve accuracy and efficiency through data-driven risk criteria and GIS. <i>(Action)</i> Provide themed safety reports, implement GIS, and launch risk-based philosophies.	Supervision (478, 479, 479A, 479B)	FY 2027: 2 reports; 100% GIS; 100% risk criteria developed. FY 2028: 2 reports; 75% GIS; 100% risk criteria implemented. FY 2029: 2 reports; 90% GIS; 90% risk criteria adherence.
Goal 4.4: Streamline Administrative Workflows Eliminate manual, duplicative approval processes. <i>(Action)</i> Conduct Lean reviews for invoicing/expenses, implement P-cards, and expand Travel cards.	IUC Admin	FY 2027: 100% Lean mapping completion; 100% eligible staff trained. FY 2028: 75% adherence to Lean. FY 2029: 90% adherence to Lean.
Goal 4.5: Standardize Regulatory Documents Standardize content structure for top-quality analytical work. <i>(Action)</i> Delineate structural requirements, develop templates, and conduct Lean reviews.	All Core IUC Programs & Safety Bureaus	FY 2027: 100% Lean completion & "Analytical Writing Guide" published. FY 2028: 100% staff trained. FY 2029: 90% adherence to plan.
Goal 4.6: Strengthen Agency Resilience Update internal business continuity plans and emergency response coordination.	Supervision (478, 479, 479A, 479B)	FY 2027: 100% completion of roadmap, plans, and PV guidelines. FY 2028: 100% implementation.

Strategic Initiative 4: Pursue an Efficient & Effective Regulatory Environment

Goal & Action Item	Program	3-Year KPI Roadmap
(Action) Update continuity/safety plans, develop emergency roadmap, and publish PV expectations.		FY 2029: 90% adherence.

Appendix A

STRENGTHS (Internal)	WEAKNESSES (Internal)
• Improved Employee Morale: Between July 2025 and January 2026, staff reported a 28% increase in trust in leadership and a 28% increase in fair treatment. • High Retention Outlook: 84% of employees can see themselves working for the state in two years, representing a 40% improvement. • Collaborative Support: 94% of employees agree they have at least one person they can go to for help or on-the-job assistance. • Positive Culture Shifts: Recent leadership changes have resulted in better communication, more transparency, and an environment where staff feel included in decisions.	• Stakeholder Processing Delays: External stakeholder input indicates that the time to process questions is slow, often resulting in a prolonged back-and-forth exchange. • Role Ambiguity: Over time, personnel roles have become unclear, leading to workflow inefficiencies, uncollaborative inter-bureau relationships, and disjointed work products. • Communication Gaps: Despite improvements, there are struggles with cross-department communications, and effective downward communication from leadership, causing unclarity on priorities, work product expectations and project status. • Inefficient File Management: The agency lacks standard naming conventions, a clear shared folder structure, and consistent electronic filing process.
OPPORTUNITIES (External)	THREATS (External)
• Expedited Query Resolution: There is a clear need to establish a true expedited process and a formalized method to get quick stakeholder questions resolved efficiently. • Process Standardization: Developing agency-wide project management frameworks for docket and project lifecycles, can reduce rework on dockets. • Technology Modernization: Upgrading or replacing current technology: the Electronic Filing System (EFS), IUB 24/7, Unanet, implementing a GIS system, and automating workflows will eliminate redundant tasks, improve data search and enhance cybersecurity. • Staff Skill Development: Establishing clear promotion tracks, formalized job training, and mentorship programs for new hires will build internal expertise, create business continuity, eliminate knowledge gaps and support highest work product quality. • Enhanced Transparency: Creating real-time data dashboards and updating the public website will improve the stakeholder experience and internal tracking.	• Market Dynamics: Rapid energy load growth, new generation resources (like SMRs and batteries), and transmission line expansions require urgent, proactive regulatory preparedness. • Retention Risks: Lower annual leave accrual rates and concerns over non-competitive pay compared to market peers threaten the agency's ability to retain top talent. • Regulatory Framework Alignment: Continuously evaluating and updating internal procedures to ensure all administrative processes and document work product and management practices remain fully aligned with statutory requirements and best practices.