



IOWA UTILITIES COMMISSION (IUC) Agency: 219

FY 2027 OPERATIONAL PLAN

This Operational Plan is tied to the Iowa Utilities Commission FY 2027 – FY 2029 Strategic Plan

Organizational Structure

The Iowa Utilities Commission (IUC) is a state agency established pursuant to Iowa Code chapter 474. The Commission consists of three Commissioners appointed by the Governor and confirmed by the Senate. The Chairperson of the Commission serves as the administrator of the agency. See Appendix A. for the detailed organizational structure. The IUC is composed of seven distinct bureaus:

- **Accounting:** Provides financial and accounting support for utility rate cases and agency operations.
- **Chair & Commission Staff:** Manages executive leadership, policy, legislative outreach, and administrative functions.
- **Customer Service:** Handles public complaints, information services, IT infrastructure, and public outreach.
- **Regulatory Analysis:** Technical bureau analyzing electric, gas, water, and telecommunications filings.
- **Regulatory Law:** Provides legal counsel, manages rule-makings, and represents the agency in judicial review proceedings.
- **Electric Safety & Engineering:** Inspects electric utility infrastructure, oversees emergency management, safety, and ensures engineering standards.
- **Pipeline Safety & Engineering:** Inspects pipeline infrastructure, oversees pipeline safety, and ensures engineering standards.

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.

Strategic Initiatives

The IUC has four strategic initiatives that drive the operational goals for FY 2027:

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

Operational Goals

The IUC Operational Goals for FY 2027 support the 4 strategic initiatives outlined in our FY 2027-FY 2029 Strategic Plan. 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.

Table 1. Operational Goals FY 2027

Strategic Initiative & Goals	Program	Action Item	FY 2027 Outcome measure/Key Performance Indicator (KPI)
STRATEGIC INITIATIVE 1: BUILD EMPLOYEE EXCELLENCE			
Goal 1.1: Enhance Workplace Safety and Emergency Preparedness: Enhance workplace safety and staff emergency preparedness by conducting regular, scenario-based safety drills.	IUC Administration	Schedule and execute scenario-based safety drills, provide pre-drill training, and update building emergency action plans.	100% staff completion of emergency preparedness training and drills by 4th Quarter.
Goal 1.2: Cultivate a High-Performing Workforce: Establish competitive compensation benchmarks and define clear career advancement pathways to attract top talent, improve	IUC Administration	Conduct a salary market assessment and define clear promotion tracks for each bureau.	100% of bureaus have defined and published promotion tracks by 2nd Quarter.

Strategic Initiative & Goals	Program	Action Item	FY 2027 Outcome measure/Key Performance Indicator (KPI)
employee retention, and enhance satisfaction.			
Goal 1.3: Implement Agile Work Processing Implement a comprehensive cross-training and knowledge-transfer framework, transitioning the commission into a unified, agile work processing model.	IUC Administration	Review subject matter silos, establish a formalized training curriculum, and restructure the internal assignment process for equitable workloads.	100% implementation by 4th Quarter.
Goal 1.4: Improve Employee Engagement Improve employee engagement and workplace satisfaction by enhancing internal communications, formalizing mentorship, and establishing consistent career and workload management practices.	IUC Administration	Launch mentorship programs for new hires, establish Individual Development Plans (IDPs), and schedule regular manager/staff workload discussions.	100% new hires mentored; 75% of eligible staff utilizing IDPs.
		Expand the use of the internal Intranet, establish Change Management Standards, and hold recurring intra-bureau leadership Q&A chats.	2 Q&A chats held per bureau annually; 100% completion by 4th Quarter.

Strategic Initiative & Goals	Program	Action Item	FY 2027 Outcome measure/Key Performance Indicator (KPI)
STRATEGIC INITIATIVE 2: ENHANCE PUBLIC TRANSPARENCY & STAKEHOLDER ENGAGEMENT			
Goal 2.1: Empower Communities and Consumers: Empower communities, Iowans, and stakeholders to meaningfully participate by increasing transparency of IUC processes and establishing expedited review procedures.	IUC Administration	Implement website updates and conduct Lean process reviews to expedite stakeholder filings.	100% completion of reviews and updates by 4th Quarter.
Goal 2.2: Improve Consumer Experience: Improve the consumer experience and public awareness of IUC services and processes.	IUC Admin; Supervision (478, 479)	Facilitate stakeholder input meetings and monthly public commission meetings.	4 stakeholder input meetings; 10 public commission meetings annually.
Goal 2.3: Evaluate Dual Party Relay Services: Ensure Dual Party Relay Program offerings remain relevant and financially sustainable by evaluating shifts in consumer device preferences.	Dual Party Relay Service (477A)	Evaluate increased usage of wireless and mobile-compatible devices to determine funding allocation needs.	100% completion of formal evaluation report by 2nd Quarter.
Goal 2.4: Modernize Core IT Systems: Modernize core IT systems to enhance user accessibility and strengthen cybersecurity standards.	IUC Admin; Rates (476); Power Gen (476A); Cable (477A)	Complete Phase 1 of EFS replacement, evaluate Unanet integration, and implement Microsoft.	100% completion of scoping and system implementations by 4th Quarter.
STRATEGIC INITIATIVE 3: PREPARE FOR AND EVALUATE ENERGY LOAD GROWTH			

Strategic Initiative & Goals	Program	Action Item	FY 2027 Outcome measure/Key Performance Indicator (KPI)
Goal 3.1: Proactively Manage State Energy Policy: Prepare for state and regional load growth by proactively analyzing market trends and engaging with state, federal, and regional committees to inform Commission decision-making.	Admin; Rates (476); Power Gen (476A); Supervision (478)	Actively engage with Independent System Operators (SPP and MISO) to track capacity, transmission, and market trends.	10 formal informational briefs/presentations delivered to the Commission.
		Initiate proactive policy dockets (NOIs/INUs) evaluating emerging trends like new generation technologies and large load additions.	2 formal staff reports or recommendation memos submitted to the Commission.
Goal 3.2: Support Legislative Development: Support state energy policy and agency operations by providing highly accurate, timely analysis and drafting assistance for proposed legislation.	Admin; Rates (476); Power Gen (476A); Supervision (478)	Assist with the development, financial analysis, and drafting of utility-related bills.	100% of requested bill summaries completed prior to legislative deadlines.
STRATEGIC INITIATIVE 4: PURSUE AN EFFICIENT & EFFECTIVE REGULATORY ENVIRONMENT			
Goal 4.1: Enhance Operational Transparency: Enhance operational transparency and decision-making by developing real-time data dashboards for Commission monitoring.	IUC Administration	Create dashboards for the Commission and develop critical data metrics to monitor workflows.	75% of core workflows integrated by 4th Quarter.

Strategic Initiative & Goals	Program	Action Item	FY 2027 Outcome measure/Key Performance Indicator (KPI)
Goal 4.2: Standardize Project Management: Establish a standardized, agency-wide project management framework for all incoming regulatory work to ensure accountability, quality control, and predictable delivery.	All	Institute mandatory kickoff meetings, formal Scopes of Work (SOW), QA/QC auditing, scheduling, and standard file naming conventions.	100% implementation of frameworks and migrated file hierarchies by 4th Quarter.
Goal 4.3: Modernize Safety Inspections: Modernize safety inspection programs to improve accuracy and efficiency through data-driven risk criteria, advanced technology, and proactive industry reporting.	Supervision (478, 479, 479A, 479B)	Provide themed safety reports, implement a GIS system, and launch risk-based inspection philosophies using advanced field tools.	2 trending reports annually; 100% GIS integration; 100% risk criteria implemented by 3rd Quarter.
Goal 4.4: Streamline Administrative Workflows: Streamline internal administrative and accounting workflows by eliminating manual, duplicative approval processes.	IUC Administration	Conduct Lean reviews for invoicing and expenses, implement Procurement cards, and expand Travel cards.	100% completion of Lean mapping; 100% of eligible staff trained on cards.
Goal 4.5: Standardize Regulatory Documents: Streamline the drafting and review of regulatory documents by implementing Lean processes and standardizing content structure for top-quality analytical work.	All	Delineate structural requirements for memos, develop templates, and conduct Lean process reviews to eliminate duplicative editing.	100% completion of Lean review and publication of "Analytical Writing Guide" by 4th Quarter.

Strategic Initiative & Goals	Program	Action Item	FY 2027 Outcome measure/Key Performance Indicator (KPI)
Goal 4.6: Strengthen Agency Resilience: Strengthen agency resilience and public safety by updating internal business continuity plans and formalizing emergency response coordination.	Supervision (478, 479, 479A, 479B)	Update continuity/safety plans, develop an inter-agency emergency roadmap, and publish Probable Violation (PV) expectations.	100% completion of roadmap, internal plans, and PV guidelines by 4th Quarter.

Appendix A

