



**Department of Commerce  
Iowa Utilities Board**

# PERFORMANCE REPORT

Performance Results Achieved  
for Fiscal Year 2012

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# INTRODUCTION

The Iowa Utilities Board (IUB) is pleased to present its performance report for fiscal year 2012 (July 1, 2011 - June 30, 2012). The IUB is a fact-finding body that hears evidence in cases filed before it and makes decisions based on the evidence presented in those cases. An advocate of neither the public nor the utilities, the IUB is required by state statute to make decisions that balance the interests of all parties to ensure the utilities provide adequate and reliable service at reasonable prices.

This report highlights the services the IUB provided to Iowans, along with results achieved to ensure reliability, and to improve and expand utility service infrastructure in Iowa. This information is provided in accordance with the State of Iowa Accountable Government Act, Iowa Code chapter 8E.

The two basic business functions of the IUB are utility regulation and compliance, and resource management. This report covers performance information for both of these areas.

Thank you for your interest in our important public service work to Iowans,

Elizabeth S. Jacobs  
Chair

Darrell Hanson  
Board member

Swati A. Dandekar  
Board member

# AGENCY OVERVIEW

The Iowa Utilities Board (IUB), an independent division of the Iowa Department of Commerce, regulates the rates and services of electric and natural gas utilities in the state, the services and rates of one water utility, and the service, access rates and interconnection agreements of telephone utilities in the state.

The agency culture is focused on public service, as reflected in the agency's **mission statement**:

*The IUB regulates utilities to ensure that reasonably priced, reliable, environmentally responsible, and safe utility services are available to all Iowans.*

The agency's **vision statement** defines the agency's direction:

*The Iowa Utilities Board is valued as the regulatory expert and solutions-oriented partner in electric, natural gas, and telecommunications issues.*

## Guiding Principles/Core Values

The IUB has four core organizational values in the fulfillment of agency duties:

Responsibility  
Integrity  
Fairness  
Responsiveness to Customers

**Key Services and Products** of the IUB include:

- Review of utility rates and service quality.
- Issuance of:
  - Pipeline permits
  - Electric line franchises
  - Electric generation certificates

- Certificates authorizing construction of new utility infrastructure
- Telecommunication certificates
- Video and cable franchise certificates
- Inspection of utility facilities for compliance with safety and service quality objectives.
- Acting as agent for the federal Department of Transportation in pipeline safety matters.
- Intervention in federal regulatory cases affecting Iowans.
- Representing Iowa's interests in national and regional activities in the utility industry.
- Approval and monitoring of utility energy efficiency plans.
- Administration of two programs that provide telephone accessibility to people who are deaf, hard of hearing, or speech impaired.
- Responding to thousands of utility customer calls and letters each year.
- Creating and distributing informational brochures.
- Conducting public comment hearings.
- Working with members of the media.
- Keeping and managing official agency records.
- Billing utilities for services provided.
- Assessing the parties that appear before us for the costs of the agency per Iowa Code.

The IUB's two **primary customer groups** are utility consumers and utility companies. The agency also considers

utility associations, federal agencies, regulatory agencies in other states, other State of Iowa agencies, and all Iowans to be its customers and stakeholders.

agency's expenditures were \$9.6 million. Utility company revenues subject to assessment for calendar year 2011 were \$6.8 billion. Federal and other grants account for other revenues.

The Iowa Utilities Board is an independent, quasi-judicial agency. The three Board members are appointed by the Governor and confirmed by the Senate. The IUB is one of six autonomous divisions under the umbrella of the Department of Commerce. The chair of the IUB serves as the division administrator and chief executive officer.

The agency is organized into eight sections: Customer Service; Energy (electricity, natural gas, and water); Telecommunications; Safety and Engineering; Policy Development; General Counsel; Records and Information; and Accounting and Assessments. At the end of FY 2012, the IUB had 63 employees, including the three Board members. Nearly seventy percent of the staff is covered by the American Federation of State, County and Municipal Employees (AFSCME) contract.

The IUB office is located in a model, award winning, energy efficient building at 1375 East Court Avenue, on the southeastern edge of the Capitol Complex. During the 2006 legislative session, authority was granted for the IUB and the Consumer Advocate Division of the Iowa Department of Justice to build a model energy efficient building to house the two divisions. The first day of business in the new facility was January 18, 2011. The building was dedicated on April 28, 2011.

The IUB is primarily funded by the industries it regulates. In FY 2012, the

# STRATEGIC PLAN RESULTS

## Key Strategic Challenges and Opportunities:

### Goal # 1

The Iowa Utilities Board will prepare its staff for leadership roles within the agency and in the state, regional, and national regulatory communities.

**Strategy:** Continue to identify and pursue leadership opportunities available to staff members. Maintain a list of staff leadership activities and recognition of staff participating in those roles.

## Results

**Performance Measure:**

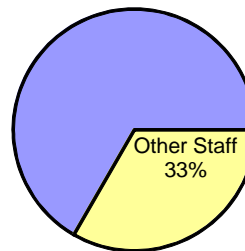
Percentage of staff participating in agency, state, regional, and national leadership roles.

**Data Sources:**

IUB statistics

Leadership Roles

Staff serving in leadership role  
67%



**Data reliability:** Each section manager records his or her staff's leadership participation and the results are compiled for the agency. Examples of leadership roles served by staff members include representing the Board on national and regional regulatory committees, serving as internal team leaders, and working with others in state government to facilitate enterprise wide efforts.

**What was achieved:** The results show that IUB staff participation in leadership roles stayed stable in fiscal year 2012. In addition, the IUB has been an active participant in the State Interagency Missouri River Association (SIMRA) and the Missouri River Flood Recovery Taskforce.

**Analysis of results:** Holding leadership positions in agency, state, regional and national regulatory groups is important because it allows IUB staff members to directly represent lowans' best interests in discussions of regulatory policy. Despite being a medium to smaller sized regulatory agency in the United States, Iowa is looked upon as a leader. Serving in leadership roles expands the IUB team member's skill sets.

**Link(s) to Enterprise Plan:** None.

# STRATEGIC PLAN RESULTS

## Goal # 2

The Iowa Utilities Board will prepare for staff succession in a manner that will maintain competency, accountability, and the professionalism of the agency when tenured staff departs.

**Strategy:** Prepare for changes in staffing by implementing cross training, position aids, and process and procedure manuals.

### Results

#### Performance

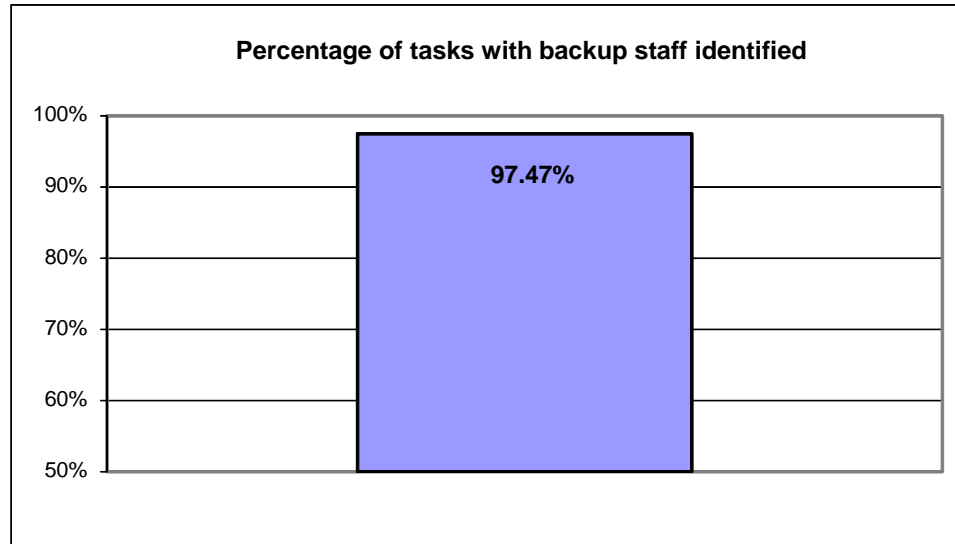
##### Measure:

Percentage of agency essential tasks with more than one staff member trained to perform.

##### Data

##### Sources:

IUB statistics



**Data reliability:** The IUB leadership team is responsible for compiling the data.

**What was achieved:** Our percentage remained stable in fiscal year 2012.

**Analysis of results:** Job sharing and tag team working relationships have been established by the Board's leadership team to ensure coverage on a daily and long-term basis. This is particularly important as more tenured staff work with newer team members in a mentoring capacity and knowledge sharing role. Challenges include depth of staff in highly technical and specialized areas of analysis.

**Link(s) to Enterprise Plan:** None.

# STRATEGIC PLAN RESULTS

## Goal # 3

Increase lowans' awareness of Iowa Utilities Board services, informational resources, and responsibilities.

**Strategy:** Increased awareness and visibility among the citizens of Iowa and the Midwest.

### Results

#### Performance

##### Measure:

Number of public comment/educational forums held and the public participation in those forums. Benchmark polling of public awareness as resources permit.

Public Forums	Number Held	Total Attendance
Consumer Comment Hearings	6	
Fall Customer Service Meetings	11	300+

##### Data Sources:

IUB statistics

**Data reliability:** The IUB Customer Service team is responsible for compiling the data.

**What was achieved:** Consumer comment hearings allow customers and the public to be heard and are scheduled in major cases of documented consumer interest. All public comments become part of the permanent record of the case. The annual Fall Customer Service meetings provide useful information to utility customer service staff, and staff from community action organizations, that assist customers by providing updates on new and existing Board rules, the winter moratorium, energy assistance programs, telecommunications related assistance programs, and other customer issues. It is important for lowans to know the IUB's role and how we can assist them.

**Analysis of results:** lowans were given an opportunity to be heard by the IUB. New opportunities for the public to learn about the IUB and the services we offer have been launched. Benchmark polling of public awareness has not commenced.

**Link(s) to Enterprise Plan:** None.



# PERFORMANCE PLAN RESULTS

## Core Function - Regulation and Compliance

**Description:** Utility regulation as directed by Iowa Code chapter 476, 476A, 478, 479, 479A, 479B, and 477C.

**Why we are doing this:** Traditionally, public utility services have been considered natural monopolies, primarily because of economies of scale and safety considerations. Where monopoly utility markets exist, the Iowa Utilities Board fulfills its statutory duties by balancing utility consumers' needs for reliable, safe, and adequate services with the utilities' need to have an opportunity to earn a reasonable return on investment in infrastructure. In the telecommunications area, the IUB has a statutory duty to investigate and determine when a regulated communications service is subject to effective competition and can be deregulated. As competitive markets have emerged, the IUB has been a leader in change. The IUB has identified the following desired outcomes of regulation:

1. Minimizing the number of accidents or incidents caused by improper operation or maintenance of utility facilities.
2. Regulated utility services are offered at a fair price.
3. Reliable utility service is available for Iowans to run their businesses and households.

**What we're doing to achieve results:** In fiscal year 2012, a team of seven safety inspectors conducted routine inspections of electrical lines and natural gas pipelines, ensuring that safety standards are met.

The IUB has deregulated retail rates for all local exchange telecommunications service in Iowa.

The IUB is involved in regional and national groups to ensure Iowa's best interests are protected in an evolving utility market structure.

## Results

**Performance Measure:**

Percent of scheduled inspections of Iowa utility facilities completed within a year.

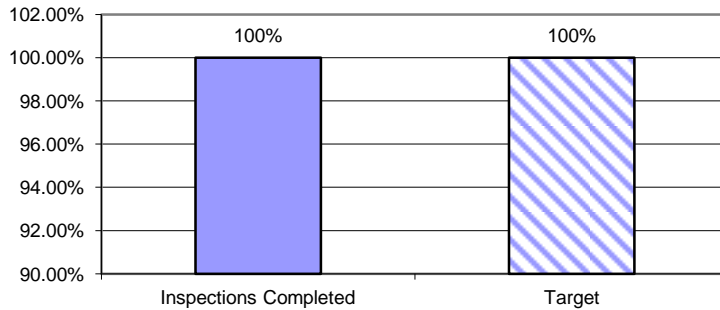
**Performance Target:**

Establish baseline and maximize. Goal 100%.

**Data Sources:**

IUB Safety & Engineering Section.

**Percent of Scheduled Inspections Completed During FY12**



**Data reliability:** The IUB Safety and Engineering Section schedules the inspections in advance and tracks the progress.

**Why we are using this measure:** Physical inspection of utility facilities ensures that safety codes and standards have been followed and implemented. It is important for reliability of service and to the overall safety of the system and thus to the State.

**What was achieved:** 100% of the necessary and scheduled inspections were completed.

**Analysis of results:** The inspection staff has consistently completed the scheduled safety and compliance reviews.

**Factors affecting results:** Having a full inspection staff is critical to completing the necessary inspections within a year.

**Resources used:** The IUB inspector team is funded in part by the federal Office of Pipeline Safety.

## Services, Products, and Activities in the Regulation and Compliance Core Function

**Activity:** Prepare, sign, and issue Board decision orders in a timely manner.

**Description:** Board decision orders are the mechanism by which the Board renders its official decisions.

**Why we are doing this:** To ensure the Board's decisions are issued on a timely and accurate basis.

**What we're doing to achieve results:** Diligently tracking due dates and order status to insure that timelines are met. Multiple staff members review the orders to help insure accuracy and clarity.

### Results

**Performance measure:**

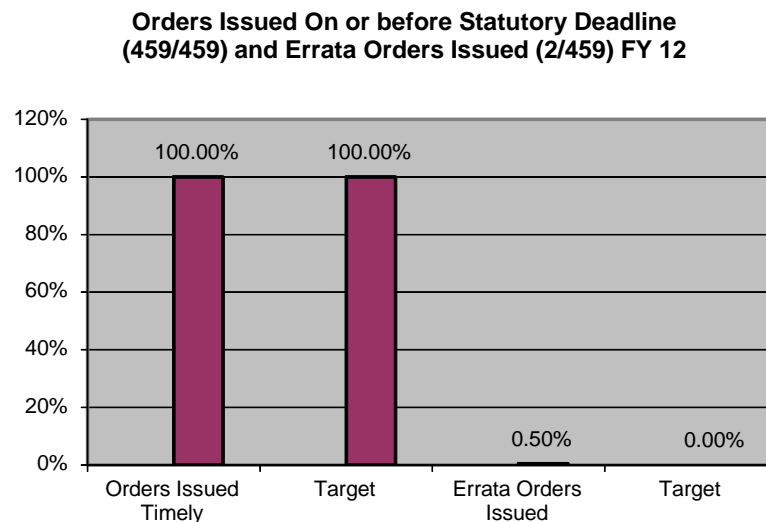
Percentage of orders issued on or before statutory deadline.  
Percentage of errata orders issued.

**Performance Target:**

Goal of 100%.  
Establish baseline and minimize.

**Data Sources:**

IUB statistics



**Data reliability:** The IUB administrative support staff compiles this data.

**Why we are using this measure:** To ensure the Board's decisions are issued on a timely and accurate basis.

**What was achieved:** All Board decisions were issued timely and the vast majority accurately.

**Analysis of results:** The Board is meeting its timeliness and accuracy goals.

**Factors affecting results:** Some cases before the IUB have statutory timelines. The workflow must be controlled within the timelines set by statute.

**Resources used:** Numerous members of the IUB staff work to ensure that the Board members' decision orders are issued.

**Activity:** Represent lowan's best interests on regulatory issues at the regional and national level.

**Description:** Board Members serve on committees at the regional and national level.

**Why we are doing this:** To ensure the best interests of lowans are represented in the evolving utility industry.

**What we're doing to achieve results:** Using our personnel and monetary resources as efficiently as possible.

## Results

**Performance Measure:**

Percentage of Board members holding positions in national regulatory organizations.

**Performance Target:**

Goal of 100%.

**Data Sources:**

IUB statistics

Results shown are examples of appointments (list is not all inclusive)

**Elizabeth S. Jacobs – Chair**

National Assoc. of Regulatory Utility Commissioners (NARUC)  
Committee on Electricity  
NARUC Subcommittee on Nuclear Issues-Waste Disposal  
Secretary, Executive Committee & Board Member, Organization of MISO States (OMS)  
MISO Advisory Committee member  
Eastern Interconnection States Planning Council (EISPC) Voting Board member  
Advisory Council of the Center for Public Utilities (CPU) at New Mexico State University  
Member, MARC

**Darrell Hanson – Board member**

NARUC Committee on Gas  
NARUC Committee on International Relations  
NARUC Committee on Nuclear Issues – Waste Disposal  
NARUC Committee on Education and Research  
Advisory Board, Financial Research Institute (FRI)  
Executive Team Member, Upper Midwest Transmission Development Initiative (UMTDI)  
EISPC Voting Board member  
MARC President  
Member, Smart Planning Task Force  
Advisory Council for CGRER at the University of Iowa

**Swati Dandekar – Board member**

NARUC Committee on Telecommunications  
NARUC Committee on International Relations  
Federal Communications Commission (FCC) - State Joint Conference  
Advanced Telecommunications Services Committee  
Voting member of the North American Numbering Council (NANC)  
Member, MARC  
Advisory Council of the Iowa Energy Center  
Advisory Board of the National Science Foundation's Experimental Program to Stimulate Competitive Research (EPSCoR)

**Data reliability:** The data is compiled by the IUB's administrative staff.

**Why we are using this measure:** Representation on national and regional organizations ensures lowans a voice in a constantly changing industry and regulatory environment.

**What was achieved:** All Board members were involved in national regulatory organizations in fiscal year 2012.

**Analysis of results:** Broad coverage of the electric, gas, and telecommunications issues.

**Factors affecting results:** Openings, recommendations, and invitations to serve on committees and organizations and availability of the Board members.

**Resources used:** Board member expenses related to meetings are sometimes covered completely or in part by the organization.

**Service:** Organize and conduct consumer comment hearings, educational meetings, and resources for increasing the public's knowledge of IUB duties and responsibilities.

**Description:** Consumer comment hearings allow the public to ask questions about a pending rate proceeding and have their comments become part of the permanent record for the rate case. In addition, Customer Service Staff participate in each consumer comment meeting and provide customer information, along with explaining the process of filing a utility-related complaint. Educational meetings focus on increasing awareness of new and existing Board rules, and other topics of interest to consumers, and agencies that serve consumers. The public has access to the IUB's robust website, which provides consumer information regarding utilities regulated by the IUB, Board activity, the Electronic Filing System, complaints about utilities, how to file utility-related documents, helpful consumer tips and IUB related news, along with numerous informational brochures, such as: Answering Utility Service Questions; Preparing for High Energy Costs; Effective Means of Reducing Energy Costs; Understanding Fees on Telephone Bills; Avoid Telephone Billing and Marketing Deception; and Land Restoration After Pipeline Construction - Your Rights as an Iowa Landowner.

**Why we are doing this:** The public must have reasonable access to the Board to voice their concerns and receive answers to questions on pending rate cases. Educational meetings and informational brochures help the public understand what we do and how we can assist them.

**What we're doing to achieve results:** Board staff reviews all consumer comments filed in rate proceedings. An analysis of the geographic origin of the comments is done to determine where and how many comment meetings should be held. Meeting locations are selected based on accessibility and comfort for the participants.

## Results

**Performance Measure:**

Number of comment meetings held in major service areas where there is significant consumer concern over a pending proceeding filed with the Board.

**Performance Target:**

Comment meetings will be conducted in 100% of cases where significant consumer concern is filed with the Board.

**Data Sources:**

IUB Customer Service Staff.

Cases with Significant Customer Concern	Customer Comment Meetings held
1	6

**Data reliability:** The data is compiled by the IUB's Customer Service staff.

**Why we are using this measure:** This measure is a gauge of our accessibility to the public.

**What was achieved:** In FY 2012, six comment meetings were held in the case where significant consumer concern was expressed.

**Analysis of results:** Iowans have the opportunity to be heard by the IUB.

**Factors affecting results:** Number of cases filed with the Board, number of objections filed, time considerations.

**Resources used:** The Customer Service staff organizes these meetings, and conducts Fall Customer Service meetings. Board members, along with technical, legal, and Customer Service staff members, conduct consumer comment hearings.

**Service:** Assist low-income lowans in obtaining financial assistance with basic telephone service via existing programs.

**Description:** Lifeline is a plan that assists qualified low-income lowans by providing a monthly credit on their telephone bill.

**Why we are doing this:** So eligible lowans will be aware of and take advantage of this plan.

**What we're doing to achieve results:** Working with the Iowa Telephone Association, the Rural Iowa Independent Telephone Association, and assistance organizations to promote program awareness.

### Results

**Performance Measure:**

Percentage of eligible lowans registered for the Lifeline program.

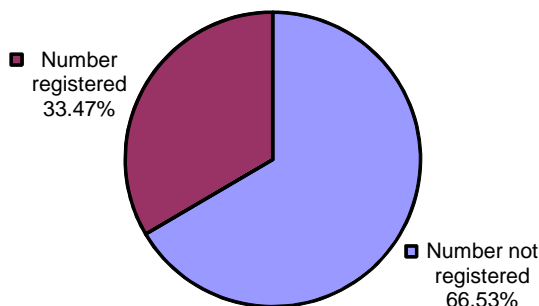
**Performance Target:**

Establish a baseline using a three-year rolling average of Lifeline registrations using USAC reported numbers; target growth.

**Data Sources:**

IUB  
Telecommunications Section/Lifeline program.

Percent of Eligible lowans Registered for Lifeline Program; 239,135 Eligible in Moratorium



**Data reliability:** The data is gathered by the IUB Telecommunications staff from the Universal Service Administration Company (USAC).

**Why we are using this measure:** This measure is an indication of lowans awareness and use of the Lifeline program.

**What was achieved:** Just over thirty-three percent of eligible lowans registered, which is a slight increase in registrations from the previous moratorium years.



**Analysis of results:** There is educational work to be done to ensure the public is aware of this program and that eligible lowans register. The proliferation of cellular phones appears to impact this program.

**Factors affecting results:** Effectiveness of public awareness programs.

**Resources used:** IUB staff.

**Service:** Prompt resolution of customer complaints about utility service.

**Description:** Assisting utility customers in dispute resolution with the utility companies.

**Why we are doing this:** This service assists lowans in maintaining their utility service by resolving complaints and ensuring that established utility service rules are being interpreted correctly and carried out.

**What we're doing to achieve results:** The IUB is consistently reviewing and updating its processes and procedures, providing staff training, and using data tracking to assure that acknowledgement letters and complaint resolution correspondence are rendered within the goals established.

**Results**

**Performance Measure:**

Number of days from receipt of complaint to the referral to a utility for response. Average resolution time for written complaint files.

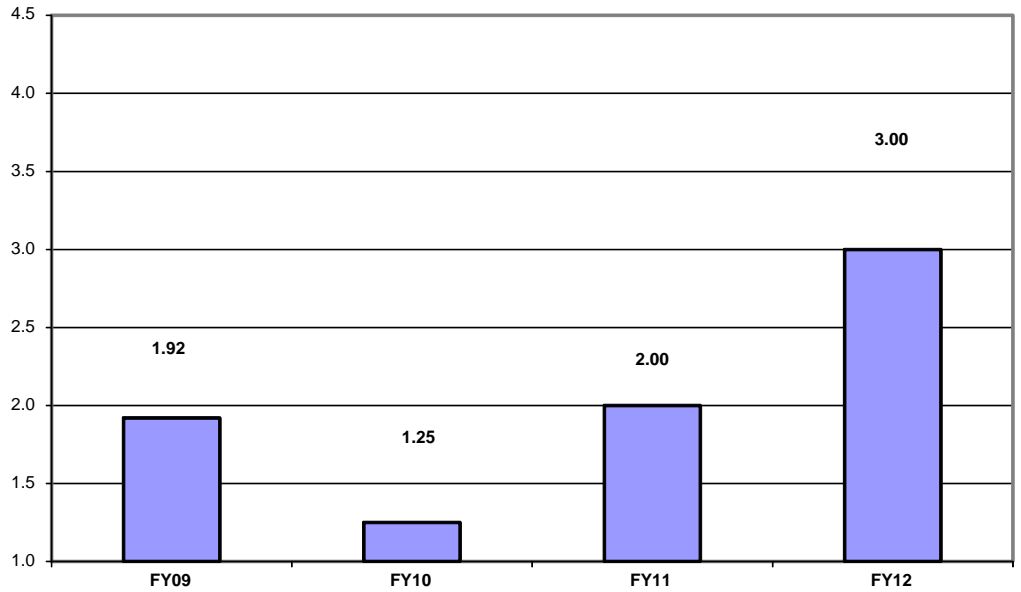
**Performance Target:**

Acknowledgement and utility referral letters will be sent within four business days of receipt of customer complaint.

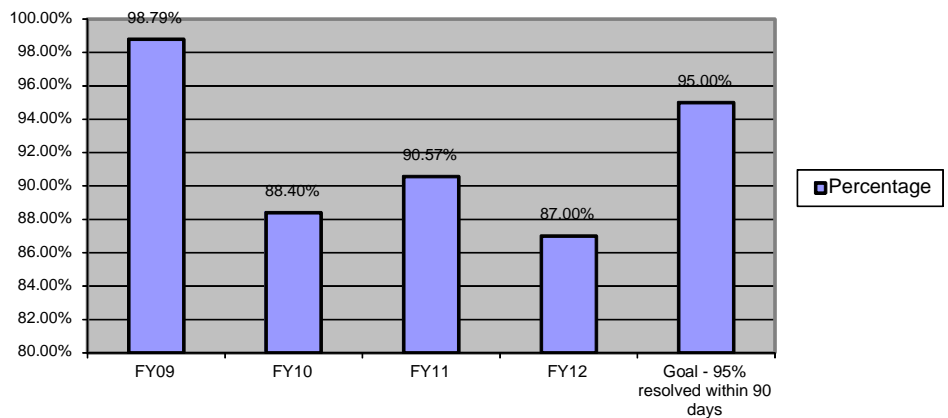
**Data Sources:**

IUB Customer Service Staff.

**Average Number of Days from Receipt of Written Complaint to Referral to Utility for Response Target is less than 4 days**



**Percentage of complaints resolved within 90 days of receipt**



**Data reliability:** The data is compiled by the IUB Customer Service staff.

**Why we are using this measure:** Utility consumers look to the IUB for assistance with complaint resolution. Complaints deal with a wide variety of issues such as service disconnections, service deposits, payment agreements, meter issues, and credits for unsolicited service billings. Prompt action and resolution of these issues is in everyone's best interest. Timely resolution of informal investigations requires that the utility be notified of the consumer's complaint as soon as possible.

**What was achieved:** The percentage of customer complaints against utilities resolved within 90 days has consistently hovered around 90 percent. In fiscal year 2008, the IUB increased our goal to 95 percent of complaints being resolved within 90 days.

**Analysis of results:** Performance fluctuates with the increased complexity of complaint issues.

**Factors affecting results:** Number of complaints filed, complication of issues needing resolution, and volume of customer calls the IUB receives, as the same analysts that staff the customer service phones also handle all written correspondence.

**Resources used:** IUB Customer Service representatives.

**Product:** Conduct a stakeholder survey requesting feedback on the IUB's performance.

**Description:** The Public Information Staff of the IUB will conduct a stakeholder survey.

**Why we are doing this:** By gathering and compiling statistics and industry information, the IUB is able to assist stakeholders.

## Results

**Performance Measure:**

A survey is issued each fiscal year.

**Performance Target:**

Establish baseline satisfaction percentage and increase.

**Data Sources:**

IUB Customer Service Section.

No survey was initiated in FY 2012.

**Data reliability:** The data is compiled by the IUB Staff.

**Why we are using this measure:** This is a concrete measure of IUB research.

**What was achieved:** Previously reports were tracked and generally written by the Policy Development Section. The Survey will be initiated by the Customer Service Section.

**Analysis of results:** Due to turnover of staff, a survey was not conducted in FY 2012.

**Factors affecting results:** Caseload before the Board and number of pertinent issues requiring immediate research.

**Resources used:** IUB Customer Service staff.

**Service:** Conduct a pipeline safety program under certificate from the U.S. Department of Transportation, Pipeline and Hazardous Material Safety Administration (PHMSA).

**Description:** IUB regulatory inspectors review natural gas pipeline construction projects and gas utility operations to ensure that safety standards are met.

**Why we are doing this:** To ensure safe transportation of natural gas to Iowa.

**What we're doing to achieve results:** Promptly responding to any areas noted for improvement in the PHMSA annual evaluation of the IUB inspection program.

### Results

**Performance Measure:**

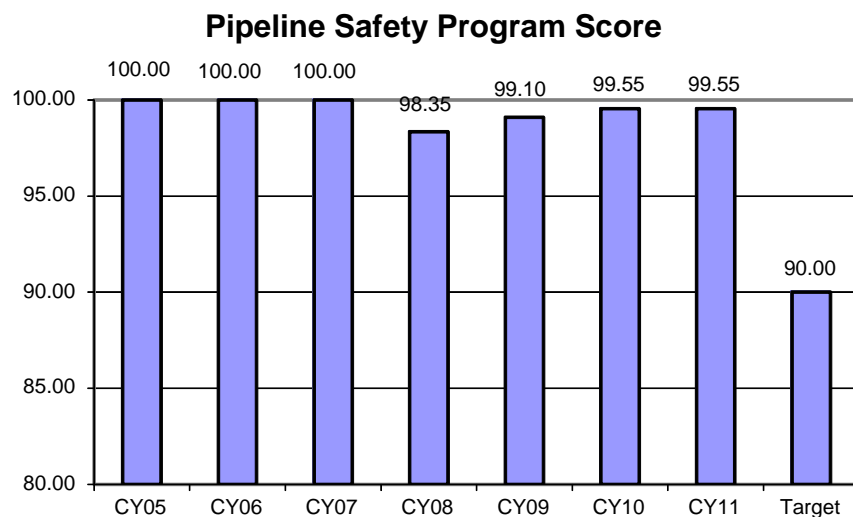
Iowa's score in the annual evaluation of its pipeline safety program by the U.S. OPS.

**Performance Target:**

Score of 90 or higher.  
Maximize federal grant eligibility.

**Data Sources:**

OPS



**Data reliability:** The Pipeline and Hazardous Materials Safety Administration, which is part of the Federal Department of Transportation, scores Iowa's program.

**Why we are using this measure:** This is an independent measure of the efficiency and effectiveness of the IUB's pipeline inspection program.

**What was achieved:** The IUB has consistently maintained a very high score. We are above the average for the 50 states and Puerto Rico.

**Analysis of results:** The inspection program is maximizing the IUB's eligibility for federal funding grants.

**Factors affecting results:** Number of inspectors on staff, miles of pipeline, and number of construction projects. There is a time lapse between the program evaluation date and the announcement of scores; the score for calendar year 2011 is the last reported score. Recent federal changes to the scoring criteria and methodology resulted in slightly lower scores starting in 2008.

**Resources used:** IUB Safety and Engineering staff. Part of the program cost is funded by federal grants.

**Service:** Process petitions for electric franchises and pipeline permits.

**Description:** This is the approval process electric and gas utilities must go through to build new electric transmission lines and intrastate gas pipelines.

**Why we are doing this:** To ensure that Iowa has adequate infrastructure to supply the necessary utility services and to boost economic development opportunities for Iowa.

**What we're doing to achieve results:** Monitoring progress on petition reviews and reassigning staff resources as needed to complete approval processes in a timely manner.

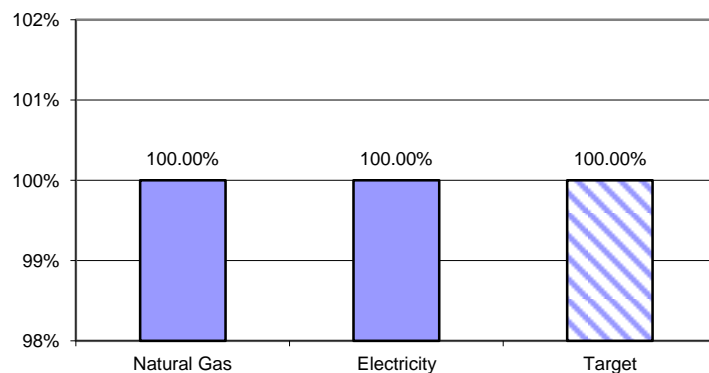
### Results

**Performance Measure:**  
Percentage of petitions for approval of new construction processed in a timely manner.

**Performance Target:**  
For projects proposing new construction a hearing notice or deficiency letter is issued within 90 days of petition filing.

**Data Sources:**  
IUB Safety & Engineering Section.

**Petitions for New Construction Processed Timely in FY12**



**Data reliability:** The data is compiled by the IUB Safety and Engineering Section.

**Why we are using this measure:** This is an efficiency measure that relates to the IUB's mission and vision, as well as Iowa's growth goals.

**What was achieved:** The IUB set up for hearing or sent a deficiency letter to the requesting utility within 90 days for 29 electric petitions seeking approval of new electrical transmission facilities. Only one petition was filed in late FY 2012 seeking approval of new pipeline facilities.

**Analysis of results:** Our goal was met.

**Factors affecting results:** Number of petitions filed, staff workload.

**Resources used:** IUB Safety and Engineering staff, along with members of the General Counsel.

**Service:** Efficient administration of equipment distribution program (EDP) and Relay Iowa.

**Description:** The Iowa Equipment Distribution Program helps the deaf/hard-of-hearing/speech-impaired community pay for specialized telephone equipment. Qualified individuals can receive a voucher for approximately 95 percent of the average cost of specialized telephone equipment.

**Why we are doing this:** This program is required by the Iowa Code, chapter 477C. The general assembly finds that the provision of a statewide dual party relay service will further the public interest and protect the health, safety, and welfare of the people of Iowa through an increase in the usefulness and availability of the telephone system. Many persons who are deaf, hard-of-hearing, or have speech impairments are not able to utilize the telephone system without this type of service.

**What we're doing to achieve results:** The IUB works with contracted parties on a regular basis to ensure contract compliance and that the program operates efficiently.

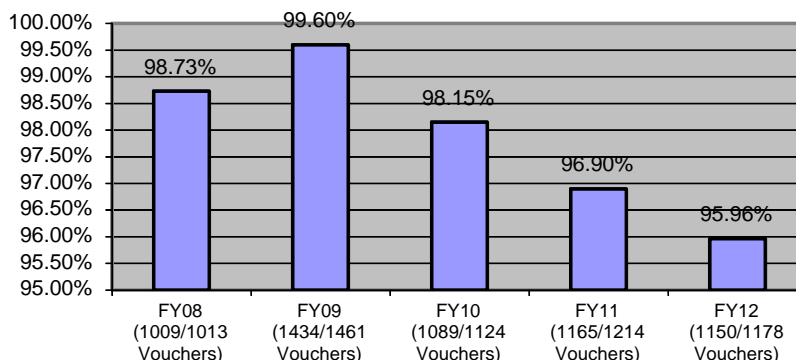
### Results

**Performance Measure:**  
Percent of EDP vouchers processed timely.

**Performance Target:**  
Establish baseline and maximize.

**Data Sources:**  
IUB Accounting & Assessments and Telecommunications Sections.

**EDP Vouchers Paid Within 100 Days**



**Data reliability:** The data is compiled by the IUB Accounting and Assessments and Telecommunications Sections.

**Why we are using this measure:** The 100-day time period starts when the Equipment Distribution Program Administrator (EDPA) issues the voucher to the client and ends when the State of Iowa warrant for reimbursement of the equipment vendor is issued. It includes voucher-recipient time, equipment vendor processing time, EDPA processing time, and IUB and State Accounting Enterprise (SAE) processing time.

**Why we are using this measure:** This is a way to measure the efficiency of the EDP program reimbursement process.

**What was achieved:** The Accounting and Assessments staff was reduced from three to two in January 2009. The team, that was restored to three members late in the fiscal year, has done a commendable job of paying these vouchers in a timely manner.

**Analysis of results:** The program continues to be popular and the reimbursement process is working smoothly.

**Factors affecting results:** Number and timeliness of vouchers submitted to IUB for payment, workload of staff.

**Resources used:** IUB Accounting and Assessments staff.

### **Core Function - Resource Management**

**Description:** Resource management provides the infrastructure necessary to administer and support agency operations. Key activities include accounting, financial and personnel services, purchasing, and maintenance of official agency records.

**Why we are doing this:** Resource management is the backbone necessary to support and operate the agency.

**What we're doing to achieve results:** Reviewing processes for efficiency improvement opportunities.



## Services, Products and Activities in the Resource Management Core Function

**Product:** Issue timely agency direct and remainder assessment billings.

**Description:** Billing the utility companies and other parties that participate in cases before the IUB.

**Why we are doing this:** This is how the IUB is funded.

**What we're doing to achieve results:** Streamlining the time recording process to speed up the rendering of bills.

### Results

**Performance Measure:**

Average days between end of billing cycle and issuance of bills.

**Performance Target:**

Goal is issue within 60 days.

**Data Sources:**

IUB Accounting & Assessment Sections.

Type of Bill	Status for FY 2012
Energy Center Billings	Issued 47 days ahead of target
Dual Party Relay	Issued in November 2012
Remainder Assessments	Issued in November 2012
Direct Assessments	Issued in November 2012

**Data reliability:** The IUB Accounting and Assessment Section prepares all the bills and tracks the timing of their issuance.

**Why we are using this measure:** To track the efficiency of our billing process.

**What was achieved:** Energy Center invoices were issued prior to the goal in FY 2012.

**Analysis of results:** Dual Party Relay, direct billings and annual reconciliations are areas that are showing improvement in timeliness as the team is now fully staffed.

**Factors affecting results:** Number of companies/parties needing to be billed, and having a full Accounting and Assessment team available to compile billing information and prepare invoices.

**Resources used:** The IUB Accounting and Assessment Team processes these invoices. The team also works for the Office of Consumer Advocate and the Iowa Insurance Division, who pay for a portion of the costs of running the section.

## **RESOURCE REALLOCATIONS**

Because the IUB is a relatively small agency within the Department of Commerce, in fiscal year 2012, the IUB did not utilize resource reallocation to a measurable degree. Our human resources are sometimes shifted from one section of the agency to another, depending on workload. The staff of the IUB is often organized into multi-disciplinary teams, whose goals are to provide Board members the best possible information on which to base their decisions.

## **AGENCY CONTACTS**

Copies of the Iowa Utilities Board's Performance Report are available on our web site at <http://iub.iowa.gov>

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