

Attachment A – List of Recommendations

- Recommendation 1.** Eliminate nine vacant positions in the Power Production Division as specified.
- Recommendation 2.** Hold new vacant positions in the Power Production Division vacant until completion of the Power Production Master Plan.
- Recommendation 3.** Establish future Power Production staffing levels in conformance with the outcome of the Power Production Master Plan.
- Recommendation 4.** Eliminate a vacant energy application specialist position in the Customer Programs Unit.
- Recommendation 5.** Merge the Meter Reading Unit and Utility Field Services Unit into a single unit in accordance with the organization plan recommended in this report.
- Recommendation 6.** Reassign the four NERC audit positions to report directly to the IPL department director.
- Recommendation 7.** Purchase and install the inventory control module during the initial installation of the City Works system.
- Recommendation 8.** Purchase and install appropriate meter reading scheduling software.
- Recommendation 9.** Study the advantages and disadvantages of consolidating all City of Independence fleet management.
- Recommendation 10.** Evaluate the economic impact of the 12-year vehicle replacement cycle compared to a 10-year replacement cycle.
- Recommendation 11.** Adopt an explicit policy for handling non-payment of bills, including turn-offs, discounts, payment plans and forgiveness.
- Recommendation 12.** Implement a diversion detection program.
- Recommendation 13.** Develop an explicit policy for handling discovered diversions.
- Recommendation 14.** Develop and implement a protocol for better control of and accountability for IPL tools.
- Recommendation 15.** Develop a succession plan that can be applied to all City agencies.
- Recommendation 16.** Prepare an IPL succession plan that reflects the new master plan when it is completed.
- Recommendation 17.** Develop a forecast model that shows monthly results for 24 months and annually for another 3 years.
- Recommendation 18.** Develop a plan to implement and fund Advanced Metering Infrastructure.
- Recommendation 19.** Update the cost of service and rate design study upon completion of the Master Plan.

Recommendation 20. Adopt the Sawvel report recommendations pertaining to simplifying the rate structure and cross class subsidies.

Recommendation 21. Reset the fuel adjustment cost to zero and incorporate fixed costs into the regular rate structure.

Recommendation 22. Adopt a policy of periodically resetting the fuel adjustment cost to zero.

Recommendation 23. Itemize payments in lieu of taxes separately on customer bills rather than including it in the base rate.

Recommendation 24. Conduct a comprehensive review of IPL policies and procedures for handling complaints of harassment and discrimination to ensure they comport with best practice.

Recommendation 25. Conduct a comprehensive review of IPL discipline policies and practices to ensure they comport with best practice.

Recommendation 26. Engage an appropriate agency to comprehensively analyze perceptions of inconsistent policy enforcement and favoritism and suggest appropriate solutions.

Recommendation 27. Require IPL leaders to develop a corrective action plan that addresses the issues identified in the employee survey.

Recommendation 28. Provide executive coaching to IPL leaders if needed and desired.