

## Attachment A – List of Recommendations

- Recommendation 1.** Eliminate nine vacant positions in the Power Production Division.
- 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 compliance 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 of implementation and funding for 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 cost adjustment to zero and incorporate fixed costs into the regular rate structure.**

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

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