

Management Audit Recommendations Matrix

Rec. No.	Description	Implementation Steps	Person Responsible	Assigned to	Assistance from	Date Assigned	Next Follow-up	Action Taken	Notes
1	Eliminate nine vacant positions in the Power Production Division.	Collaborate with Human Resources and Finance Departments to eliminate the nine specified vacant positions in the Power Production Division. Inform staff in the Power Production Division of the elimination of the vacant positions.	Power & Light Dept Director	Martin Barker	N/A	N/A	N/A	Completed	Completed as part of 2017-2018 budget development
2	Hold new vacant positions in the Power Production Division vacant until completion of the Power Production Master Plan.	Collaborate with the Human Resources and Finance departments to ensure newly vacant positions remain vacant until completion of the Master Plan. Inform staff in the Power Production Division that the positions will remain vacant after the review of the Master Plan.	Power & Light Dept Director	Martin Barker		8/2/2017	3/1/2018	Policy under development.	Mission-critical position vacancies (e.g. Instr. Tech, Electrical Supv, etc.) to be filled as required for PP operation.
3	Establish future Power Production staffing levels in conformance with the outcome of the Power Production Master Plan.	Adopt the recommendations for staffing levels produced by the Power Production Master Plan. Post open positions and recruit candidates. Hire new staff. Train new staff.	Power & Light Dept Director	Martin Barker		8/2/2017	3/1/2018	Policy under development.	Will include staffing level recommendations if they become known in time for the 2018-2019 budget process.
4	Eliminate a vacant energy application specialist position in the Customer Programs Unit.	Collaborate with Human Resources and Finance Departments to eliminate the vacant Energy Applications Specialist position. Inform staff in the Customer Programs Unit of the elimination of the vacant position.	Power & Light Dept Director	Mary Kay Alitz		8/2/2017	3/1/2018	Position elimination to be re-assessed contingent on the outcome of City Council decision on AMI.	Plans to be finalized in time for 2018-2019 budget development.
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.	Communicate with staff about the departmental reorganization including the new structure, why the change, and answer any questions staff may have. Convene with staff that are most affected by different reporting relationships. Reorganize the Meter Reading Unit and Utility Field Services Unit into a single unit. Identify performance metrics to track organizational performance.	Power & Light Dept Director	Mary Kay Alitz	N/A	N/A	N/A	Completed	Completed with the retirement of Customer Operations Supervisor
6	Reassign the four NERC compliance positions to report directly to the IPL department director.	Communicate with affected staff about the change in reporting relationship, why it is happening, and answer any questions staff may have. Restructure the NERC audit positions to report directly to the Power & Light Department Director.	Power & Light Dept Director	Andy Boatright	Paul Lampe	8/2/2017	3/1/2018	Reassignment process and timing under development.	Plans to be finalized in time for 2018-2019 budget development.
7	Purchase and install the inventory control module during the initial installation of the City Works system.	Collaborate with Technology Services to ensure the inventory control module of the City Works System is purchased and installed. Document the processes for using the new module.	Power & Light Dept Director	Laurie Brock	Janna Weir	8/2/2017	7/1/2018	City Works is scheduled to be in production for Plant and Communication Shop end of May 2018. Service Center barcode upgrade scheduled end of June 2018.	
8	Purchase and install appropriate meter reading scheduling software.	Collaborate with Technology Services to identify a meter reading scheduling software that would be best for IPL. Collaborate with Technology Services to purchase and install the selected software. Communicate to staff about the purchase and use of this new software. Train staff on how to use the new software. Document the processes for using the new software.	Power & Light Dept Director	Laurie Brock	Trinity Vicente	8/2/2017	5/1/2018	Only 1 vendor solution found to-date but not vetted. Have polled other APPA member utilities as well. If solution identified, will perform C/B analysis.	AMI may impact ultimate outcome.
9	Study the advantages and disadvantages of consolidating all City of Independence fleet management.	Research fleet best practices for consolidating all City of Independence fleet management. Conduct a cost-benefit analysis of consolidating fleet management. Determine if fleet management consolidation is best for the City of Independence.	City Manager	Mary Kay Alitz	Andy Boatright, Mick Henry, Mark Randall	2/16/2017	3/1/2018	Pending	
10	Evaluate the economic impact of the 12-year vehicle replacement cycle compared to a 10-year replacement cycle.	Develop economic best impact studies that review the difference between a 12-year and 10-year vehicle replacement cycle. Research fleet life cycle replacement best practices. Determine the most appropriate fleet replacement life cycle for IPL using economic impact and best practices data. Create a vehicle replacement plan and adhere to the plan that is most appropriate for IPL.	Power & Light Support Services Manager	Mary Kay Alitz	Mick Henry	8/2/2017	12/31/2017	Completed	
11	Adopt an explicit policy for handling non-payment of bills, including turn-offs, discounts, payment plans and forgiveness.	Research best practices for handling non-payment of bills, including turn-off, discounts, payment plans and forgiveness. Determine best practices most appropriate for IPL. Develop a policy based on the identified best practices and obtain appropriate approval for the new policy. Communicate the new policy to staff. Train staff on proper implementation of the new policy.	Power & Light Dept Director	Jeff Barnett	Randy Hughes, Laurie Brock, Tom Heinkele, Robert Stillwell	8/2/2017	3/1/2018	Cross-department team meetings are on-going. Present diversion and non-payment policies are being reviewed for needed revisions.	AMI may impact ultimate outcome.

COMPLETED
 PENDING MASTER PLAN
 PENDING RATE STUDY
 CITY MANAGER'S OFFICE
 PENDING AMI
 PENDING NEW BILLING SYSTEM
 PENDING CITYWORKS INSTALL

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12	Implement a diversion detection program.	Research best practices for creating a diversion detection program. Determine best practices most appropriate for IPL. Develop a policy and program based on the identified best practices. Communicate the new program and policy to staff. Train staff on proper implementation of the new program and policy.	Power & Light Dept Director	Jeff Barnett	Randy Hughes, Laurie Brock, Tom Heinkel, Robert Stillwell	8/2/2017	4/1/2018	Cross-department team meetings are on-going. Present diversion and non-payment policies are being reviewed for needed revisions.	On-going
13	Develop an explicit policy for handling discovered diversions.	Research best practices for handling discovered diversions. Determine best practices most appropriate for IPL. Develop a policy based on the identified best practices. Communicate the new policy to staff. Train staff on proper implementation of the new policy.	Power & Light Dept Director	Jeff Barnett	Randy Hughes, Laurie Brock, Tom Heinkel, Robert Stillwell	8/2/2017	4/1/2018	Cross-department team meetings are on-going. Present diversion and non-payment policies are being reviewed for needed revisions.	On-going
14	Develop and implement a protocol for better control of and accountability for IPL tools.	Research best practices for accounting for tool distribution, loss, and replacement for line workers. Determine best practices most appropriate for IPL. Develop a policy for better tool control and accountability for IPL tools. Communicate the new policy to staff. Train staff on proper implementation of the new policy.	Power & Light Dept Director	Laurie Brock	Jeff Barnett, Martin Barker	8/2/2017	7/1/2018	Plan to utilize City Works for issuance of tools and other truck stock. In addition, periodic physical inventories will be scheduled to ensure tools are accounted for.	T&D has a policy. Work Agreement (Art. XIV, Sec. 3) provides a replacement policy for Line Workers and Heavy Equip. Mechanics.
15	Develop a succession plan that can be applied to all City agencies.	Collaborate with Human Resources to identify required and desired skills, qualifications, licensing, and certifications. Project employee turnover for the next ten-year period. Develop a replacement strategy for those employees expected to leave the organization. Include specific goals for improvement to achieve professional growth within the organization. Require supervisors to discuss developmental goals during the performance evaluation process.	City Manager	Mark Randall		8/2/2017	3/1/2018	Pending	Reference "Review of Succession Planning Policies" report by City Management Analyst dated Sept. 19, 2016.
16	Prepare an IPL succession plan that reflects the new master plan when it is completed.	Create an IPL succession plan that utilizes the newly created citywide succession planning document for all City agencies. Ensure the IPL succession plan reflects the new master plan.	Power & Light Dept Director	Andy Boatright	Randy Hughes, Marty Barker	8/2/2017	6/1/2018	Master Plan Study underway. Anticipated completion June 2018.	
17	Develop a forecast model that shows monthly results for 24 months and annually for another 3 years.	Update the current IPL financial forecast model to include monthly results for 24 months and annually for another 3 years.	Power & Light Dept Director	Randy Hughes	Laurie Brock	N/A	N/A	Completed	Staff has been working with Management Partners throughout the development of the management audit report.
18	Develop a plan of implementation and funding for Advanced Metering Infrastructure.	Determine full upfront and ongoing costs for purchasing and implementing Advanced Metering Infrastructure (AMI). Identify plans for funding the cost of purchasing and implementation of AMI.	City Manager	Randy Hughes	Laurie Brock, Mark Rothmier	January 2015	4/16/2018	City Council has continued the 2nd reading of enabling legislation until April 16, 2018	
19	Update the cost of service and rate design study upon completion of the Master Plan.	Review the recommendations for cost of service and rate design in the Sawvel report. Update the Sawvel report using the most recent financial information following the completion of the Master Plan. Research various cost of service and rate design options. Identify the most appropriate costs of service and rate designs for IPL. Revise the cost of service and rate design recommendations using the new financial information and best practices.	Economic Planning & Rates Manager	Randy Hughes	Laurie Brock, Robert Stillwell, Andy Boatright	8/2/2017	3/1/2018	Rate consultant presentations completed Feb. 9, 2018. Selection anticipated by March 2018. Study completion anticipated August 2018.	
20	Adopt the Sawvel report recommendations pertaining to simplifying the rate structure and cross class subsidies.	Update the rate structure and cross class subsidies with the most recent financial data using the Sawvel report methodology when the master plan is completed. Communicate with elected officials about the update to the rate structure and cross class subsidies. Notify customers of the changes to rate structure and cross class subsidies.	Economic Planning & Rates Manager	Randy Hughes	Laurie Brock, Robert Stillwell	8/2/2017	3/1/2018	To be included as part of the updated cost of service and rate study.	
21	Reset the fuel cost adjustment to zero and incorporate fixed costs into the regular rate structure.	Update the fuel adjustment cost and inform staff of the reset to zero. Determine total fixed costs for fuel. Revise the fuel cost policy to include fixed costs in the regular rate structure. Incorporate fixed costs into the regular rate structure.	Power & Light Dept Director	Randy Hughes	Laurie Brock, Robert Stillwell	8/2/2017	3/1/2018	To be included as part of the updated cost of service and rate study.	
22	Adopt a policy of periodically resetting the fuel cost adjustment to zero.	Research best practices for when is best to reset the fuel adjustment cost to zero. Determine the best practice most appropriate for IPL. Create a policy to reset the fuel adjustment cost to zero based on identified best practices. Communicate the new policy to staff.	Power & Light Dept Director	Randy Hughes	Laurie Brock, Robert Stillwell	8/2/2017	3/1/2018	To be included as part of the updated cost of service and rate study.	

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23	Itemize payments in lieu of taxes separately on customer bills rather than including it in the base rate.	Revise customer bills to itemize additional charges such as PILOT, franchise fees, and local taxes. Communication with customers about the change to their billing statement.	Economic Planning & Rates Manager	Randy Hughes	Laurie Brock, Robert Stillwell, Mark Randall	8/2/2017	3/1/2018	To be included as part of the updated cost of service and rate study.	
24	Conduct a comprehensive review of IPL policies and procedures for handling complaints of harassment and discrimination to ensure they comport with best practice.	Collaborate with the Human Resources department to research best practices for handling complaints of harassment and discrimination. Identify those best practices best suited for IPL. Develop policies and procedures for handling complaints of harassment and discrimination using the identified best practices. Communicate the new policies and procedures to staff.	Power & Light Dept Director					Completed	Found to be in compliance with City's Policies and Procedures.
25	Conduct a comprehensive review of IPL discipline policies and practices to ensure they comport with best practice.	Collaborate with the Human Resources department to Research best practices for discipline policies and practices. Identify those best practices best suited for IPL. Develop policies and procedures for discipline policies and practices using the identified best practices. Communicate the new policies and procedures to staff.	Power & Light Dept Director					Completed	Found to be in compliance with City's Policies and Procedures.
26	Engage an appropriate agency to comprehensively analyze perceptions of inconsistent policy enforcement and favoritism and suggest appropriate solutions.	Develop an RFP to identify an appropriate third party to comprehensively analyze perceptions of inconsistent policy enforcement and favoritism and suggest appropriate solutions. Select firm based on RFP responses. Implement suggested recommendations from selected firm.	City Manager				3/1/2018	On-going	
27	Require IPL leaders to develop a corrective action plan that addresses the issues identified in the employee survey.	Communicate to IPL leaders that they must develop a corrective action plan that addresses the issues identified in the employee survey. Ensure the action plan includes recommendations, steps to complete the recommendations, when they will be completed, and who is responsible for enacting the recommendations. Review the action plan to ensure the recommendations are sufficient to address the issues identified in the employee survey.	City Manager				3/1/2018	On-going	
28	Provide executive coaching to IPL leaders if needed and desired.	Determine which, if any, IPL leaders are amenable to executive coaching. Identify an appropriate third party to conduct the executive coaching. Hire the coach identified to perform the executive coaching.	City Manager				3/1/2018	On-going	