



County of Los Alamos

1000 Central Avenue
Los Alamos, NM 87544

Agenda - Final Board of Public Utilities

Tuesday, January 22, 2019

11:00 AM

1000 Central Avenue
Council Chambers

SPECIAL SESSION

Complete Board of Public Utilities agenda packets, past agendas, videos, legislation and minutes can be found online at losalamos.legistar.com. Learn more about the Board of Public Utilities at rebrand.ly/LACBPU.

PUBLIC COMMENTS:

Please submit written comments to the Board at bpu@lacnm.us. Oral public comment is accepted during the two periods identified on the agenda and after initial board discussion on a business item, prior to accepting a main motion on an item. Oral comments should be limited to four minutes per person. Requests to make comments exceeding four minutes should be submitted to the Board in writing prior to the meeting. Individuals representing or making a combined statement for a large group may be allowed additional time at the discretion of the Board. Those making comments are encouraged to submit them in writing either during or after the meeting to be included in the minutes as attachments. Otherwise, oral public comments will be summarized in the minutes to give a brief succinct account of the overall substance of the person's comments.

1. CALL TO ORDER

2. PUBLIC COMMENT

This section of the agenda is reserved for comments from the public on Consent Agenda items or items that are not otherwise included in this agenda.

3. APPROVAL OF AGENDA

4. BOARD BUSINESS

4.G. General Board Business

4.G.1 [11559-19](#) Continue Board of Public Utilities Self-evaluation

Presenters: Board of Public Utilities

PG. 1-11

5. PUBLIC COMMENT

This section of the agenda is reserved for comments from the public on any items.

6. ADJOURNMENT

If you are an individual with a disability who is in need of a reader, amplifier, qualified sign language interpreter, or any other form of auxiliary aid or service to attend or participate in the hearing or meeting, please contact the County Human Resources Division at 662-8040 at least one week prior to the meeting or as soon as possible. Public documents, including the agenda and minutes can be provided in various accessible formats. Please contact the personnel in the Department of Public Utilities (505) 662-8132 if a summary or other type of accessible format is needed.



County of Los Alamos

Staff Report

January 22, 2019

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.: 4.G.1
Index (Council Goals): BCC - N/A
Presenters: Board of Public Utilities
Legislative File: 11559-19

Title

Continue Board of Public Utilities Self-evaluation

Recommended Action

None

Staff Recommendation

None

Body

The Board began its annual self-evaluation at the December 19th, 2018 meeting and will continue at this meeting.

Alternatives

None

Fiscal and Staff Impact

None

Attachments

A - Self-evaluation Questionnaire

B - Section 7.A from the December Minutes with Self-evaluation Action Items

BPU Self-Evaluation Questions

Criteria: Enter a number from 1 to 5 next to each question; make comments keyed to specific questions at the end of this assessment:
 5 = All the time 3 = Some of the time 1 = Seldom or not at all

Question	Score	Comments	Priority	Possible Action
I. General Board Areas:				
A. Is there a Board policy manual addressing meeting procedures, committee roles and structure, election and term of officers, new member orientation, and related matters?				
B. Do all Board members participate in a formal orientation?				
C. Are Board procedures adhered to regarding bylaws, open meeting requirements, compliance with legal regulations, etc.?				
D. Are meeting packets complete and distributed prior to meetings?				
E. Is the length of Board meetings appropriate?				
F. Is there an annual Board calendar?				
G. Does the Board receive sufficient information to make good decisions?				
H. Are decisions made in a timely manner?				
II. Board Policy Areas				
A. Accountability				
1. Does the Board understand its obligation to see the organization acts in the best interests of DPU customer and citizens of the county?				

BPU Self-Evaluation Questions

Criteria: Enter a number from 1 to 5 next to each question; make comments keyed to specific questions at the end of this assessment:
 5 = All the time 3 = Some of the time 1 = Seldom or not at all

Question	Score	Comments	Priority	Possible Action
2. Does the Board act with diligence and objectivity on behalf of DPU customers and the County?				
B. Responsibility				
1. Do Board members understand their roles?				
2. Do Board members understand the difference between their policy role and management's administrative role?				
3. Do Board members actions reflect this understanding?				
C. Policy Direction				
1. Do Board members understand the mission, goals and strategies of the organization?				
2. Does the Board give clear directions to management on the mission and goals of the organization?				
3. Does the Board spend appropriate time on policy consideration and direction versus operational issues?				
D. Monitoring				
1. Does the Board have a system for receiving and monitoring information about the DPU's organizational performance?				

BPU Self-Evaluation Questions

Criteria: Enter a number from 1 to 5 next to each question; make comments keyed to specific questions at the end this assessment:
 5 = All the time 3 = Some of the time 1 = Seldom or not at all

Question	Score	Comments	Priority	Possible Action
2. Are there systems for corrective action where performance is below standard or reward when performance is above standard?				
3. Are organizational goal setting and achievements taken into account during the DPU Manager's evaluation?				
E. Other Communication and Advocacy				
1. Does the Board represent the community interests it serves?				
2. Does the Board communicate the value of the organizations to its stakeholders?				
3. Does the Board seek input and involve its stakeholders in policy considerations and decisions?				
4. Do Board members support the organization publicly?				
5. Does the Board communicate effectively with the County Council?				
III Board Responsibility Areas				
A. Legal				
1. Does the Board act within the guidelines set by the county charter				

BPU Self-Evaluation Questions

Criteria: Enter a number from 1 to 5 next to each question; make comments keyed to specific questions at the end this assessment:
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Question	Score	Comments	Priority	Possible Action
and policies and procedures document?				
2. Are there written policies on Board ethics and conflicts of interest?				
B. Financial				
1. Does the Board approve annual operating and capital budgets and receive periodic (at least quarterly) progress reports?				
2. Does the Board review a financial plan for the organization and receive sufficient information to monitor its financial strength and performance?				
3. Are financial goals and comparative ratios established and does the Board receive tracking information?				
4. Are the requirements for an annual audit met and does the Board receive a report on the results?				
5. Are the organizations and the Board indemnified sufficiently against insurable risk?				
6. Is the Board proactive in pushing for rate increases with the County Council when these increases are necessary for the financial health of the DPU?				
C. Planning				

BPU Self-Evaluation Questions

Criteria: Enter a number from 1 to 5 next to each question; make comments keyed to specific questions at the end this assessment:
 5 = All the time 3 = Some of the time 1 = Seldom or not at all

Question	Score	Comments	Priority	Possible Action
1. Is the Board informed about the business environment in which the organization is operating?				
2. Does the Board review and approve the organization's mission, goals, and major strategic initiatives?				
3. Do Board members usually attend annual DPU strategy and planning meetings?				
D. Board-Management Relations				
1. Is there a written job description and/or employment contract for the DPU Manager?				
2. Does the Board conduct a formal, annual performance review of the DPU Manager?				
3. Is the DPU Manager's compensation linked to the results of this review?				
4. Does the Board make resources available for the DPU Manager's continued professional development?				
5. Is there a succession plan for the DPU Manager, with exposure to the Board of possible successors?				
6. Has the Board established an effective working relationship with the DPU Manager?				

BPU Self-Evaluation Questions

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Question	Score	Comments	Priority	Possible Action
7. Is there Board/management cooperation on determining the future direction of the organization?				
8. Are Board/DPU Manager roles clearly defined so the Board focuses on its policy role and avoids micro-management?				
9. Does the Board provide overall human resources direction to the DPU Manager without becoming involved in specific personnel matters?				
10. Is the Board explicit about the information it needs from the DPU Manager to fulfill its governance function?				
F. Education and development				
1. Do Board members participate in educational opportunities recommended and offered by the DPU or other entities that enhance their effectiveness as a board member?				

4.H. Approval of Board Expenses

There were no Board expenses.

4.I. Preview of Upcoming Agenda Items

4.I.1 [11475-18](#) Tickler File for the Next 3 Months

Presenters: Board of Public Utilities

In addition to the items already listed in the tickler provided in the agenda packet, the following items were identified for the tickler for upcoming meetings:

- 1) TBD - Follow-up Meeting to Finish the Board Self-Evaluation (Jeff Johnson)

5. PUBLIC HEARING(S)

There were no public hearings scheduled for this meeting.

6. CONSENT AGENDA

Mr. McLin moved that the Board of Public Utilities approve the items on the Consent Agenda as presented and that the motions contained in the staff reports be included in the minutes for the record. The motion passed by the following vote:

Yes: 4 - Board Member Johnson, Vice-chair Walker, Board Member Frederickson and Board Member McLin

Absent: 1 - Board Member Taylor

6.A [11468-18](#) Approval of Board of Public Utilities Meeting Minutes

Presenters: Board of Public Utilities

I move that the Board of Public Utilities approve the meeting minutes of November 20th, 2018 as presented.

7. BUSINESS

7.A [11464-18](#) Annual Board of Public Utilities Self-evaluation for 2018

Presenters: Board of Public Utilities

The Board conducted its annual self-evaluation using the same questionnaire from the 2017 evaluation. Rather than scoring, prioritizing and assigning action for every question, the Board focused only on those questions where action or improvements might be necessary. The members identified those questions they wished to discuss. If a question was not discussed, it was assumed that the members felt the Board was already doing well in those areas.

Prior to conducting the evaluation, the Board discussed whether the questionnaire format was still useful in its current form and if the questions were still valid. The Board also

discussed whether or not they should have solicited more staff input. After discussion, it was decided that the Board would conduct the evaluation as planned, but a follow-up meeting would be scheduled to discuss ways to possibly improve the self-evaluation and get more input. Mr. Johnson will also document the comments and possible actions and will discuss with Mr. Glasco when staff might be able to provide more input.

The following questions were discussed and actions identified for follow-up:

1) QUESTION I.E Is the length of Board meetings appropriate?

ACTION - Some members felt that some meetings are still too long, but overall, the efficiency and length of the meetings has improved. The Board considered if some of the routine agenda items could be removed to save more time, but none were specifically identified for removal. Perhaps when setting the agenda, the Chair and Utilities Manager could consider which items are flexible and could be moved when agendas are long. The Board could also consider scheduling more special meetings as necessary.

2) QUESTION I.G. - Does the Board receive sufficient information to make good decisions?

QUESTION I.H - Are decisions made in a timely manner?

ACTION - A member felt that sometimes they do not receive sufficient information to make informed decisions, even after requesting it several times. The member also felt that sufficient time is not always given to digest information on complex issues before being asked to make a decision or gather adequate public input. Other members acknowledged that this does happen in some cases; however, they did not necessarily feel that this is always a pervasive problem. It was recommended that when members feel they have not received sufficient information or time to make a decision at a meeting, they should move to table the item until the requested information is provided, and if the other members concur, more time can be given. The Utilities Manager will be asked to provide input.

3) QUESTION II.A.1 - Does the Board understand its obligation to see the organization acts in the best interests of DPU customers and citizens of the County?

ACTION - This discussion was also related to #2. A member felt that some requests and arguments made by the Department don't always demonstrate that they are acting in the best interest of the customers and citizens, especially if data is lacking to justify a course of action. While it was acknowledged that this could appear to be true in some cases, no other members expressed a concern in this general area.

4) QUESTION II.B.2 - Do Board members understand the difference between their policy role and management's administrative role?

ACTION - No specific examples have been identified, but the Board wants to continue to ensure that it does not inadvertently set policy in violation of the Charter. For a time, two Board members and two Councilors were meeting regularly to discuss issues of mutual concern and would report back to their respective bodies. Members felt this was very constructive, and it was recommended that the Board reach out to Council to revive that practice. It was also suggested by the Assistant County Attorney that it might be helpful to think about what is actually called a policy and what is called a procedure, such as the Board's Policies and Procedures Manual.

5) QUESTION II.C.2 - Does the Board give clear directions to management on the mission and goal of the organization?

ACTION - A member felt that while the Board does guide the Department through policy decisions, the direction to the department through the mission and goals is a little more ambiguous. The Utilities Manager will be asked to provide input.

6) QUESTION II.C.3 - Does the Board spend an appropriate time on policy consideration and direction versus operational issues?

ACTION - A member felt that the Board did well in this area, but wanted to know how others felt. There were no comments or concerns.

7) QUESTION II.D.2 - Are there systems for corrective action where performance is below standard or reward when performance is above standard?

ACTION - A member did observe that the Department does well commending people for good performance, but the Utilities Manager will be asked to provide input.

8) QUESTION II.D.3 - Are organizational goal setting and achievements taken into account during the DPU Manager's evaluation?

ACTION - It was felt that the Board does this in general, although the evaluations have recently been more of an assessment of the Utilities Manager's leadership across broad goals, which seems to be more appropriate for such a position. The Utilities Manager will be asked to provide input.

9) QUESTION II.E.2 - Does the Board communicate the value of the organizations to its stakeholders.

QUESTION II.E.5 - Does the Board communicate effectively with the County.

ACTION - This discussion was also related to #4. Several members felt that communication with Council had improved this last year and it was pointed out that they seem to appreciate it when members attend Council meetings. Overall, members felt that the Department does a very good job with communication and outreach and the Board's role should be to ensure that the Department continues to do a good job of public outreach on key issues.

10) QUESTION II.E.3 - Does the Board seek input and involve its stakeholders in policy considerations and decisions.

ACTION - Members felt that the Board generally does well in this area, especially through joint meetings with Council on important issues, but perhaps there is some room for improvement. There are some opportunities coming up in the near future for the Board to assess what kind of public and stakeholder input tools are available and how to filter the feedback to make decisions that are in the best interest of the whole County. The Utilities Manager will be asked to provide input.

11) QUESTION III.C.3 - Do Board members usually attend annual DPU strategy and planning meetings?

ACTION - Direction is given by the Board through the course of the year, which is always

considered during Department strategic planning. The Board considered assigning two members to attend those meetings as the dates get closer.

12) QUESTION III.D.9 - Does the Board provide overall human resources direction to the DPU Manager without becoming involved in specific personnel matters?

ACTION - The Board is involved in human resources direction in terms of monitoring staffing levels and approving collective bargaining agreements; however, it was felt that the Board has a very limited role in dealing with human resource issues and perhaps this question should be changed.

13) QUESTION III.D.10 - Is the Board explicit about the information it needs from the DPU Manager to fulfill its governance function?

ACTION - The Utilities Manager will be asked to provide input.

14) QUESTION III.F.1 - Do Board members participate in educational opportunities recommended and offered by the DPU or other entities that enhance their effectiveness as a Board member?

ACTION - One member expressed a hesitance to go on travel to learn more about Utilities related programs or projects because of public perception of possible travel abuse. No other members expressed this same concern, but discussed the importance of traveling or completing training when necessary to better serve the County. Members were asked to consider whether or not some sort of minimal training requirement should be imposed on members, and if so, how that might be enforced. This will be discussed again at the follow-up meeting.

8. STATUS REPORTS

8.A [11469-18](#) Status Reports

Presenters: Board of Public Utilities

The following informational status reports were provided to the Board in the agenda packet:

- 1) Electric Reliability Update
- 2) Accounts Receivables Report
- 3) Safety Report

9. PUBLIC COMMENT

Mr. Johnson opened the floor for public comment on any items. There were no comments.

10. ADJOURNMENT

The meeting adjourned at 6:56 p.m.

APPROVAL
