



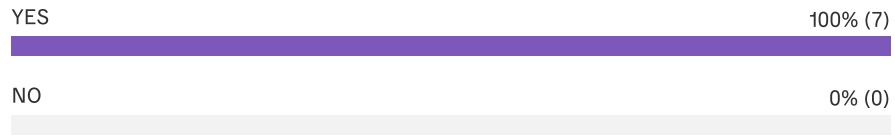
LOS ALAMOS  
where discoveries are made

## 2023 BOARD OF PUBLIC UTILITIES SELF-EVALUATION

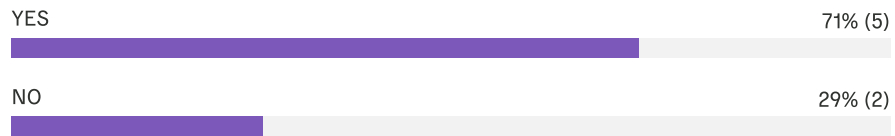
FINAL SURVEY RESULTS  
October 26, 2023

*(Distributed to 7 BPU Members; 7 responded.)*

**Is there a board policy manual addressing meeting procedures, committee roles and structure, election and term of officers, new member orientation, and related matters?**



**Do all board members participate in a formal orientation?**



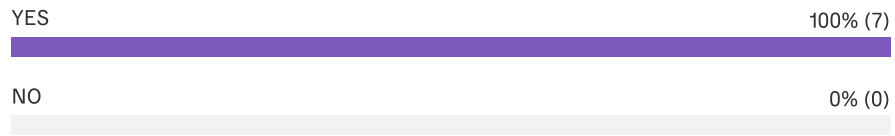
**Are board procedures adhered to regarding bylaws, open meeting requirements, compliance with legal regulations, etc.?**



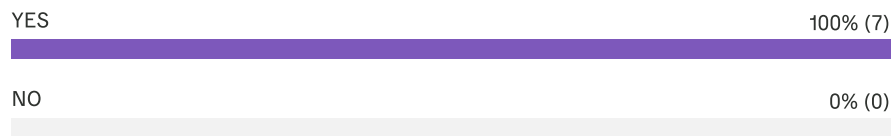
**Are meeting packets complete and distributed prior to meetings?**



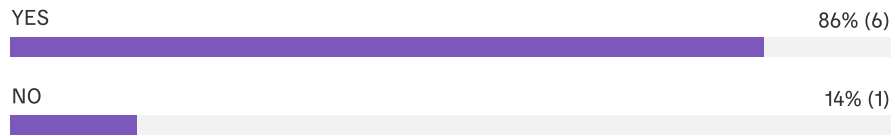
**Is the length of board meetings appropriate?**



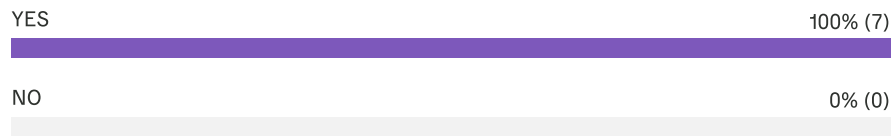
**Is there an annual board calendar?**



**Does the board receive sufficient information to make good decisions?**



**Are decisions made in a timely manner?**



**If you answered NO to any of the questions, please provide additional comments:**

Question 2 - This new board member did not desire or receive a formal orientation. As a previous board member, councilor, and frequent participant in Utility activities, I did not see a need for a broad orientation. Specific questions and issues filled in a few gaps and were a more efficient use of everyone's time.

Question 7. At first, the board might not receive enough information, but we are able to ask questions and defer items until we can get enough information. So, ultimately, yes.

**Accountability**

Question	All the time	Most of the time	Sometimes	Seldom	Not at all
Does the board understand its obligation to see the organization acts in the best interests of utilities customers and citizens of the county?	43%	57%	0%	0%	0%
Does the board act with diligence and objectivity on behalf of utilities customers and the county?	43%	57%	0%	0%	0%

Expand all / Collapse all



Does the board understand its obligation to see the organization acts in the best interests of utilities customers and citizens of the county?



Does the board act with diligence and objectivity on behalf of utilities customers and the county?



**Additional comments regarding accountability:**

Seems like the board is sometimes swayed by the very passionate voices of a few and might not be considering the whole cross-section of utilities customers and the citizens of the county.

**Responsibility**

Question	All the time	Most of the time	Sometimes	Seldom	Not at all
Do board members understand their roles?	14%	86%	0%	0%	0%
Do board members understand the difference between their policy role and management's administrative role?	43%	43%	14%	0%	0%
Do board members actions reflect this understanding?	43%	57%	0%	0%	0%

Expand all / Collapse all



Do board members understand their roles?



Do board members understand the difference between their policy role and management's administrative role?



Do board members actions reflect this understanding?



**Additional comments regarding responsibility:**

**Policy Direction**

Question	All the time	Most of the time	Sometimes	Seldom	Not at all
Do board members understand the mission, goals and strategies of the organization?	29%	71%	0%	0%	0%
Does the board give clear directions to management on the mission and goals of the organization?	29%	71%	0%	0%	0%
Does the board spend appropriate time on policy consideration and direction versus operational issues?	29%	71%	0%	0%	0%

Expand all / Collapse all



Do board members understand the mission, goals and strategies of the organization?



Does the board give clear directions to management on the mission and goals of the organization?



Does the board spend appropriate time on policy consideration and direction versus operational issues?



**Additional comments regarding policy direction:**

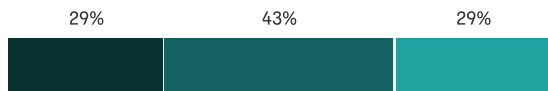
### Monitoring

Question	All the time	Most of the time	Sometimes	Seldom	Not at all
Does the board have a system for receiving and monitoring information about the department's organizational performance?	29%	43%	0%	29%	0%
Are there systems for modifying policy, procedures, processes, and priorities when the department's organizational performance does not meet standards?	14%	57%	29%	0%	0%
Are organizational goal setting and achievements considered during the Utilities Manager's evaluation?	86%	0%	14%	0%	0%

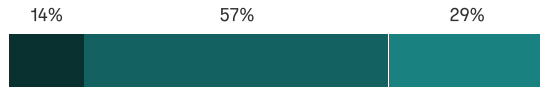
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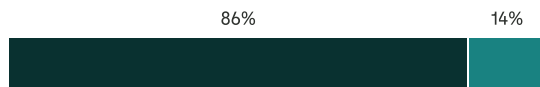
Does the board have a system for receiving and monitoring information about the department's organizational performance?



Are there systems for modifying policy, procedures, processes, and priorities when the department's organizational performance does not meet standards?



Are organizational goal setting and achievements considered during the Utilities Manager's evaluation?





**Additional comments regarding monitoring:**

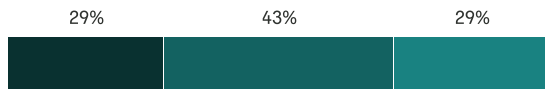
### Communication and Advocacy

Question	All the time	Most of the time	Sometimes	Seldom	Not at all
Does the board strive to represent the interests of the entire community it serves?	29%	43%	29%	0%	0%
Does the board communicate the value of the organizations to its stakeholders?	0%	71%	29%	0%	0%
Does the board seek input and involve its stakeholders in policy considerations and decisions?	14%	29%	43%	14%	0%
Do board members support the organization publicly?	43%	43%	14%	0%	0%
Does the board communicate effectively with the County Council?	43%	57%	0%	0%	0%

Expand all / Collapse all



Does the board strive to represent the interests of the entire community it serves?



Does the board communicate the value of the organizations to its stakeholders?



Does the board seek input and involve its stakeholders in policy considerations and decisions?



Do board members support the organization publicly?



Does the board communicate effectively with the County Council?



**Additional comments regarding communication and advocacy:**

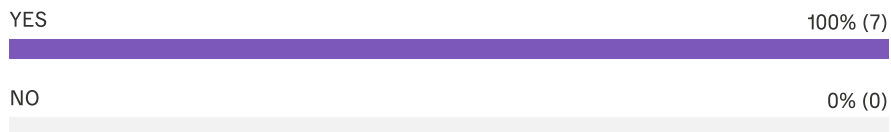
Board members (individually or collectively) have little communication with the general public. More is necessary if we are going to lead major changes in sources and infrastructure to meet our 2040/2070 goals.

We don't know what the interests are of the whole community. We think we know what a majority think, but not the whole.

**Does the board act within the guidelines set by the county charter and policies and procedures document?**

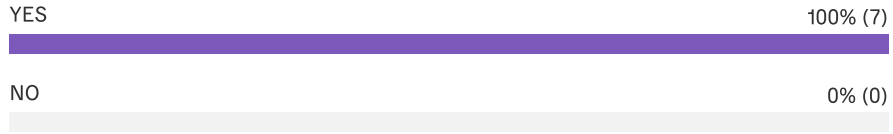


**Are there written policies on board ethics and conflicts of interest?**

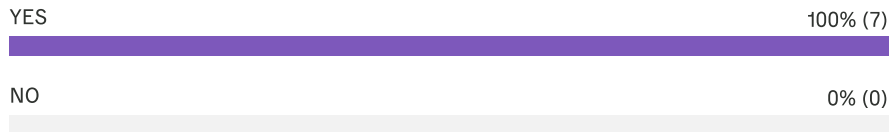


**Additional comments regarding legal responsibility:**

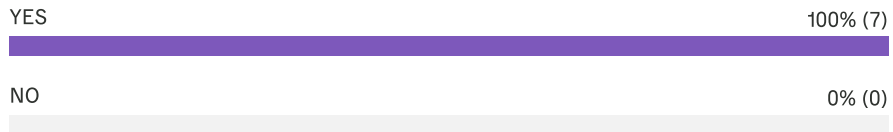
**Does the board approve annual operating and capital budgets and receive periodic (at least quarterly) progress reports?**



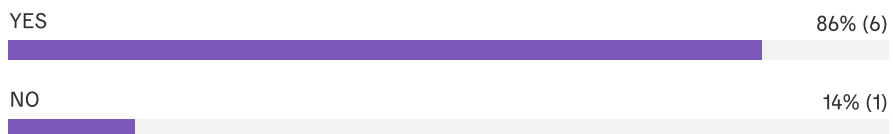
**Does the board review a financial plan for the organization and receive sufficient information to monitor its financial strength and performance?**



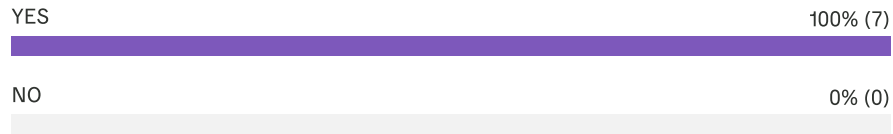
**Are financial goals and comparative ratios established and does the board receive tracking information?**



**Are the requirements for an annual audit met and does the board receive a report on the results?**



**Are the organizations and the board indemnified sufficiently against insurable risk?**



**Does the board effectively recommend and advocate for rate increases with the County Council when these increases are necessary for the financial health of the department?**



**Additional comments regarding financial responsibility:**

NO comments

getting a better handle on long-term infrastructure replacements

Board takes rate increases very seriously and considers them only reluctantly. Upcoming consideration of time-of-use rates will be a major challenge for BPU and Council.

No comments

N/A

No comment

## Planning

Question	All the time	Most of the time	Sometimes	Seldom	Not at all
Is the board informed about the business environment in which the organization is operating?	14%	86%	0%	0%	0%
Does the board review and approve the organization's mission, goals, and major strategic initiatives?	100%	0%	0%	0%	0%
Do board members usually attend annual DPU strategy and planning meetings?	29%	71%	0%	0%	0%

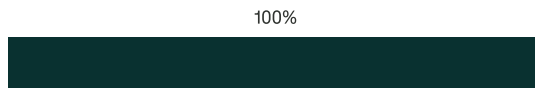
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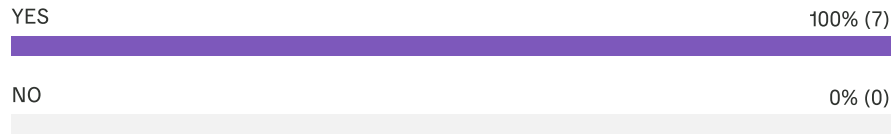


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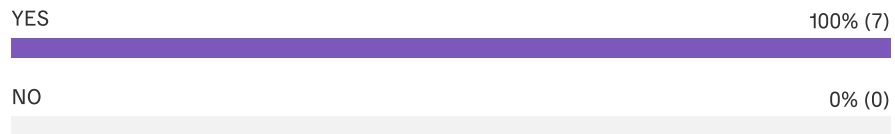


**Additional comments regarding planning:**

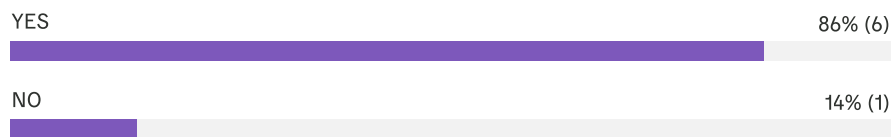
**Is there a written job description and/or employment contract for the Utilities Manager?**



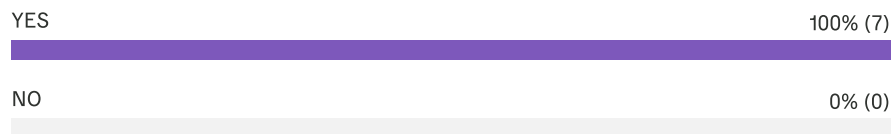
**Does the board conduct a formal, annual performance review of the Utilities Manager?**



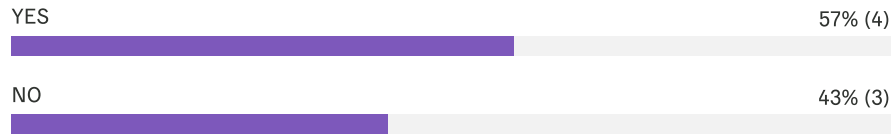
**Is the Utilities Manager's compensation linked to the results of this review?**



**Does the board make resources available for the Utilities Manager's continued professional development?**



**Is there a succession plan for the Utilities Manager, with exposure to the board of possible successors?**



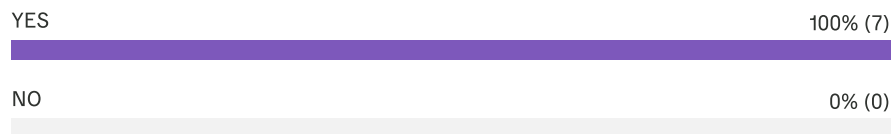
**Has the board established an effective working relationship with the Utilities Manager?**



**Is there board/management cooperation on determining the future direction of the organization?**

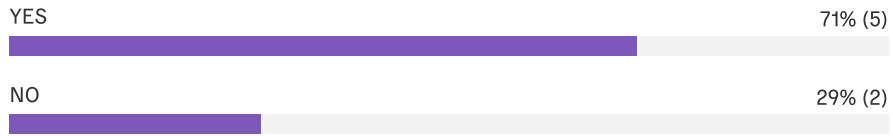


**Are board members' and Utilities Manager's roles clearly defined so the board focuses on its policy role and avoids micro-management?**





**Does the board provide overall staffing direction to the Utilities Manager without becoming involved in specific personnel matters?**



**Is the board explicit about the information it needs from the Utilities Manager to fulfill its governance function?**



**Additional comments regarding board and management relations:**

Utility Manager compensation is only weakly linked to performance. It is more strongly influenced by relationship to other senior staff and LAC staff compensation as a whole.

### Education and Development

Question	All the time	Most of the time	Sometimes	Seldom	Not at all
Do board members participate in educational opportunities recommended and offered by the county, department, or other entities that enhance their effectiveness as a board member?	0%	43%	43%	14%	0%



Do board members participate in educational opportunities recommended and offered by the county, department, or other entities that enhance their effectiveness as a board member?



### Additional comments regarding education and development:

Am not sure what is available.

### What did the board accomplish during the past year?

No opinion

IRP update, rate updates and strategic goal updates

Oversaw a generally safe, steady, competent operation. Made necessary adjustments to gas, electric, and water rates.

Significant focus on non-carbon emitting sources of electric power

Rate increases to help stay on financial track

Rates on gas in particular to recover from last winter

Necessarily raised gas rates and are in the process of raising electric rates. Multiple new electric generation options are being pursued

### What did the board fail to accomplish during the past year?

No Opinion

n/a

Push for or develop any real plan to replace lost CH-free Uniper power.

Contract for any new non-carbon emitting sources of electric power

No comments

Figure out a way to follow through effectively on the IRP's recommendations

We still receive approximately 80% of our electricity from fossil fuels. Hence, there has been little change over the past decade on our carbon neutron goal.

### What did the board do well during the past year?

No opinion

managed meetings well

It functioned smoothly within itself and with staff.

Initiated electric rate study

No comments

The rate decisions and discussions were high quality, I thought. Approval of contracts and other administrative matters were handled efficiently.

We raised the quality level of our discussions.

### What did the board do poorly during the past year?

No opinion

n/a

Communicate with customers/public.

Failed to complete electric rate study

No comments

Our oversight of how effectively the DPU is formulating alternative paths to acquire adequate electric power while meeting our carbon neutrality goal left something to be desired.

We lost some quality employees this past year. Not sure is this should be seen as the nature variation in the job market or if we could have foreseen/prevented or provided means by which to provide counter offers.

**What were the key issues of the past year? Did the board address them adequately?**

No opinion

changing electric production environment - board is doing well trying to stay ahead of this

Spike in gas prices; "solution" may have been overdone. Uniper failure; not really addressed. LAC participation in CFPP; continued.

Increasing costs -- addressed adequately

No comments

Obtaining clean power resources. I'm not sure that we were as effective as we could be.

(1) We have raised rates - perhaps delaying this action too long - such that moving forward the financial footing of the DPU should be sound. (2) We have a very good discussion - and the UM provided good speakers - for our discussion of the manner to which we can assist those challenged to pay their bills due to poverty. (3) WE have invested considerable discussion to future electric acquisition - many balls are in motion - I am optimistic for progress over the coming year.