



County of Los Alamos

1000 Central Avenue
Los Alamos, NM 87544

Agenda - Packet Board of Public Utilities

*Cornell Wright, Chair; Stephen McLin, Vice-chair;
Eric Stromberg, Steve Tobin and Carrie Walker
Members Philo Shelton, Ex Officio Member
Steven Lynne, Ex Officio Member
James Robinson, Council Liaison*

Tuesday, September 7, 2021

1:00 PM

Remote Zoom Meeting:
<https://us06web.zoom.us/j/81844189487>

Special Session

Due to COVID-19 concerns, this meeting will be conducted remotely.

Members of the public wishing to attend may participate and provide public comment via Zoom, or by one of the conference call lines listed below:

Join the webinar: <https://us06web.zoom.us/j/81844189487> Webinar ID: 818 4418 9487

Telephone (for higher quality, dial a number based on your current location):

US: +1 346 248 7799 or +1 408 638 0968 or +1 669 900 6833 or +1 253 215 8782

or +1 312 626 6799 or +1 646 876 9923 or +1 301 715 8592

One tap mobile : US: +13462487799,,81844189487# or +14086380968,,81844189487#

1. **CALL TO ORDER**
2. **APPROVAL OF AGENDA**
3. **BUSINESS & PUBLIC COMMENT** (refer to attached schedule)
- 3.A. **14736-21** Strategic Planning for the Department of Public Utilities
4. **ADJOURNMENT**

PUBLIC COMMENT:

Please submit written comments to the Board at bpu@lacnm.us. Oral public comment is accepted during the two periods identified on the attached schedule 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.

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, please contact the 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.

Complete Board of Public Utilities agenda packets, minutes and videos, are available online at <https://losalamos.legistar.com>. Learn more about the Board of Public Utilities at ladpu.com/BPU.



County of Los Alamos

Staff Report

September 07, 2021

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.: 3.A.

Index (Council Goals):

Presenters: Philo Shelton

Legislative File: 14736-21

Title

Strategic Planning for the Department of Public Utilities

Recommended Action

Review DPU's Mission, Vision, Values, and current FY2022 Strategic Plan; and provide direction to staff for preparing the FY2023 Strategic Plan for BPU's consideration on September 15, 2021.

Staff Recommendation

None

Body

The Utilities Manager is expected to annually develop strategic objectives and long-term goals and present them to the Board for approval. The Utilities Manager has scheduled a meeting on September 30th for staff to begin strategic planning for fiscal year 2023. Staff plans to return to the Board at the September 15th regular meeting to present and request approval of any proposed revisions to the Mission, Vision, Values, strategic objectives, and long-term goals. Prior to that, staff would like Board input to incorporate into planning efforts to ensure alignment of focus areas, strategic objectives and goals with Board and County priorities.

A consultant from Human Strategies, LLC will be present to facilitate the meeting and gather feedback.

Alternatives

The Board could choose to provide input or conduct strategic planning in a different way. **Fiscal and**

Staff Impact

None

Attachments

A - Meeting Schedule and Outline

B - Strategic Objectives & Goals Edited and Prioritized in October 2020

C - Strategic Planning PowerPoint Presentation

D - County Strategic Leadership Plan (For Information)

0. Agenda		
<ol style="list-style-type: none"> 1. Welcome/Overview 2. Ground Rules 3. Objectives <ol style="list-style-type: none"> a. Review mission, vision, values b. Preview FY2022 Focus Areas, Goals and Objectives c. Public Comment d. Prioritize existing Objectives e. Determine possible new Focus Areas, Goals and Objectives 4. Workshop Evaluation; Closing thoughts 5. Public Comment 		
1. Welcome/Overview	Philo/Dawn	1:00
<i>Philo to discuss 2021-22 challenges:</i> <ul style="list-style-type: none"> • delayed projects • AMI/MUNIS issues • APWA/Baldrige • Rate pressure on H2O 		
2. Ground Rules	Dawn	1:30
<i>Be an angel's advocate</i> <i>Use laser messaging</i>		
3a. Review DPU Mission/Vision/Values	Board	1:40
3b. Review DPU FY2022 Focus Areas and Goals	Board	1:45
<i>Review handout; ask any questions to clarify goals</i>		
3c. Public Comment		2:00
3d. Prioritize DPU Objectives		2:10
Two changes to exercise proposed for this year! <ul style="list-style-type: none"> • Since Focus Area 1 is the first part of DPU's Mission this focus area is always top priority with the Department. Therefore, multi voting will be conducted on Focus areas 2-6 • After vote and tally are complete, each board member can verbalize priorities 		
<i>Multi vote on Focus Areas 2-6; 6 votes per member</i>		
3e. Possible new Focus Areas, Goals, Objectives	Board	3:10
<i>Unstructured time for Board to discuss any additions to strategic plan</i>		
4. Public Comment	Public	3:40
(Required)		
5. Verbal Prioritization; Plus/Delta	Board	3:50
<i>Final opportunity for members to address Utility Manager before these items are forwarded to BPU for approval at the next meeting. (BPU's direction will be used to establish 2023-24 budgets, priorities, and action plans.)</i> <i>Review any commitments to action</i> <i>Plus/Delta</i>		

DEPARTMENT OF PUBLIC UTILITIES
FY2022 STRATEGIC GOALS & OBJECTIVES
WITH BOARD OF PUBLIC UTILITIES SUGGESTED CHANGES & PRIORITIZATION
SORTED BY PRIORITY NUMBER
Approved by BPU on October 21, 2020

- *Priority indicated by number of "dots" allotted by each member (8 dots per member - nominal group technique).*
- *2 members allotted 1 dot equally between 5 objectives.*

FOCUS AREA - OPERATIONS & PERFORMANCE

GOAL - 1.0 Provide safe and reliable utility services.

FOCUS AREA - FINANCIAL PERFORMANCE

GOAL - 2.0 Achieve and maintain excellence in financial performance.

FOCUS AREA - CUSTOMERS & COMMUNITY

GOAL - 3.0 Be a customer service-oriented organization that is communicative, efficient, and transparent.

FOCUS AREA - WORKFORCE

GOAL - 4.0 Sustain a capable, satisfied, engaged, ethical and safe workforce focused on customer service.

FOCUS AREA - ENVIRONMENTAL SUSTAINABILITY

GOAL - 5.0 Achieve environmental sustainability.

FOCUS AREA - PARTNERSHIPS

GOAL - 6.0 Develop and strengthen partnerships with stakeholders.

DEPARTMENT OF PUBLIC UTILITIES
 FY2022 STRATEGIC GOALS & OBJECTIVES
 WITH BOARD OF PUBLIC UTILITIES SUGGESTED CHANGES & PRIORITIZATION
 SORTED BY PRIORITY NUMBER
 Approved by BPU on October 21, 2020

Goal #	Priority	#	Objective
5.0	●●●●●●●●	7	5.1 OBJECTIVE - ELECTRIC (EP & ED) Be a carbon neutral electric provider by 2040.
5.0	●●●●●●	5	5.4 OBJECTIVE - GAS – Reduce natural gas usage by 5% per capita per heating degree day by 2030 using a 2020 calendar year-end baseline and support elimination of natural gas usage by 2070.
2.0	●●●●●	4	2.1 OBJECTIVE - Utilize revenues to provide a high level of service while keeping rates competitive with similar utilities.
5.0	●●●●●	4	5.2 OBJECTIVE - Electric efficiency is promoted through targeted electric conservation programs. Increase local solar peak production to 6 MW by 2040. (This is 30% of local solar produced based on LAC peak load of 18 MW)
1.0	●●	2	1.6 OBJECTIVE - BUSINESS SYSTEMS - Efficiently implement and maintain secure and reliable business systems.
3.0	●●	2	3.1 OBJECTIVE - Customer service processes and systems are efficient, secure and user-friendly.
3.0	●●	2	3.2.1 OBJECTIVE – Conduct a community survey of the new conservation objectives.
4.0	●●	2	4.2 OBJECTIVE - Employees promote a culture of safe, and ethical and customer focused behavior.
5.0	●●	2	5.5 OBJECTIVE - SEWER (WT) – Provide G class 1A effluent water in LAC. is provided in White Rock.
1.0	●	1	1.8 OBJECTIVE - Develop a culture of continuous improvement.
2.0	●	1	2.2 OBJECTIVE - Conduct cost of service studies for each utility at least every 5 years.
2.0	●	1	2.4 OBJECTIVE – Achieve workplans while operating within budget.
3.0	●	1	3.2 OBJECTIVE - Stakeholders are engaged in and informed about Utilities operations affecting the community.
4.0	●	1	4.1 OBJECTIVE - Leaders invest in employee training and professional development.
4.0	●	1	4.3 OBJECTIVE - Employees are engaged, satisfied and fairly compensated.
5.0	●	1	5.3 OBJECTIVE - WATER (DW) – Reduce potable water use by 12% per capita per day by 2030 using a 2020 calendar year-end baseline.
6.0	●	1	6.1 OBJECTIVE - Communicate with stakeholders to strengthen existing partnerships and identify new potential mutually beneficial partnering opportunities.
1.0	--	.4	1.1 OBJECTIVE - WATER (WP/NP/DW) - Efficiently deliver safe and reliable water utility services.
1.0	--	.4	1.2 OBJECTIVE - GAS - Efficiently deliver safe and reliable gas utility services.
1.0	--	.4	1.3 OBJECTIVE - SEWER (WC & WT) - Efficiently deliver safe and reliable sewer utility services.
1.0	--	.4	1.4 OBJECTIVE - ELECTRIC (EP) - Efficiently deliver safe and reliable electric production utility services.
1.0	--	.4	1.5 OBJECTIVE - ELECTRIC (ED) - Efficiently deliver safe and reliable electric distribution utility services.
1.0		0	1.7 OBJECTIVE - Utility control and mapping systems and processes are accurate, safe and secure.
2.0		0	2.3 OBJECTIVE - Meet financial plan targets by 2025, water by 2028.

Board of Public Utilities

September 7, 2021

Facilitated by Humans
Strategies, LLC



Workshop Ground Rules

- Be an angel's advocate
- Free and open discussion
- There are no bad ideas
- Practice active listening
- Commit to agenda boundaries
- Practice laser messages

What is a laser message?

- Clear, concise, focused
 - Requires thinking before speaking
 - Non-repetitive
 - As told on a three-story elevator ride
 - 60 seconds or less
-



Zoom Instructions



Remain in Mute mode
unless you are speaking



When speaking, you can
unmute OR just press your
space bar while you speak



You can use the Chat
feature to provide
information to one person
privately, or to all



Polling instructions will be
given just before they are
needed

BPU Meeting Objectives

- a. Review Mission, Vision, Values*
- b. Preview current Focus Areas, Goals and Objectives*
- c. Public Comment*
- d. Prioritize existing Objectives*
- e. Determine possible new Focus Areas, Goals and Objectives*

Delayed projects

APWA & Baldrige

State of the Utility

Rate pressure on
Water and Electric

AMI/MUNIS issues

9/1/2021

Setting the Framework:

Mission, Vision, Values

- **Mission**

- Provide safe & reliable utility services in an economically & environmentally sustainable fashion

- **Vision**

- Be a high performing utility matched to our community, contributing to its future with diversified & innovative utility solutions

- **We Value**

- Customers by being service oriented & fiscally responsible
- Employees and partnerships by being safe, ethical & professional organization that encourages continuous learning
- Environment & Natural resources & environment through innovative solutions
- Community by being communicative, organized & transparent

Review current Focus Areas and Goals

- Use the handout provided
- Prior to prioritizing exercise, ask any questions to clarify what you are voting on
- Receive public comment before prioritization

FOCUS AREA - OPERATIONS & PERFORMANCE

GOAL - 1.0 Provide safe and reliable utility services.

1.1 OBJECTIVE - WATER (WP/NP/DW) - Efficiently deliver safe and reliable water utility services.
1.2 OBJECTIVE - GAS - Efficiently deliver safe and reliable gas utility services.
1.3 OBJECTIVE - SEWER (WC & WT) - Efficiently deliver safe and reliable sewer utility services.
1.4 OBJECTIVE - ELECTRIC (EP) - Efficiently deliver safe and reliable electric production utility services.
1.5 OBJECTIVE - ELECTRIC (ED) - Efficiently deliver safe and reliable electric distribution utility services.
1.6 OBJECTIVE - BUSINESS SYSTEMS - Efficiently implement and maintain secure and reliable business systems.
1.7 OBJECTIVE - Utility control and mapping systems and processes are accurate, safe and secure.
1.8 OBJECTIVE - Develop a culture of continuous improvement.

FOCUS AREA - FINANCIAL PERFORMANCE

GOAL - 2.0 Achieve and maintain excellence in financial performance.

2.1 OBJECTIVE - Utilize revenues to provide a high-level of service while keeping rates competitive with similar utilities.

2.2 OBJECTIVE - Conduct cost of service studies for each utility at least every 5 years.

2.3 OBJECTIVE - Meet financial plan targets by 2025, water by 2028.

2.4 OBJECTIVE – Achieve workplans while operating within budget.

FOCUS AREA - CUSTOMERS & COMMUNITY

GOAL - 3.0 Be a customer service-oriented organization that is communicative, efficient, and transparent

3.1 OBJECTIVE - Customer service processes and systems are efficient, secure and user-friendly.

3.2 OBJECTIVE - Stakeholders are engaged in and informed about Utilities operations affecting the community.

3.2.1 OBJECTIVE – Conduct a community survey of the new conservative objectives.

FOCUS AREA - WORKFORCE

GOAL - 4.0 Sustain a capable, satisfied, engaged, ethical and safe workforce focused on customer service.

4.1 OBJECTIVE - Leaders invest in employee training and professional development.
4.2 OBJECTIVE - Employees promote a culture of safe ethical and customer focused behavior.
4.3 OBJECTIVE - Employees are engaged, satisfied and fairly compensated.

FOCUS AREA - ENVIRONMENTAL SUSTAINABILITY

GOAL - 5.0 Achieve environmental sustainability.

5.1 OBJECTIVE - ELECTRIC (EP & ED) - Be a carbon neutral electric provider by 2040.
5.2 OBJECTIVE – Electric efficiency is promoted through targeted electric conservation programs. Increase local solar peak production to 6 MW by 2040. (This is 30% of local solar produced based on LAC peak load of 18 MW)
5.3 OBJECTIVE - WATER (DW) - Reduce potable water use by 12% per capita per day by 2030 using a 2020 calendar year-end baseline.
5.4 OBJECTIVE - GAS --Reduce natural gas use by 5% per capita per heating degree day by 2030 using a 2020 calendar year-end baseline and support elimination of natural gas usage by 2070.
5.5 OBJECTIVE - SEWER (WT) – Provide class 1A effluent water in LAC.

FOCUS AREA - PARTNERSHIPS

GOAL - 6.0 Develop and strengthen partnerships with stakeholders.

6.1 OBJECTIVE - Communicate with stakeholders to strengthen existing partnerships and identify new potential mutually beneficial partnering opportunities.

Future Focus Areas and Goals

- Summary of multi-voting
- Opportunity for each Board member to verbalize priorities and clarify
- Along with public comment, refine future Focus Areas and Goals



Public Comment on Current Focus Areas and Goals

9/1/2021

Instructions

- Step 1: Look at the top of your monitor. Select “View Options” next to the green bar.
- Step 2: A dropdown box will open. Select “Annotate”
- Step 3: The Annotate menu bar will open. Select “Stamp”
- Step 4: Select the symbol that you’ve been assigned.

STAMP ASSIGNMENTS:

McLin – Arrow ➡

Stromberg – Check ✓

Tobin – X Mark ✕

Walker – Star ★

Wright - Heart ♥



Step 1

You are viewing Jaime Kephart's screen

View Options ▾

Step 2

You are viewing Jaime Kephart's screen

View Options ▾

- Zoom Ratio Fit to Window >
- Hide Video Panel
- Request Remote Control
- Annotate
- Exit Full Screen
- Side-by-side mode

Step 3

Mouse Text Draw Stamp Arrow Eraser Format Undo Redo Clear Save

Step 4

Mouse Text Draw Stamp Arrow Eraser Format Undo Redo Clear Save

➡ ✓ ✕

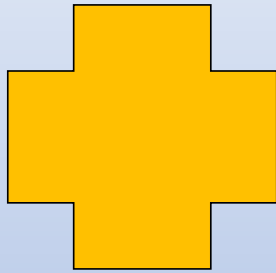
★ ♥ ?

Public Comment

9/1/2021

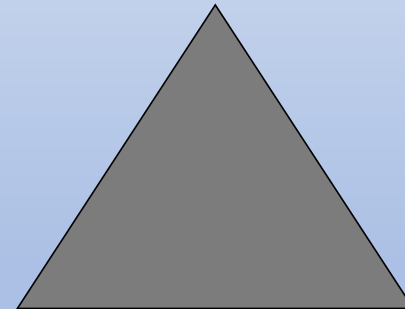
18

Plus/Delta



Plus:
state what you liked
about today

Delta:
state what you would
change about today



2021

STRATEGIC LEADERSHIP PLAN

L  S A L A M  S



Vision

Los Alamos is a world-renowned community where discovery and innovation are inspired by its dramatic history and magnificent mountain setting. We offer extraordinary educational, recreational, and cultural opportunities in a vibrant small town atmosphere.





In January, 2021, the Los Alamos County Council, County staff and community members identified 7 strategic priorities and four cross-cutting goals; these were subsequently adopted on January 26, 2021. These priorities and goals address challenging issues important to the community that Council agrees to make progress on in the coming year; they will support and help enable multiple other initiatives currently underway. This does not mean that the County will only work on and invest in these priorities, they are a tool to help assure that in the context of all of the ongoing County efforts, a focus on a few high-level, important but challenging issues is maintained.

For each of these priorities, concrete actions for addressing them will be identified. Additionally, multiple mechanisms will be used to promote engagement with the community to clearly and more broadly communicate what the priorities are and elicit ideas and creative solutions for making progress. The status of the priorities will be reviewed and reported on regularly; a high-level summary of progress made toward the 2020 strategic priorities is provided in the State of the County Annual Report, January 14, 2021.

Enhancing quality of life, economic vitality, environmental sustainability, and racial equity and inclusivity are overarching goals that will be components of all our efforts as we coordinate with Los Alamos National Laboratory and regional partners and plan for appropriate levels of County services.



Priority Areas

Enhancing communication.

Enhancing communication with the public to promote transparency and strengthen trust in County government.

Increasing the amount and types of housing options.

This includes increasing the variety of housing options for all segments of the community, from affordable to new options for those interested in downsizing or moving closer to central areas of the community, and pursuing opportunities for utilization of vacant spaces to address these needs.

Protecting, maintaining and improving our open spaces, recreational, and cultural amenities.

Los Alamos County open spaces and cultural attractions are greatly valued by the community and provide opportunities for recreational and economic growth; appropriately allocating resources to ensure their health and sustainability is important to our citizens.

Enhancing support and opportunities for the local business environment.

This includes appropriately supporting existing businesses, growing new businesses, supporting technology start-ups and spin-offs, and identifying opportunities for utilizing vacant space as a part of these efforts.

Supporting social services improvement.

Behavioral, mental and physical health and social services are important quality of life components; there are key areas where appropriate types and levels of County support could help address current needs.

Improving access to high quality broadband.

Enabling reliable high-speed broadband service throughout the county by determining appropriate investments (e.g., conduct a community needs analysis, evaluate technical options).

Investing in infrastructure.

Appropriately balancing maintenance of existing infrastructure with new investments in county utilities, roads, trails, expanded transit options, facilities and amenities, which will help improve environmental stewardship, sustainability, and quality of life, while allowing for sustainable growth.

As noted, establishing these priorities is intended to help maintain focus on issues important to the community and support and help enable multiple ongoing initiatives important to the future of our community. These initiatives have benefitted from significant public involvement, time, and expertise and it is essential that we continue to work on:

Implementing the 2016 Comprehensive Plan, including an emphasis on neighborhoods and effectively managing commercial growth.

Implementing the 2018 Tourism Strategic Plan. Utilizing the recommendations of the Community Development Advisory Board.

Addressing issues noted in the 2018 State of Health in Los Alamos.

Pursuing key goals described in 2019 Los Alamos County Economic Vitality Plan.

Communicating and partnering with Los Alamos Public Schools and the University of New Mexico-Los Alamos, as appropriate, to support the high-quality educational opportunities in the community.

Collaborating with Los Alamos National Laboratory as the area's #1 employer.

Responding to the COVID-19 pandemic through support to the Los Alamos County Pandemic and Point of Distribution Plans, close engagement and communication with local and state organizations, identification of appropriate county investments, and clear communication with the public.

Integrating work towards the Department of Public Utilities Strategic Goals with activities in support of the County's strategic priorities will be essential for achieving desired outcomes effectively and efficiently.