



County of Los Alamos

1000 Central Avenue
Los Alamos, NM 87544

Agenda - Final Board of Public Utilities

*Carrie Walker, Chair; Stephen McLin, Vice-chair; Eric Stromberg, Steve Tobin and Cornell Wright Members
Philo Shelton, Ex Officio Member
Harry Burgess, Ex Officio Member
Randall Rytli, Council Liaison*

Wednesday, November 18, 2020

5:30 PM

Due to COVID-19 concerns, meeting will be conducted remotely. Public can view proceedings at <http://losalamos.legistar.com/calendar.aspx> or attend via Zoom.

REGULAR SESSION - REMOTE ZOOM MEETING

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

Join Zoom Webinar: <https://zoom.us/j/99163586584>

The webinar ID: 991 6358 6584

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

*+1 253 215 8782 or
+1 346 248 7799 or
+1 408 638 0968 or
+1 669 900 6833 or
+1 646 876 9923 or
+1 301 715 8592 or
+1 312 626 6799*

*Or iPhone one-tap :
US: +12532158782,,99163586584# or
+13462487799,,99163586584#*

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.A. **Chair's Report**

4.B. **Board Member Reports**

4.C. **Utilities Manager's Report**

4.C.1 [13474-20](#) Department of Public Utilities Quarterly Report

Presenters: Philo Shelton, Utilities Manager

PG. 1-47

4.D. **County Manager's Report**

4.E. **Council Liaison's Report**

4.F. **Environmental Sustainability Board Liaison's Report**

4.G. **General Board Business**

- 4.G.1 [13260-20](#) Begin 2020 Board of Public Utilities Annual Self-evaluation

Presenters: Carrie Walker, Chair of the Board of Public Utilities

PG. 48-56

- 4.G.2 [13493-20](#) Follow-up to Planning for Upcoming Board of Public Utilities Annual Boards & Commissions Presentation to Council

Presenters: Carrie Walker, Chair of the Board of Public Utilities

PG. 57

4.H. Approval of Board Expenses

4.I. Preview of Upcoming Agenda Items

- 4.I.1 [13554-20](#) Tickler File for the Next 3 Months

Presenters: Board of Public Utilities

PG. 58-61

5. **PUBLIC HEARING(S)**

There were no public hearings scheduled for this meeting.

6. **CONSENT AGENDA**

The following items are presented for Board approval under a single motion unless any item is withdrawn by a member for further Board consideration in the "Business" section of the agenda.

CONSENT MOTION -

I move that the Board of Public Utilities approve the items on the Consent Agenda as presented and that the motions in the staff reports be included in the minutes for the record.

OR

I move that the Board of Public Utilities approve the items on the Consent Agenda as amended and that the motions contained in the staff reports, be included in the minutes for the record.

- 6.A [13552-20](#) Approval of Board of Public Utilities Meeting Minutes

Presenters: Board of Public Utilities

PG. 62-86

- 6.B** [13429-20](#) Approval of Budget Revision 2021-17 for Increases to Salaries and Benefits for the International Brotherhood of Electrical Workers (IBEW) Local 611 Agreement with the Incorporated County of Los Alamos

Presenters: Bob Westervelt, Deputy Utilities Manager - Finance/Admin

PG. 87-90

- 6.C** [13451-20](#) Approval of Nomination of Engineering Associate Ben Olbrich as Los Alamos' Member on the New Mexico Municipal Energy Acquisition Authority (NMMEAA) Board of Directors

Presenters: Bob Westervelt, Deputy Utilities Manager - Finance/Admin

PG. 91-93

- 6.D** [AGR0720-20](#) Approval of Amendment No. 3 to Services Agreement No. AGR16-042 with Open Access Technology, Inc. in the amount of \$27,000.00, for a Total Agreement Amount Not to Exceed \$706,320.00, plus Applicable Gross Receipts Tax, for Additional webTrader Functionality for the Energy Trade Capture and Scheduling Software

Presenters: Steve Cummins, Deputy Utilities Manager - Power Supply

PG. 94-97

- 6.E** [13518-20](#) Award of Bid No. 21-05 for the Purpose of the Overlook Park Non-Potable Water Booster Station Replacement Project with RMCI, Inc. in the Amount of \$1,562,500, plus Applicable Gross Receipts Tax.

Presenters: James Alarid, Deputy Utilities Manager - Engineering

PG. 98-102

7. BUSINESS

- 7.A** [AGR0718-20](#) Approval of the (REVISED) Amendment to the Software as a Service/Spectrum and Technical Support Agreement with Sensus USA, Inc., and Amendment No. 1 to Services Agreement No. AGR19-912 with Ferguson, Inc. in the amount of \$175,580.00, plus applicable gross receipts tax, for the Purpose of Implementing an Advanced Metering Infrastructure Customer Portal

Presenters: James Alarid, Deputy Utilities Manager - Engineering

PG. 103-117

- 7.B [13538-20](#) Consideration of Alternatives to the Baldrige Performance Excellence Program

Presenters: Philo Shelton, Utilities Manager

PG. 118-184

8. **STATUS REPORTS**

- 8.A [13553-20](#) Status Reports

Presenters: Board of Public Utilities

PG. 185-200

9. **PUBLIC COMMENT**

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

10. **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

November 18, 2020

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.: 4.C.1

Index (Council Goals): DPU FY2021 - 3.0 Be a Customer Service Oriented Organization that is Communicative, Efficient, and Transparent

Presenters: Philo Shelton, Utilities Manager

Legislative File: 13474-20

Title

Department of Public Utilities Quarterly Report

Recommended Action

None

Staff Recommendation

None

Body

The Board requested that the quarterly report be presented each quarter, with salient features explained.

Alternatives

Information only, no alternatives presented.

Fiscal and Staff Impact

No Staff or Fiscal impact.

Attachments

A - FY21 Q1 Quarterly Report



QUARTERLY PERFORMANCE REPORT: Qtr 1-FY 2021

LOS ALAMOS
Department of Public Utilities
Electric, Gas, Water, and Wastewater Services

FISCAL YEAR 2021:
Jul 01, 2020 - Jun 30, 2021

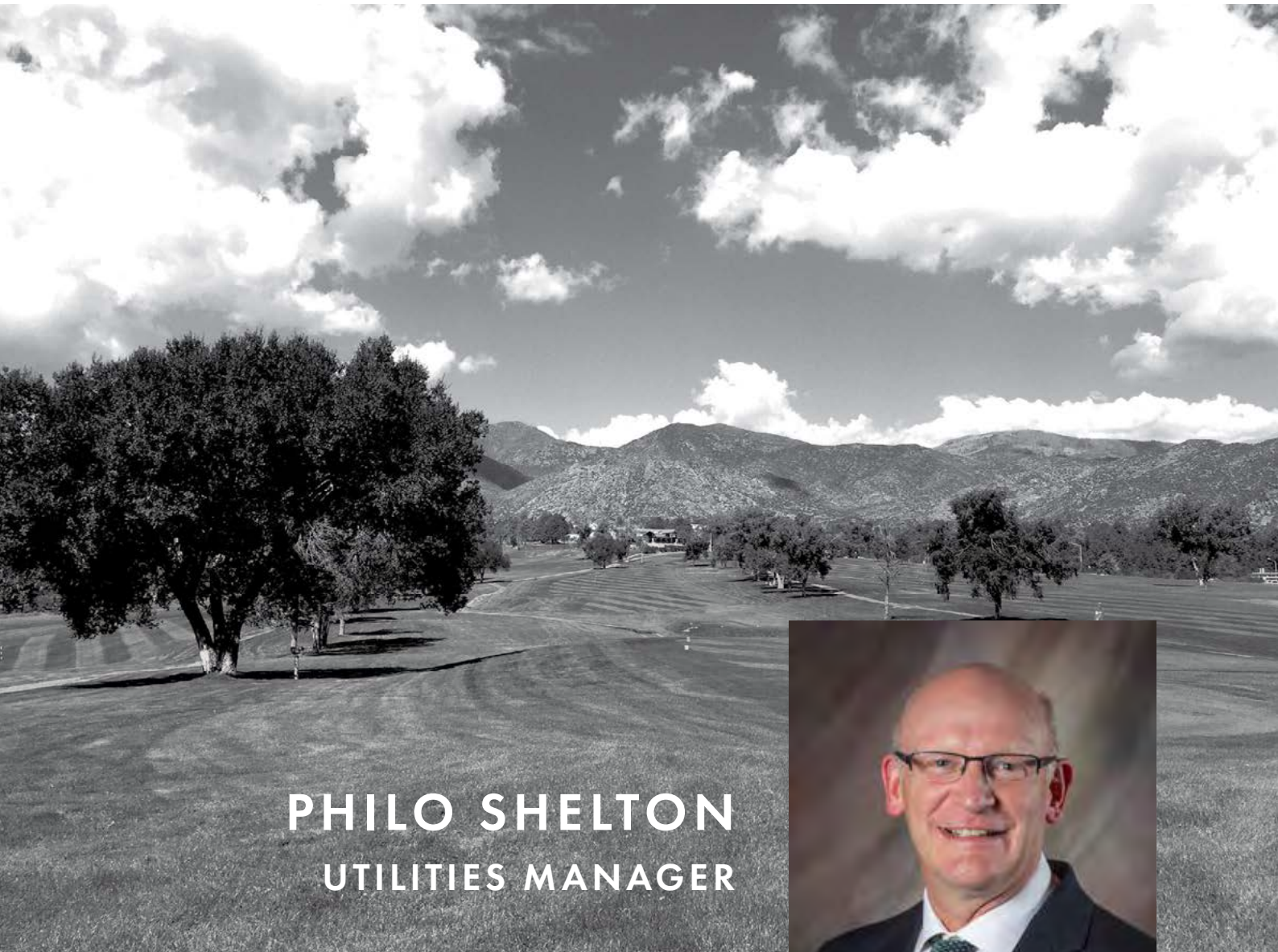
QUARTER 1:
Jul 01 - Sep 30, 2020
(Issued November 2020)

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<https://ladpu.com/utilities>

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PHILO SHELTON

UTILITIES MANAGER



Los Alamos Golf Course

Irrigated using treated wastewater from DPU's wastewater treatment facility in Los Alamos Canyon.

A WORD FROM THE UTILITIES MANAGER

Department of Public Utilities (DPU) continues to adjust its operations to provide a Coronavirus (COVID-19) safe work environment for both employees and customers. Lexan barriers were installed at the Customer Care Counter with microphones to have a safe way for staff and customers to interact at the Municipal Building. Other COVID-19 safe practices include staggered work shifts, and remote working while the Governor's extended public health emergency continues.

Finally, I would like to congratulate Timoteo Martinez, Lineman with Electric Distribution, on being selected as the Safety Employee of the Quarter. He performs his work with safety in mind in all aspects of his job. Not only does he consistently make sure he is wearing his own personal protective equipment (PPE), he goes above and beyond by making sure others on the crew are also wearing their PPE.

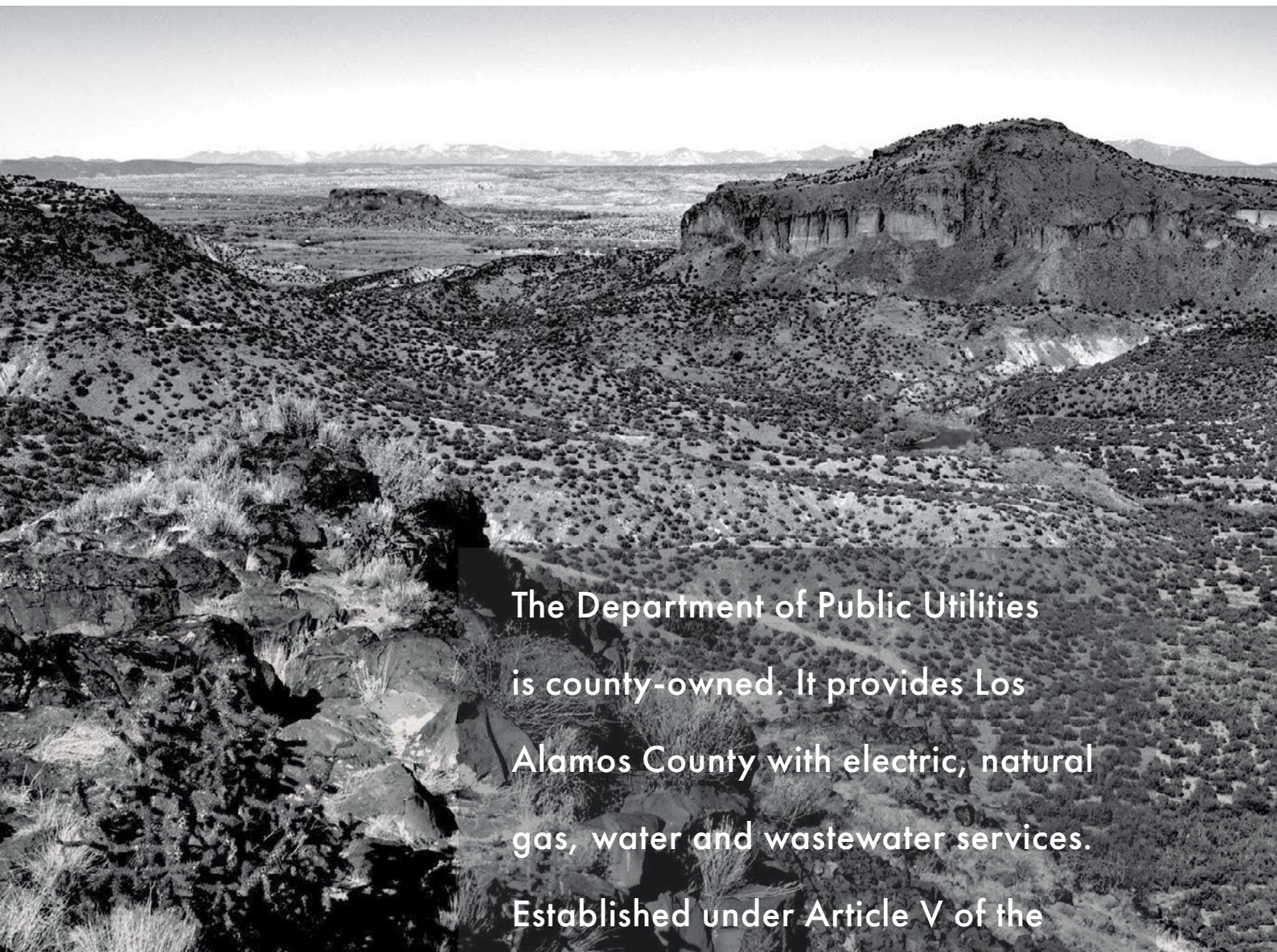
This quarter, the Board of Public Utilities and County Council held several townhall meetings and approved continuation of the County's participation in the Carbon Free Power Project (CFPP) for Phase I Project Development at a cost of \$1.26 Million. Phase I Project Development will include the preparation of the initial Combined Operating License Application (COLA)

submittal and detailed cost estimates. These cost estimates are used in an economic competitive test model to assure the project meets a cost target of \$55 per megawatt hour in 2020 dollars. Should the project costs rise above this threshold, then there are two off ramps built into this phase for the County to exit the project. In addition, NuScale received design certification from the Nuclear Regulatory Commission (NRC) for the small modular reactor and Utah Associated Municipal Power Systems (UAMPS) received \$1.355 Billion grant agreement for development and construction of the CFPP from the Department of Energy (DOE).

Several large contracts were completed this quarter. First were the Water Rights and Water Services agreements with Los Alamos National Laboratory (LANL). These contracts both have ten-year terms beginning on October 1, 2020 that is concurrent with the beginning of New Mexico Water Year. Second was the Electric Workers and Linemen represented by the International Brotherhood of Electrical Workers (IBEW) renewed their contract for four more years. Finally, the License Agreement between County and National Nuclear Security Administration (NNSA) for joint use of the County's and DOE's power dispatch

facilities was completed. DOE has the primary facility and County has the backup facility.

In providing safe and reliable utility services, DPU is monitoring and engaged with LANL to assure environmental protections are maintained. DPU participates with the LANL Cleanup Technical Working Group, and during these progress meetings the status of the chromium plume was covered. The interim remedial measures are showing that these measures are reducing chromium concentrations in the plume that is good progress towards protecting the County's water supply. Also, legacy waste found on the DP Road lift station project were addressed by LANL. First, a DOE contractor completed the excavation and cleared the site of radiological concerns to then allow DPU's contractor complete the installation of the lift station. Next, N3B has excavated the proposed sewer line trench alignment on site A-8-b to connect to DP Road Lift Station and has clear this trench of any radiological waste concerns. This effort is allowing Bethel Development to proceed with installing the sewer line connection from Canyon Walk Apartments to manhole on A-8-b site that then connects with DP Road Lift Station. All this work is planned to be completed in November.



The Department of Public Utilities is county-owned. It provides Los Alamos County with electric, natural gas, water and wastewater services. Established under Article V of the 1968 Charter for the Incorporated County of Los Alamos, the DPU falls under the jurisdiction of the Board of Public Utilities.

ABOUT THE DEPARTMENT OF PUBLIC UTILITIES

Mission

Provide safe and reliable utility services in an economically and environmentally sustainable fashion.

Vision

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

We Value

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

Adopted: 2012

Goals/Objectives

1.0 Provide safe & reliable utility services

- Efficiently deliver safe and reliable electric, gas, water & wastewater services;
- Efficiently implement and maintain secure and reliable business systems;
- Ensure utility control and mapping systems and processes are accurate, safe and secure;
- Develop a culture of continuous improvement.

2.0 Achieve & maintain excellence in financial performance

- Utilize revenues to provide a high-level of service while keeping rates competitive with similar utility providers;
- Conduct cost of service studies for each utility at least every five years;
- Meet financial plan targets by 2025, and water by 2028;
- Achieve work plans while operating within budget.

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

- Ensure customer service processes and systems are efficient, secure and user-friendly;
- Engage and inform stakeholders on utilities' operations affecting the community.

Goals/Objectives

4.0 Sustain a capable satisfied, engaged, ethical & safe workforce focused on customer service

- Invest in employee training and professional development;
- Promote a culture of safe and ethical behavior;
- Engage employees, improve employee satisfaction and compensate fairly.

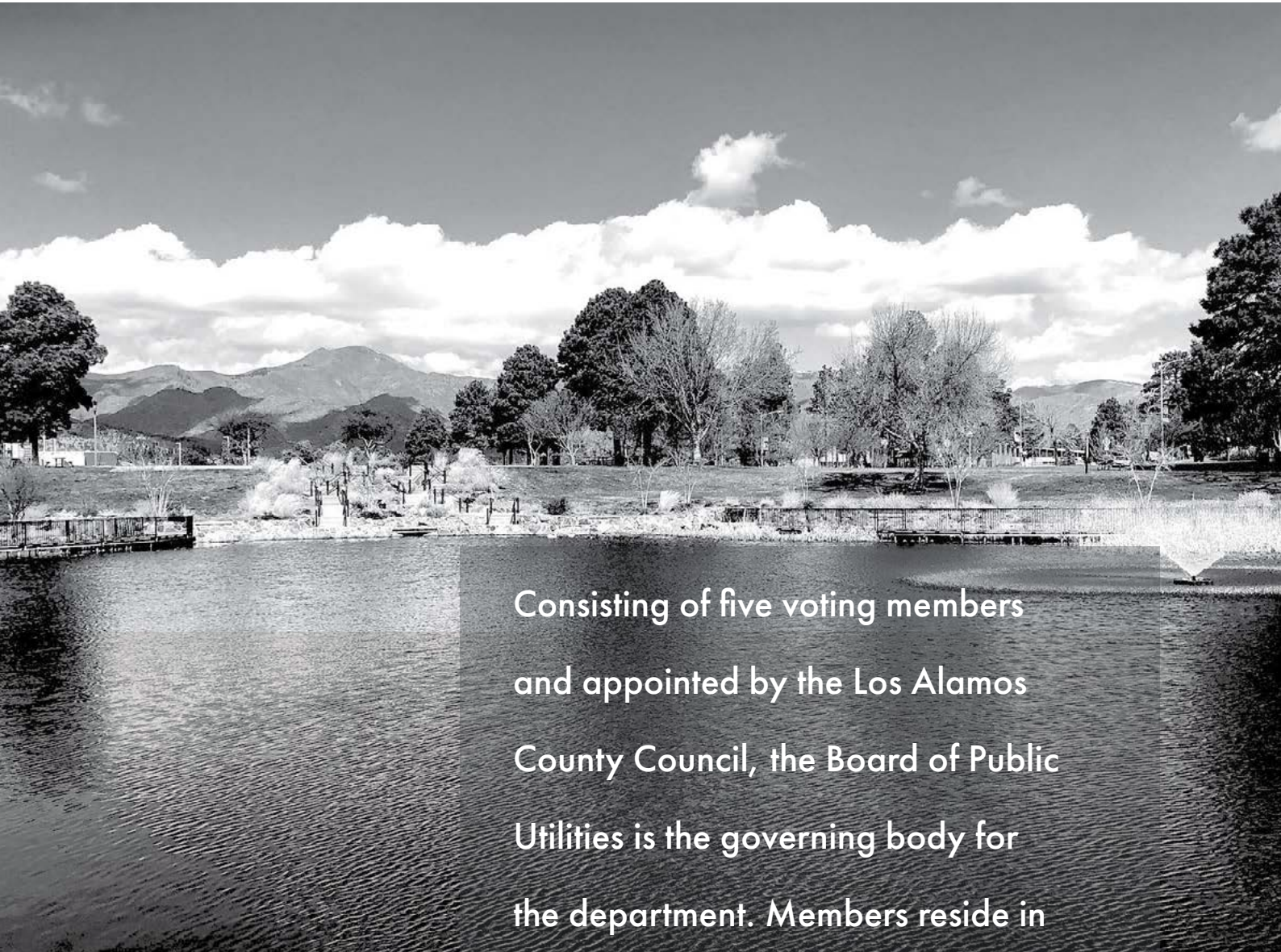
5.0 Achieve environmental sustainability

- Be a carbon neutral electric provider by 2040;
- Improve electrical energy efficiency to be defined by the 2020 DPU energy & water conservation plan revision;
- Reduce potable water use to be defined by the 2020 DPU energy & water conservation plan revision;
- Reduce natural gas use to be defined by the 2020 DPU energy & water conservation plan revision;
- Provide class 1A effluent water in Los Alamos and White Rock.

6.0 Develop and strengthen partnerships with stakeholders

- Communicate with stakeholders to strengthen existing partnerships and identify new potentially beneficial partnering opportunities.

Adopted: 2019



Consisting of five voting members and appointed by the Los Alamos County Council, the Board of Public Utilities is the governing body for the department. Members reside in

Los Alamos and are customers of the department. Calendars, policies and procedures, agendas, minutes, and videos of meetings are available at <https://ladpu.com/BPU>.

BOARD OF PUBLIC UTILITIES

.1/

CARRIE WALKER
Chair



.2/

STEPHEN MCLIN
Vice Chair



.3/

ERIC STROMBERG
Member



.4/

STEVE TOBIN
Member



.5/

CORNELL WRIGHT
Member

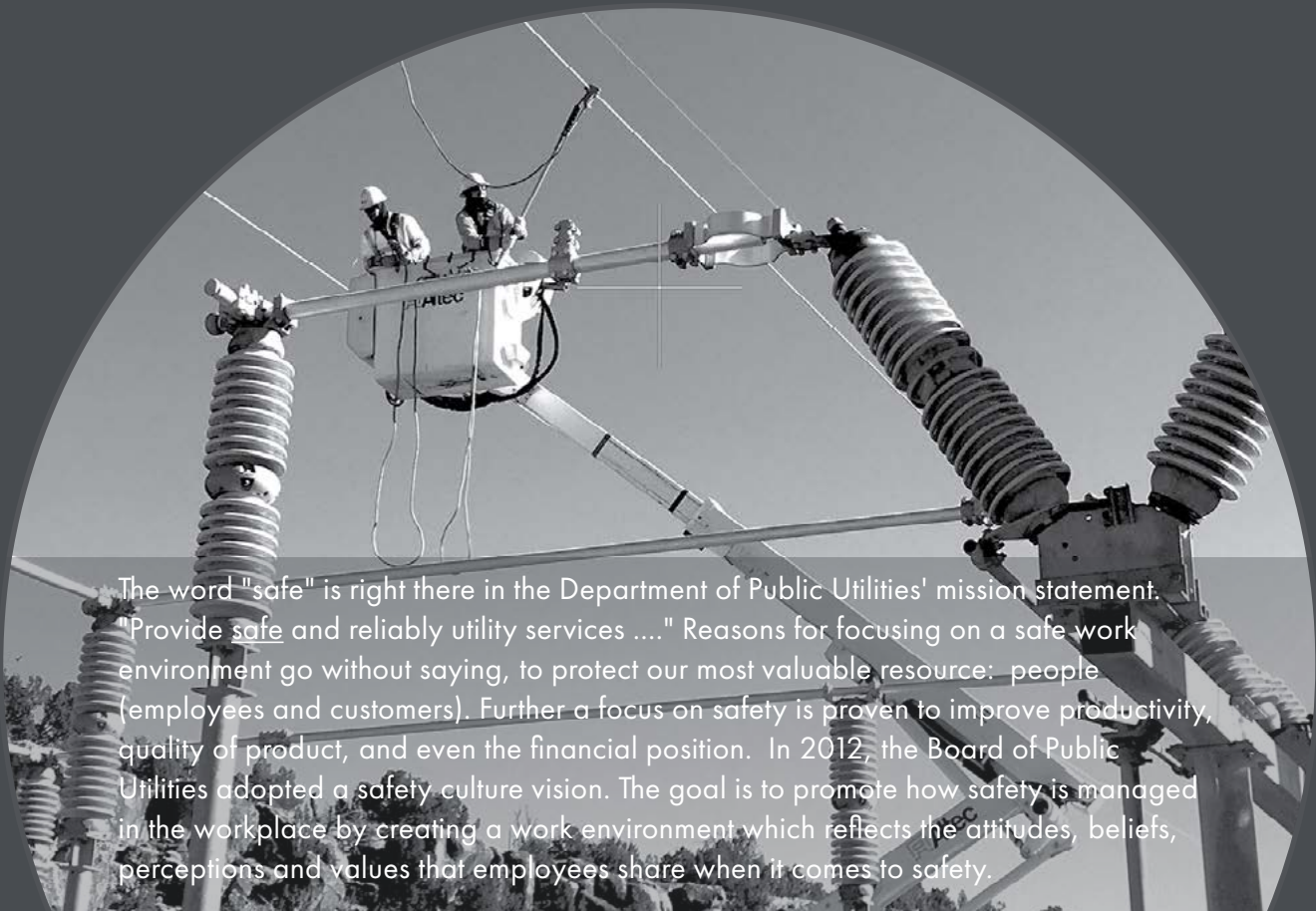


Meetings

BOARD OF PUBLIC UTILITIES

The board meets on the third Wednesday of each month at 5:30 p.m. in Council Chambers, 1000 Central, Los Alamos, NM. During the COVID pandemic, however, meetings are held via the ZOOM platform. Watch the meetings streamed online at: ladpu.com/BPUliveproceedings

SAFETY



The word "safe" is right there in the Department of Public Utilities' mission statement. "Provide safe and reliably utility services" Reasons for focusing on a safe work environment go without saying, to protect our most valuable resource: people (employees and customers). Further a focus on safety is proven to improve productivity, quality of product, and even the financial position. In 2012, the Board of Public Utilities adopted a safety culture vision. The goal is to promote how safety is managed in the workplace by creating a work environment which reflects the attitudes, beliefs, perceptions and values that employees share when it comes to safety.

Safety Culture Vision

DPU seeks to create a safety culture where employees practice safety every hour on the job, while no one is watching, because employees want to and not because employees have to. To create this safety culture, DPU employees believe in:

- Putting safety first
- Leading by example
- Establishing and enforcing a high standard of work performance
- Briefing or tailgating before every job
- Making work and safety suggestions.

Safety Committee

DPU employees representing each utility division comprise the 13-person Safety Committee. They hold a committee meeting quarterly to review and share best practices. They also analyze accidents, incidents and near misses and discuss and implement appropriate prevention measures.

Each member of the Safety Committee is responsible for discussing the accident, incident or near miss with the rest of the staff at the next available weekly group meeting and share agreed upon prevention measures.

Safety Employee

The Safety Employee of the Quarter program was developed by the safety committee with an intent to reward those who most clearly and effectively demonstrate DPU's safety culture vision.

Each quarter all DPU employees nominate fellow employees who exemplify the safety culture vision. A review of the nominee applications is conducted and voted on by the safety committee members and forwarded to DPU's senior management team for concurrence. The selected employee is recognized and earns an additional day of administrative leave.

Adopted 2012



SAFETY EMPLOYEE OF THE QUARTER

qtr 1 /fy21

TIMOTEO MARTINEZ

Electric Linemen
Electric Distribution Division



qtr4/fy20

WAYNE VALDEZ

Electric Linemen
Electric Distribution Division



qtr3/ y20

HEATHER GARCIA

Business Operations Manager
Finance and Administration



qtr2/fy20

JAMES MARK LUJAN

Engineering Associate
Engineering Division



qtr 1 /fy20

TYLER RANDOLPH

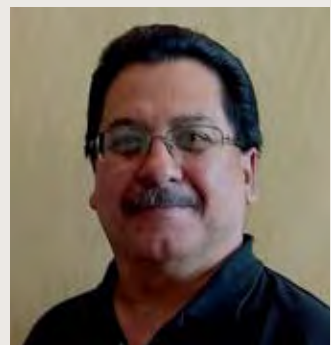
Wastewater Treatment Apprentice II
Wastewater Division



qtr4/fy19

STEPHEN MAREZ

Electrical Engineering Manager
Electric Distribution Division



NEWEST SAFETY EMPLOYEE OF THE QUARTER: Timoteo Martinez, from the Electric Distribution division is recognized as the safety employee for quarter 1 of the new fiscal year 2021. He has taken a leadership role in the safety of the electric distribution division. He has dedicated much of his time taking charge of the glove and sleeve testing program while guaranteeing that it occurs on a quarterly schedule. He ensures that this task is never neglected no matter how busy the department gets. This task is of high importance and Timo takes it very serious. His safe work habits are a great asset to the Department of Public Utilities.



Electric Linemen
Replacing overhead power lines.

ELECTRIC DISTRIBUTION UPDATE

Summer and fall projects in the County are moving ahead rapidly to avoid the winter shutdowns. The first Quarter work schedules included the completion of work on NM502.

The contractors installed conduit, switch sleeves, and vaults. The line crew installed conductors and equipment as the facilities were made ready.

The department has a power pole inspection contract with a company called Alamon. The inspections began in quarter 1 and are continuing. The list of poles requiring replacement is being compiled and prioritized. Electric line crews are busy replacing power poles and cross-arms throughout the County. Inspections will be complete in by quarter 2 and pole replacements are expected to continue throughout the winter and early spring.

The El Mirador subdivision in White Rock is in full construction mode with housing units on Confianza Street. Phase one of the project is complete. Electric line crews are installing conductors, transformers and meters in the subdivision. The electric utility along Confianza is in service and homes are being connected.

The tree trimming contractor is busy with assignments throughout the County. Trees in the canyons and the Ski Hill were a focus in the first quarter to prepare for winter.



OUR FRIEND AND CO-WORKER LEO ORTIZ

Lastly, I would like to remember one of our linemen Leo Ortiz, who recently passed away. Leo was not just an employee of the Department of Public Utilities, he was a highly valuable

and respected member of our team. The effects of his passing are deeply felt by his fellow employees and management.

For those of us that had the privilege of calling him "friend" outside of work, we were humbled by his kindness and compassion to everyone around him. We extend our deepest condolences to his family.

The Los Alamos Switchgear Substation (LASS) project has been delayed due to site construction issues with Los Alamos National Laboratory (LANL). The anticipated date for completion will now be late 2020.

Once completed the LASS will assist with the future electrical supply needs of Los Alamos and provide redundancy to the townsite electric distribution grid, greatly improving reliability.

System Average Interruption Duration Index

As a reliability indicator, DPU measures its System Average Interruption Duration Index (SAIDI). This is a formula to determine the annual average time that a DPU customer could expect to be without power. According to the Energy Information Administration (EIA), the mean SAIDI in 2019 was 132 minutes without major events and 267 minutes with major events for 809 utilities across the nation (excluding U.S. territories). This information is available on the EIA website - <https://www.eia.gov/electricity/data/eia861/>

DPU set a goal in 2008 to reduce its SAIDI to below 60 minutes (including major events). At the end of quarter 1, FY2021 DPU's SAIDI is 54 minutes which includes major events. This is below the DPU 60 minute goal and well below the 2019 National mean SAIDI of 267 minutes.

QUARTER ONE

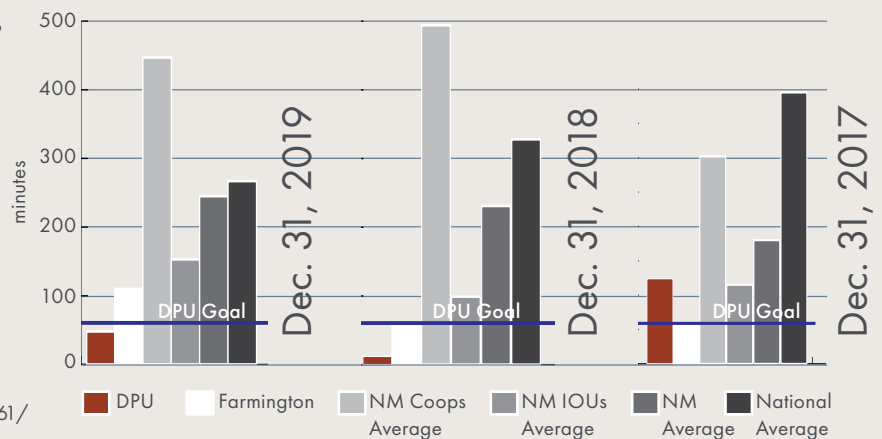
QUARTER 1 DPU RESULTS

As of September 30, DPU's SAIDI results were 54 minutes in FY 2021; 46 minutes in FY 2020; and 113 minutes in FY 2019.



CALENDAR RESULTS /Comparisons

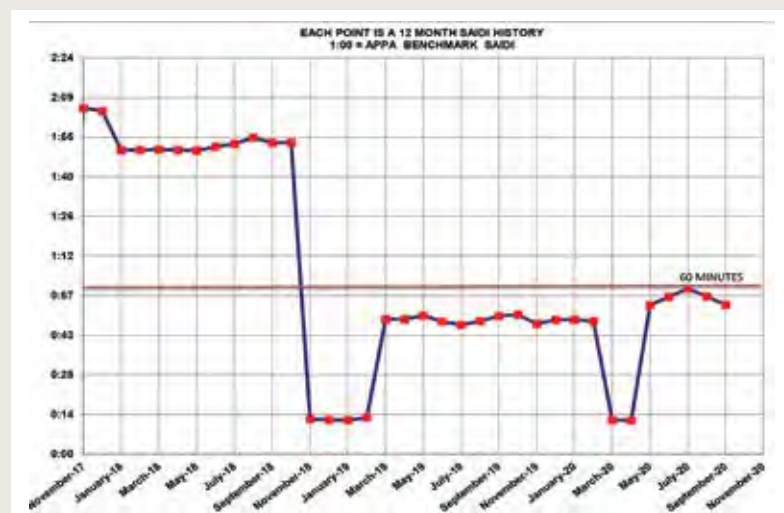
With the exception of 2017, reliability reports issued by the Energy Information Administration* demonstrate that DPU's SAIDI is lower than the average of New Mexico utilities, as well New Mexico cooperatives, investor- and municipal-owned utilities.



*EIA website - <https://www.eia.gov/electricity/data/eia861/>

DPU SAIDI /2017 - Present

DPU records its SAIDI each month (the rolling 12 month average), and includes major events. In November 2017 DPU experienced a major event when the incoming transmission line from Los Alamos National Laboratory was lost and the townsit lost power, negatively impacting DPU's SAIDI.



Distributed Generation

Unlike conventional power generating stations that are centralized and require transmission lines, distributed generation resources are decentralized and close to the load, such as rooftop solar systems. In Los Alamos, several commercial and residential customers have opted to install small solar or photovoltaic distributed generation systems.

Total Distributed Generation

As of the end of quarter 1, distributed generation resources total 1672.159 kilowatts of which 819.238 is connected to the distribution grid.

- Residential systems total 762.808 kilowatts, and
- Commercial systems total 56.43 kilowatts.

New Distributed Generation

42 kilowatts of distributed generation were added to DPU's electric distribution grid during quarter 1.

Pending Distributed Generation

Currently customers are in the process of adding another 852.921 kilowatts of distributed generation to DPU's electric grid.

CARBON-NEUTRAL ELECTRICAL ENERGY PROVIDER

On January 20, 2016, the Board of Public Utilities adopted the following: The Department of Public Utilities will be a carbon-neutral electrical energy provider when the electricity distributed to Los Alamos County consumers is generated or purchased from sources that in their normal operation cause no net release of carbon dioxide to the atmosphere.

1. "Los Alamos County customers" means those customers scheduled in the Los Alamos County Code of Ordinances Section 40-121; this does not include DOE/LANL.
2. "No net release of carbon dioxide" means that purchases or generation of carbon-based electrical energy, necessary when carbon-free supplies are not practically available to supply Los Alamos County consumers, will be fully offset from previous sales of surplus carbon-free electricity to other entities.



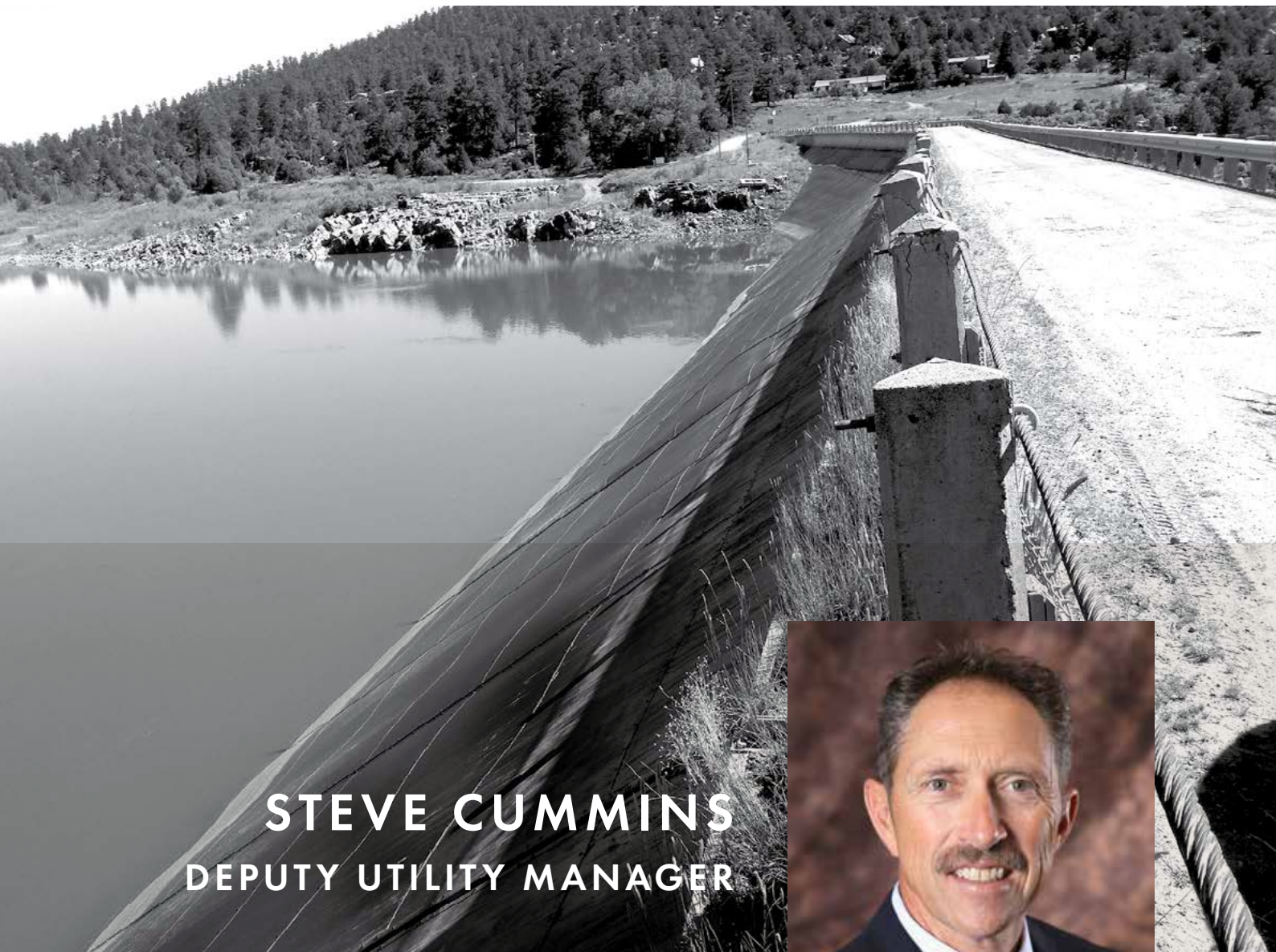
1.7 MW
Total DG

819 kW
Connected
DG

763 kW
Residential

56 kW
Commercial

853 kW
Pending DG



El Vado Dam

Los Alamos County's hydroelectric facility is on the other side of the dam.

ELECTRIC PRODUCTION UPDATE

San Juan Generating Station

DPU was notified by the City of Farmington that it is pursuing along with Enchant Energy, a carbon sequestration project that would allow the San Juan Generating Station to remain open beyond the 2022 Agreement expiration date. DPU notified the parties that Los Alamos County will be exiting the facility in 2022 as planned, however, it supports this endeavor as long as there is no cost to the county.

Should Farmington and Enchant Energy move forward, DPU will work with them and other facility owners to iron out the contractual details related to future plant closure obligations. The San Juan Project Restructuring Proposal was issued by Farmington and Enchant Energy on January 23, 2020 to all of the owner participants.

A meeting was held on February 5, 2020 with all nine owners and Enchant Energy to discuss the proposal in detail. A follow up meeting was scheduled for May 22, 2020 but was canceled. A follow up meeting was held on November 2, 2020 with the participants to discuss the needs of the non-extenders from the entity proposing to take over the plant post 2022. At this time, the hard evidence showing the viability of the project, and a balance sheet of the entity sufficient enough to assume the liabilities and the ability to provide the assurance of a clean break to the non-extenders has not been presented. The non-

extenders expressed these concerns with the Farmington and Enchant energy and expect a satisfactory response before spending additional time and money on this proposal.

El Vado Hydroelectric Facility

Plans by the Bureau of Reclamation to repair the El Vado Dam has been postponed to the spring of 2022. Staff will take advantage of this down time to address any issues with the penstock valve and the inlet structure based on the findings of the condition assessment. The El Vado transformer replacement project has begun and is scheduled to be installed in the fall of 2021 when the plant comes off line.

One-megawatt Solar Array/Landfill

An inverter failed at the one-megawatt solar array on the Los Alamos landfill, taking 400 kilowatts off-line. Staff is currently exploring if another inverter from the Battery Energy Storage System can be re-purposed or if there are any other alternatives that will improve the reliability and extend the life of the resource. Also underway are investigations to decommission the sodium sulfur and lead acid batteries. DPU will issue a Request for Proposals to see if there are any interested buyers and/or bids to decommission the Battery Energy Storage System.

Energy Imbalance Market (EIM)

Now that the Public Regulatory Commission approved the Public Service

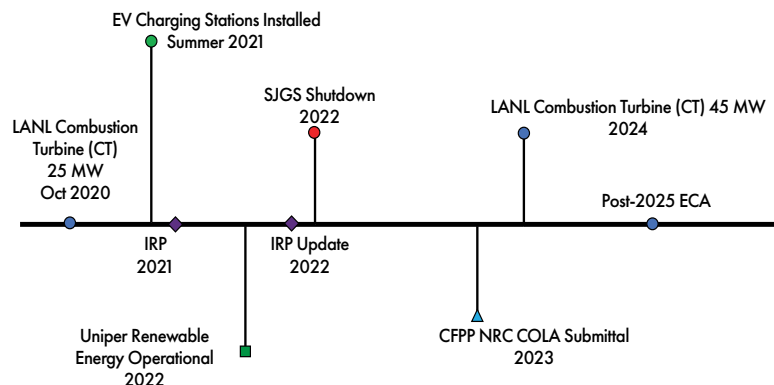
Company of New Mexico (PNM) joining the California Independent System Operators (CAISO) Energy Imbalance Market (EIM), Los Alamos needs to better understand how it will be directly affected. Los Alamos County's electric load falls in PNM's balancing area. Therefore, DPU hired a consultant to develop a gap analysis to compare the current state of the county's resources, processes and technology (systems and infrastructure) with what would be necessary to operate in the EIM.

Utilicast completed the gap assessment with the recommendations and presented to the Board at the August 19 Board meeting. The recommendation included adding a full time employee to the Electric Production division, hiring a consultant to assist with the implementation of the processes and procedures associated with the EIM and the necessary software to support the requirements of load forecasting. An updated job description for this new FTE will be presented to Council for approval on November 10th and then the recruitment will be posted.

Staff anticipates having the new employee hired and on board by the first week in January along with the consulting support services and the upgraded software. This will give the department approximately 75 days to be ready for the go-live date on April 1st, 2021.

INITIATIVES FOR FUTURE ENERGY RESOURCES

The Future Energy Resources Committee (an ad hoc citizen committee) prepared a July 2015 report to recommend future energy generation resources for Los Alamos County to meet a goal to be a carbon neutral electric provider by 2040. The board of public utilities adopted most of the recommendations in January and March 2016. DPU's plan to implement the BPU adopted policies are described here.



EV Charging Stations

On September 18, 2020, DPU received a signed Project Agreement from the New Mexico Environment Department (NMED) formalizing two grants for electric vehicle charging stations. The grants provide \$63,800 for the construction and operation of one direct current fast charger at the White Rock Visitor Center parking lot and \$71,800 for the construction and operation of one direct current fast charger at the Los Alamos County Municipal Building parking lot.

The Electric Production division has budgeted an additional \$150,000 for the installation of electric vehicle chargers; approximately \$50,000 for grant matching on the two fast chargers, and \$100,000 for the construction and operation of additional level-two chargers subject to Board and Council approval.

DPU is currently conducting a competitive procurement process for the materials and labor to install the charging stations, with a goal for completion of construction in the summer of 2021.

Carbon Free Power Project

Through DPU's membership with the Utah Associated Municipal Power Systems (UAMPS), staff has been following the development of the Carbon Free Power Project (CFPP) which is a projected 720 MW nuclear generating station to be built in Idaho using small modular reactor (SMR) technology.

On August 25, 2020, the Council approved DPU's continued participation in the CFPP project up to \$1.26 million contingent upon UAMPS receiving the DOE-Multi Year cost share award. On October 16, 2020, DOE approved the cost-share award of \$1.355 billion for UAMPS' CFPP. This represents approximately 23 percent of the estimated development and construction cost of the CFPP, spread over a period of nine years and concluding with the commercial operation of the CFPP.

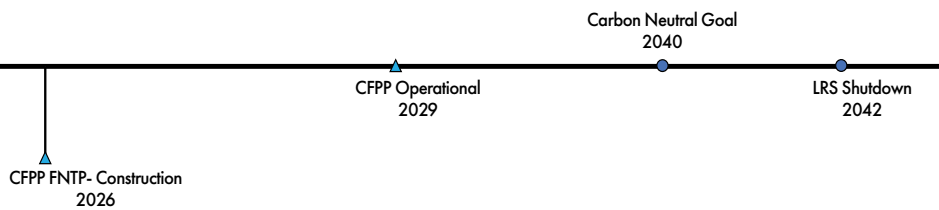
The Project Management Committee issued the new Budget and Plan of Finance for the development of the Combined Operating License Application (COLA) giving all of

the CFPP participants until October 31, 2020 to acquire their governing body approvals for their continued participation in the project.

Utility-Scale Renewable Projects/DPU

DPU finalized an agreement with Uniper Global Commodities, a German company, to add 15 megawatts of energy from wind and solar projects in New Mexico to the county's energy generation portfolio. A power purchase agreement was approved by the Board of Public Utilities and the County Council in January 2020.

Uniper continues to work with the wind and solar developers to serve a portion of the Power Purchase Agreement with renewable energy. The wind portion of the contract was reduced in the final negotiations resulting in a reduction in the percentage of renewable energy the county would receive if accepted per the contract conditions precedent. The 15-year agreement will provide Los Alamos county annually a total of 131,400 megawatt hours of firm power of which approximately 65 percent would come from renewable generation resources (wind and solar),



FUTURE ENERGY TIMELINE

at the agreed upon price of \$36.67 per MWh. The wind and solar project agreements are expected to be executed in November 2020.

Once Uniper has a term sheet executed with the developers they will seek Los Alamos approval per the contract conditions precedent.

DPU submitted a request to PNM for a new Designated Network Resource (DNR) to receive the solar portion of the contract and receive approval on October 29, 2020. The wind portion of the contract will be delivered to the Four Corners Hub which is currently an approved DNR for Los Alamos County. DPU expects the energy from these projects to be delivered to Los Alamos in the spring of 2022.

Advanced Metering Infrastructure (AMI)

The BPU approved the AMI project in September 2018. The contract allows for an 18 month implementation period. Ferguson finalized the propagation study for the townsite and White Rock.

DPU electric distribution crews have set

the base stations per the propagation study results on Pajarito Mountain and in White Rock. DPU and Ferguson are working with fifteen county employee volunteers who live in White Rock to work out any issues that may arise with the automated meter reading interface with the Tyler Munis billing system.

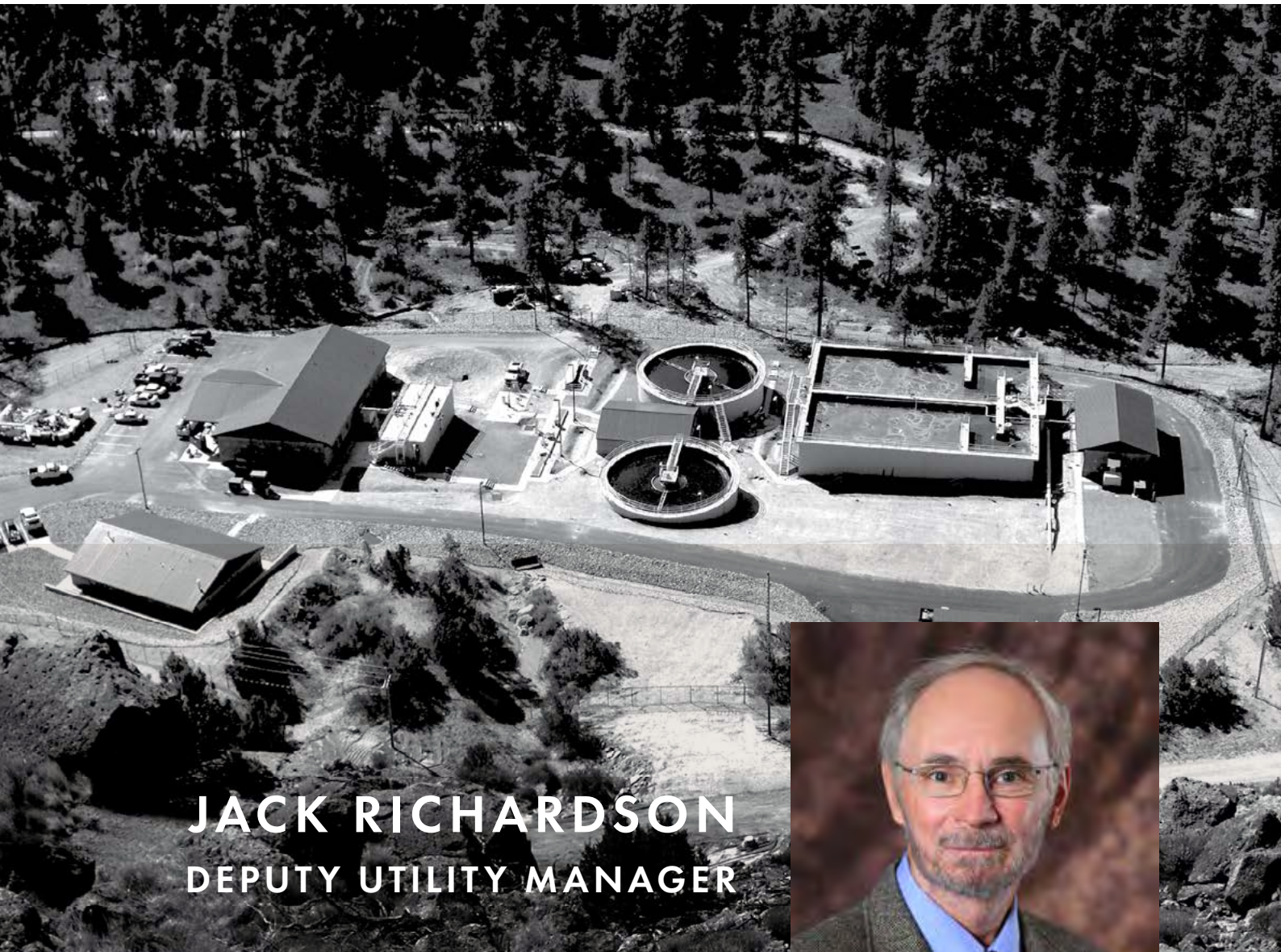
Once these fifteen homes are successfully integrated into the Tyler Munis billing software system the remainder of the White Rock community will be switched over. DPU is working with the subcontractor on COVID safe-practices for the roll-out for the rest of White Rock, currently anticipated to occur sometime this winter.

FER Timeline

The timeline (left) shows the strategic plan with several important dates which play a significant role in the decision making process to achieve the goal to be a carbon neutral electric energy provider by 2040 while sustaining the electric demands of the community.

It started with the development of an Integrated Resource Plan (IRP) in 2017, which provides the most economical options to achieve the goal based on the best information available at that time and the County's partnership through the Electric Coordination Agreement with DOE-NNSA.

Staff is planning on updating the 2017 IRP in 2021 to see if there are any changes in the recommended resource portfolios for achieving our 2040 carbon neutral goal. There are three future contract dates which provide an opportunity to shape our future power supply. First the expiration of the San Juan Project Participation Agreement and anticipated shut down of the San Juan Generating Station in 2022. Second, the County's expected exit from the coal-fired Laramie River Station, where the County signed a life of the plant (2042), power purchase agreement. Third, the expiration of the current Electric Coordination Agreement (ECA) between the County and DOE-NNSA LANL in 2025. Through the current agreement resources are pooled together to serve the combined load of the County and Los Alamos National Laboratory. Today LANL accounts for approximately 80% of the total electrical demand. An extension of the ECA along with the negotiated terms and conditions will have a significant impact in DPU's decision to add new or replacement generation resources to the mix to ensure we don't have an over or under supply of energy post 2025.



JACK RICHARDSON

DEPUTY UTILITY MANAGER



Los Alamos Wastewater Treatment Facility

Wastewater from the townsite is safely collected and treated.

GAS, WATER AND SEWER UPDATE

ALL Gas, Water, Sewer Groups

The entire GWS crew (Gas, Water, Sewer; Water Production, Wastewater Treatment and Meter Reading) have all been trying hard to adapt to life under the COVID pandemic. We continue to modify our protocols in order to better protect each other and the public.

Gas, Water, Sewer (GWS)

The existing vactor truck is still in the shop and is not expected back until. Hopefully, sometime next quarter. The new vactor truck purchase is not expected until late in FY21. The interim period GWS rental vactor truck has been used heavily but it has performed well during this period.

The proposed new supervisory control and data acquisition (SCADA) system for wastewater collection sewer lift stations and gas pressure reducing valve (PRV) stations continues to progress. A final contract for approval by the Board of Public Utilities and County Council is expected to occur hopefully next quarter. Almost all parts ordered for SCADA preparation for the sewer lift stations have been received. Completion of field work (SCADA prep) is scheduled for next quarter.

Gas system prep work is under design in Engineering this quarter and is scheduled to be completed next quarter.

Water pipeline and sewer lift station emergency calls were light this quarter.



JERRY MARTINEZ JOINS WATER PRODUCTION

Fall operations for the gas system – leak survey and PRV Station operation and maintenance – were initiated this quarter and will be completed next quarter.

The dedicated GWS crew has finished the cathodic protection project on Barranca Mesa replacing anodes to protect the steel pipeline from corroding. This crew has moved back to White Rock to continue the cathodic protection upgrades on the steel

portions of the gas system in the White Rock area.

The crew completed the installation of a water tap for the mesa shelf below Camino Encantado. This will significantly improve the efficiency and safety of the sewer pipeline maintenance activities on the difficult to access sewer pipelines in this area in the future. This project was coordinated with and completed ahead of the street upgrade project by Public Works.

The capital improvement plan (CIP) project for adding a PRV station in Barranca Mesa to prep for repainting the Barranca Mesa Tank No. 2 is ongoing. An investigation of an existing PRV vault was completed and found to be feasible for reuse. This will save significantly on the CIP total project cost – having only to order new valves and install them in the existing vault.

Water Production

The water rights lease and water sales contract between the County and the Department of Energy (DOE) has been finalized. The DOE is studying the documentation regarding where ownership between DOE

and the County occurs. After final determinations the designated areas will be field located and marked. These field markers will enhance the safety for the DPU crews if a water pipeline emergency occurs within one of the designated areas.

The winter season schedule was implemented this past quarter – going from three shifts down to two shifts. The water production crew gained an experienced Level III water operator to replace the crew member who left. Jerry Martinez is a welcome addition to the water production staff – even if it did come at the expense of Jerry leaving the GWS crew.

All wells – except Pajarito Well No. 4 – are back to full functionality. Pajarito Well No. 4 is still being worked on by the contractor so that project cannot be called 100 percent complete. We hope, again, that next quarter will see the completion of this long overdue for completion project. The new motor control center for Pajarito Well No. 5 installation project is complete. Guaje Well No. 4A controls, hit by lightning induced power surges, have been repaired with updated components that are expected to serve as a model for upgrades to the other Guaje Well Field pump controls. The shorted out power feed wiring feeding 4160 volt power into the Pajarito Well No. 2 station was replaced and new safety equipment to meet current electrical code requirements was installed.

The project to design the new Otowi Well No. 2 pump equipment and housing continues to progress. The design of the replacement Tsankowi Chlorination Project also continued this quarter. Both projects are scheduled to go out to bid next quarter.

The project to install a full pressure liner in a deteriorated section of a 16-inch transmission pipeline across a heavily developed area of DOE is under design. This project proposes to utilize a new technology for lining water pipeline without having to excavate except at the ends of the section being lined.

The contractor for the golf course irrigation system replacement project damaged the non-potable water meter that feeds the golf course. This caused the meter reading crew to temporarily return to manually reading this meter for billing purposes.

Wastewater Treatment

The Bohannen Huston (BHI) / Los Alamos County Purchasing / DPU Engineering team completed the equipment vendor selection and developed known equipment pricing for all of the major systems that will make up the new White Rock wastewater treatment plant. The 50 percent stage design plans and technical specifications have been reviewed and the BHI/Aqua Engineering team is moving forward on the 90 percent design for this project.

The Wastewater Superintendent and Supervisor have been coordinating with Engineering to develop the planning and cost estimates for the project that will upgrade the compost facility at the Los Alamos wastewater treatment plant. These upgrades are required in order to expand the working area of the compost facility to accommodate the increased volume of bio-solids needing to be composted once the new White Rock wastewater treatment plant is up and running.

DPU received the final ground water discharge permit for the compost facility this quarter. Staff has been working in the field to complete all of the recommended requirements of this permit. All field work is scheduled to be completed next quarter.

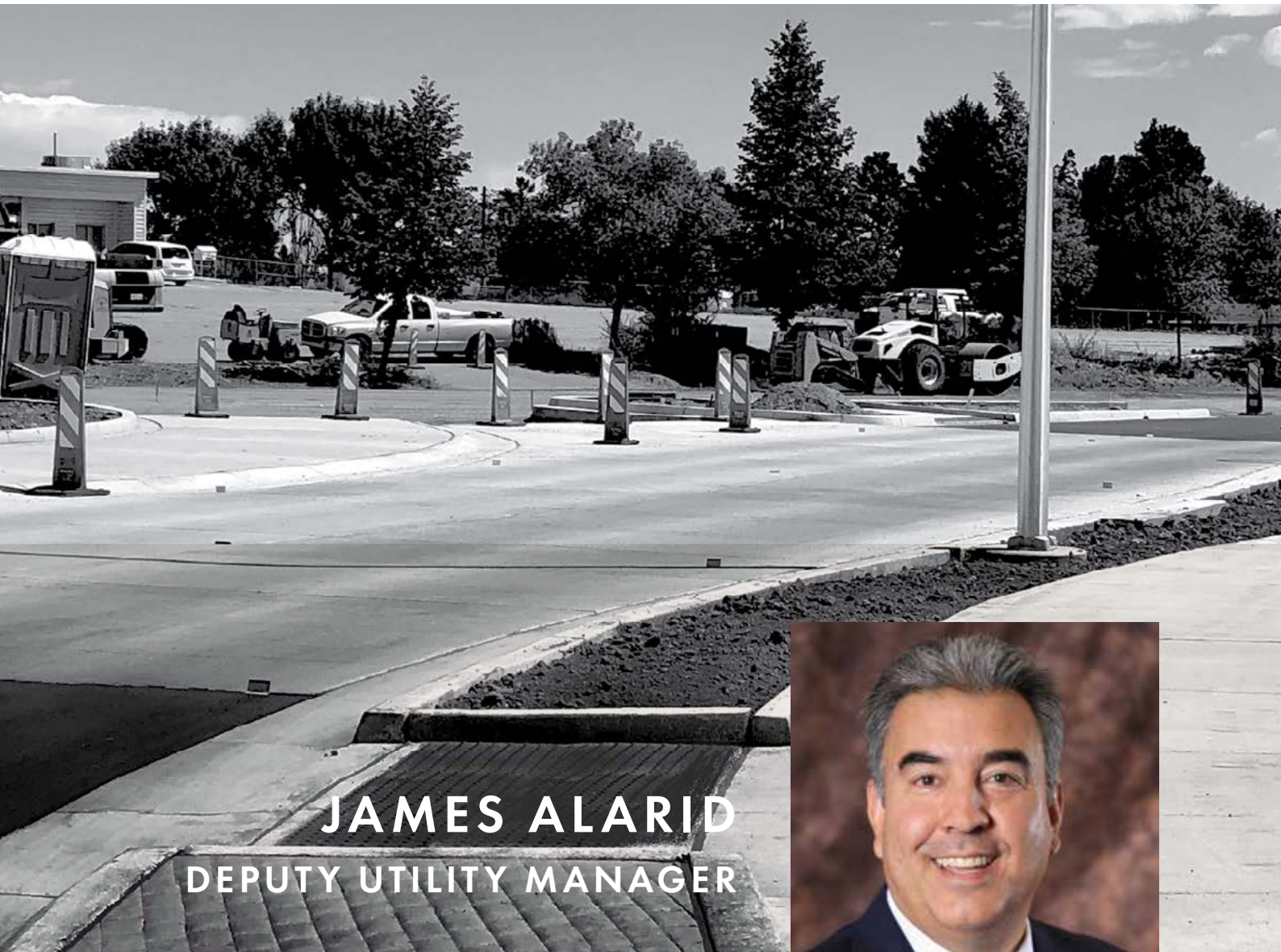
Meter Reading

The advanced metering infrastructure (AMI) project continues with continued planning meetings regarding implementation, staffing, training, material storage, etc. Otherwise new limited term meter readers are being hired and trained as full time meter readers transition into other GWS crews or move to outside employment.



Composting Operation

Adjacent to the Los Alamos wastewater treatment plant, the operation will be expanded to handle additional biosolids from the replacement White Rock wastewater treatment plant.



JAMES ALARID
DEPUTY UTILITY MANAGER



New Mexico 502 - Round-about

Construction on the NMDOT 502 project, including relocation of utilities is nearing completion.

ENGINEERING DIVISION UPDATE

A number of projects will be executed this fiscal year. This includes ongoing projects at the hydroelectric plants, such as the preparation of bid packages for a new transformer at El Vado and painting of the decks and floors at both facilities. We are installing a new 3-ton jib crane in Abiquiu on November 10th to handle existing bulkheads that are used to dewater the energy dissipating chambers. This method to dewater the chambers to inspect the valves and chamber condition is safer and more efficient. We have hired the services of a consultant to evaluate the condition of the penstock shut-off valve in El Vado. The valve is inaccessible and could impact electric generation if it were to fail. If the evaluation reveals necessary repairs we will take advantage of the low water levels in El Vado lake between May 2022 and November 2022 when the Bureau of Reclamation lowers the lake to perform safety improvements on the dam. Our staff is working with the plant operators and the Bureau of Reclamation to coordinate the construction of a new office space at El Vado. An inspection by our insurance company flagged the current location of the office with respect to the plant transformer as a risk to personnel.

There are a number of water production projects that will be bid soon and in construction in the spring and fall of 2021. In February we will rehabilitate an existing waterline along Pajarito Road on LANL property which experienced frequent failures in recent years. It will be lined with a structural liner that will extend the life of the pipeline for 50-years. Two major capital improvement projects will move from the design stage to bidding in the next three months upon approval of the New Mexico Environment Department. The new chlorination building and transmission line crossing of NM-4 project will be bid in December with a scheduled completion in June 2021. This project replaces an aged facility that is

incapable of providing adequate disinfection once the Otowi Well No. 2 is completed. In an effort to solidify the financial standing of the water production fund, DPU applied for a one percent interest loan to complete capital improvements in fiscal years 21 & 22. The first of these projects is to construct the well house and equip the new Otowi Well No. 2. This will be bid in March upon closing of the loan from the New Mexico Finance Authority.

The ongoing project to replace the natural gas powered engine at Pajarito Well #4 has experienced a new setback. After running for a couple of months the clutch failed to disengage at shutdown causing the momentum from the well string to roll the engine backwards for a brief period. This caused a bearing in the oil pump to cease. Upon replacement of the bearing the engine is overheating when started. This is currently being investigated.

The Advanced Metering Infrastructure (AMI) project continues to be on hold awaiting successful testing of the data transfer from the AMI equipment to the billing software system. We anticipate testing will be completed in November and the mass installation of the AMI radios can begin in January. The contractor installing the radios plans to mobilize once and complete the installations in White Rock and then proceed to completing the installations in Los Alamos.

We are completing the design for two joint road and utility projects which will be bid in January. The first is the 33rd & 34th Street project. We will replace the water system in its entirety and rehabilitate sewer lines that will be beneath the newly paved roads. The second joint road and utility project will be on North Mesa in the neighborhoods of Alamo and Capulin. This project will replace the water and gas system in the roads and will be bid in January, 2021.

We have begun the in-house design of a gas project that will add remote monitoring of flow and pressure as well as overpressure protection at the two border stations in Los Alamos and White Rock. It is scheduled to be bid in early 2021.

We have applied for a grant/loan in the amount of \$2.5 million for the installation of a filtration system at the Los Alamos Wastewater Treatment Plant from the Water Trust Board. On November 30, the Water Trust Board will convene and select projects to be forwarded to the legislature in 2021 for funding. We will make a presentation at this meeting in support of our project. We will be awarding the construction contract in November for the replacement of the Overlook Booster Station which is funded in part by a \$480,000 grant and \$320,000 zero-interest loan, from the Water Trust Board. A third project funded by the Water Trust Board in under design for a new non-potable water storage tank at the Bayo booster station. The loan/grant agreement is scheduled to close in March and we will bid the project soon after the closing. We continue to be successful in securing funding from the Water Trust Board to expand the use of non-potable water in the communities of Las Alamos and White Rock. Two major upcoming projects are the: 1) DP Road and Utility Reconstruction Project, and 2) NM-4 Water Transmission Line Replacement Project. The DP Road and Utility Reconstruction Project is a joint project with the Public Works Department. The scope is to reconstruct the road and utility infrastructure up to the TA-21 gates. Currently the design services are being solicited from consultant engineers. The NM-4 Water Transmission Line Replacement Project is a NMDOT project to repave the corridor. DPU will enter into a cooperative agreement to include the water transmission line replacement as part of the project.

PLANNING DESIGN CONSTRUCTION

27



Replace El Vado Transformer

(Funded through: Electric Production)

Scope: Replace the transformer at the El Vado hydroelectric plant.

Budget: \$400,000

Schedule: Fall/Winter 2020



Replace Abiquiu Office

(Funded through: Electric Production)

Scope: Relocate and replace the office at the Abiquiu hydroelectric plant away from the transformer for safety reasons.

Budget: \$150,000

Schedule: Fall/Winter 2020



Evaluate El Vado Penstock

(Funded through: Electric Production)

Scope: Evaluate the penstock valve to coincide with and take advantage of the dam refurbishment work that is planned by the Bureau of Reclamation.

Budget: \$100,000

Schedule: Fall 2020



Redesign & Install El Vado Shaft Seal

(Funded through: Electric Production)

Scope: Redesign and install a new shaft seal at the El Vado hydroelectric plant with one that is self-lubricating.

Budget: \$150,000

Schedule: Winter 2020/2021



Replace Switches

(Funded through: Electric Distribution)

Scope: Replace aging switches with new conductors throughout Los Alamos County

Budget: \$200,000

Schedule: Year round



Replace Primary Conductors

(Funded through: Electric Distribution)

Scope: Replace aging primary conductors throughout Los Alamos County.

Budget: \$200,000

Schedule: Year round



Construct A Maintenance Bldg

(Funded: Elect. Dist., Water Prod. & GWS)

Scope: Construct a maintenance facility at the White Rock replacement wastewater treatment plant that can be used by field crews with electric distribution, gas, water & sewer, and water production.

Budget: \$250,000

Schedule: Spring 2021



Remove Open Secondary

(Funded through: Electric Distribution)

Scope: Remove open secondary

Budget: \$300,000

Schedule: Year Round



Improve Gas Border Stations

(Funded through: Gas Distribution)

Scope: Improve natural gas border stations (two) with over pressure protection, metering and SCADA functions. Will permit staff to monitor and trend the flows and pressures at these critical points in the system.

Budget: \$300,000

Schedule: Spring 2021



Prepare Risk & Resilience/ Emergency Response Plan

(Funded through: Water Production)

Scope: Prepare a risk and resilience assessment and an emergency response plan in accordance with the 2018 America's Water Infrastructure Act. Utilities must certify to the Environmental Protection Agency completion of each.

Budget: \$120,000

Schedule: Completed by June 2021



Install Camp May Waterline

(Funded: Los Alamos Co. & Ski Hill Operator)

Scope: Install four booster stations and 23,000 feet of waterline along Camp May Road. The project will convey water from the existing potable water system in Los Alamos to the ski lodge, Camp May campground and provide a reliable water supply for regional fire protection.

Budget: \$2,000,000 (LA County)

\$2,000,000 (Ski Hill Operator)

Schedule: Constructing pending environmental clearance



Construct Otowi 2 Well House, Replace Motor Control Center for Otowi 4 Well

(Funded through Water Production)

Scope: Construct the well house, install pumps and associated equipment for Otowi Well 2. Replace the motor control center for Otowi Well 4 which is located in the same vicinity.

Budget: \$1,900,000

Schedule: Bid fall 2020/Construct



Upgrade Tank Piping

(Funded through: Water Production)

Scope: Replace miscellaneous valves throughout the water production system. Work will be performed by in-house staff and supported by contractors as needed depending on the complexity of the work.

Budget: \$300,000

Schedule: Throughout the year



Install New Non-Potable Tank

(Funded: Water Trust Board Loan/Grant and Water Production)

Scope: Install a new one million-gallon effluent storage tank at the bayo booster station adjacent to the composting operation. The new tank will capture effluent during peak times to expand non-potable water use.

Budget: \$1,080,000

(\$360k Loan / \$540k Grant / \$180k Match)



Stabilize LA Reservoir Road

(Funded: FEMA grant, Water Prod. & LAC)

Scope: Stabilize the Los Alamos Reservoir road. Clear debris from the channel and reroute the channel back to its original path.

Budget: \$2,206,926

(\$1.5M Grant/\$262,500 LAC/\$262,500 DPU)

Schedule: On hold (FEMA reauthorization of funds)



Replace the White Rock Wastewater Treatment Plant

(Funded through: Wastewater Treatment)

Scope: Construct a replacement wastewater treatment plant in White Rock to be operational by FY21.

Budget: \$14,800,856

Schedule: Bid fall 2020. Construction - winter/summer 2022

SUSTAINABLE LOS ALAMOS UPDATE

Reclaimed Wastewater

Quarter 1 starts in the middle of the peak watering season. As a result, reclaimed water use to meet the county's demand to irrigate parks, ballfields and the golf course started high and slightly tapered down as the weather started cooling. At the end of quarter 1 in FY 2021, reclaimed wastewater used for the townsite irrigation was 36.9 million gallons. White Rock irrigation, meanwhile, used 13.9 million gallons. Irrigating with reclaimed wastewater water has saved the county a total 50.8 million gallons of drinking water in a short three-month period.

Water & Energy Conservation

DPU will update the Energy and Water Conservation Plan in fiscal year 2021, now that the Board of Public Utilities has adopted new conservation goals.

DPU maintains a conservation plan for the following three reasons.

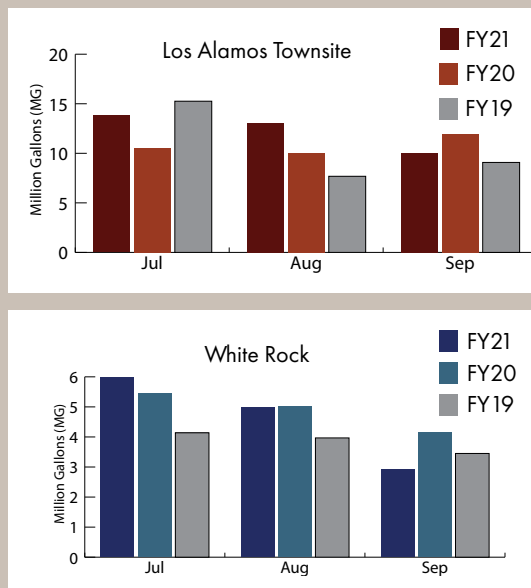
- As a public water supplier, the Office of the New Mexico State Engineer (OSE), Conservation Division requires a current water conservation plan be reviewed, approved and filed with their office. The OSE has published a guidance document titled "New Mexico's Water Conservation Planning Guide

for Public Water Suppliers." The guidance provides a template which must be adhered to for acceptance by the OSE. We will follow this

summarize the year's initiatives and progress in managing the electric demand and supply effectively and efficiently. This includes an energy conservation plan that establishes DPU's demand management strategies, initiatives and measurements.

- The third component of the Water and Energy Conservation Plan is establishing conservation initiatives, policy, programs and measures that reflect the community's demographics, planning efforts, residential and commercial sector and stakeholder interests. In 2015, DPU assembled an advisory group of community stakeholders which is typical in preparation of conservation plans. Gathering community input and recommendations ensure that there will be community buy-in and support.

Gallons of Reclaimed Wastewater Used to Irrigate County Turf

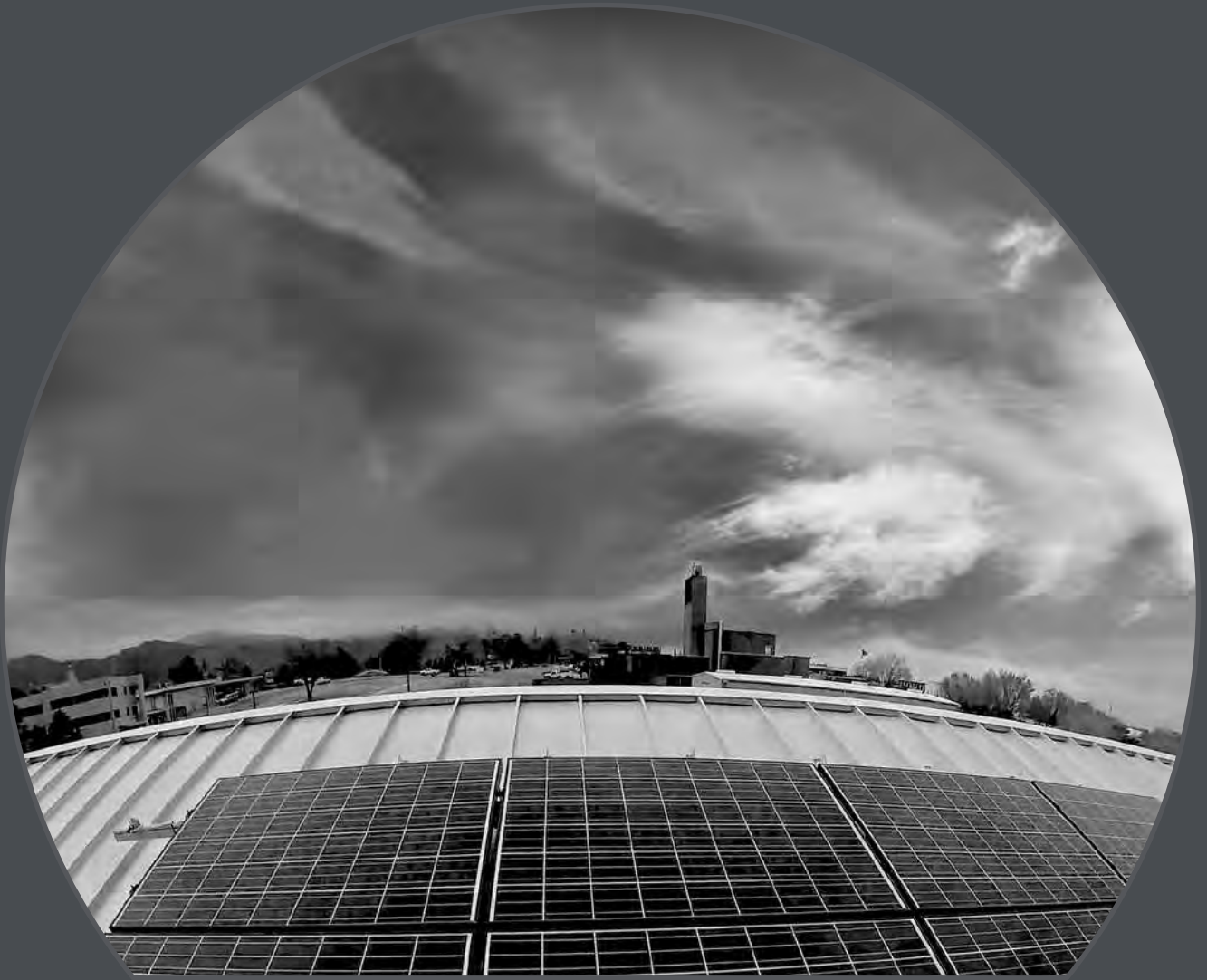


template for both the water and energy components of the plan.

- As a requirement to receive the County's allocation of hydroelectric power from Glenn Canyon Dam, the Western Area Power Administration (WAPA) mandates members issue annual progress reports. The reports

In fiscal year 2020 a volunteer citizen committee assembled in a series of work sessions moderated by DPU staff.

At the various work sessions staff introduced the committee to the purpose and need of a water and energy conservation plan, presented



the department's past sustainability goals, offered guidance and regulatory explanations and provided operational support. While the committee's primary charge was to focus on conservation initiatives to be implemented in Los Alamos County, the committee did recommend new conservation goals. A report was prepared and presented to the Board of Public Utilities at the July 2020 meeting. The citizen committee recommended the following goals:

- Find ways to accommodate a massive increase in residential and local solar,
- Reduce residential gas usage by 20 percent with a long-term goal to eliminate gas usage by 2040,
- Reduce water usage by one-third.

Members of the Board of Public Utilities adopted modified goals at the October 21, 2020 meeting as follows:

- Increase local solar peak production to 6 megawatts by 2040,
- Reduce natural gas usage by 5 percent per capita per heating degree day by 2030 using a 2020 calendar year-end baseline and support elimination of natural gas usage by 2070, and
- Reduce potable water use by 12 percent per capita per day by 2030 using a 2020 calendar year-end baseline.

Board members also requested DPU staff to survey the community on the overall sentiment of the adopted goals.

Pajarito Environmental Education Center (PEEC)

Elizabeth Watts, DPU's representative at PEEC has been busy preparing educational materials on how DPU customers can maximize energy savings during the upcoming colder months. DPU staff is excited to share PEEC's video series and the "headless" scarecrow for the Los Alamos "Trick-or-Treat Main Street" event in October.





ROBERT WESTERVELT DEPUTY UTILITY MANAGER



NOTE: Budgetary carryovers and adjustments from FY20 have not yet been uploaded into the financial system, and thus are not reflected in this report. Any impact of those adjustments would affect the "Adj. Budgeted Net Income (loss)" line of each division's financial report, but the impact on cash position would be carried over as well, so should not significantly affect the utilities net cash position. These carryover amounts should be available for reporting in the second quarter.

FINANCE AND ADMINISTRATION

Electric Operations

In a continuation of what has been seen in the past several years, electric sales were below budget for the first quarter of FY21, both for retail customers and for sales to DOE. Retail sales were 11.76 percent below the budgeted 32,283,763 kWh and sales to DOE were 24.91 percent below the budgeted 169,653,529 kWh. Overall kWh sales for all customers were 22.80 percent below budget.

In electric distribution, the first quarter closed with net operating revenues of \$1,152,161, which is 37.65 percent of the total annual budget. Due to a power shortage in the southwest region power costs spiked in August, and LAC cost of power for the quarter was \$70.96, compared to a budget projection of \$47.997. This higher than projected cost of power was offset by the allocation of admin charges and several maintenance categories being significantly lower than anticipated for the first quarter. It is expected these maintenance programs will ramp up as the year progresses, but with COVID concerns it may be difficult to schedule crews to meet all maintenance goals. Capital expenditures totaled \$39,366, which is only about 5.25 percent of the \$750,000 budgeted for FY21.

The first quarter of FY21 yielded total net income of 1,112,795 for electric distribution. Net income of \$1,692,890 is budgeted for the year, which includes the profit transfer. As the department moves forward with planned maintenance activities and capital projects, we should see that early net revenue dissipate over the year to more closely match budget projections.

Gas Operations

Gas sales in the first quarter were 2.75 percent lower than budgeted for the

period, with total sales of 571,321 therms. This variance is within the range of normal seasonal variations. Net cash flow from operations was \$36,217. It is normal to experience low or even negative net operating income in the warmer months of the year, as routine operating expenses remain relatively consistent throughout the year, while revenues are more seasonal in nature, increasing with colder weather in the fall and winter months.

The cost of gas remained low in the first quarter due to continuing the low market price of gas. The total for the quarter was equivalent to 7 percent of the full FY21 budget for the cost of gas, which is typical for the first quarter of the fiscal year.

For the full fiscal year, gas operations' budgeted operating cash flow is \$236,728, and the budgeted transfer to the general fund is \$201,959. There are \$350,000 capital expenditures budgeted in FY21. A negative net cash flow of (\$315,231) is budgeted, funded from existing fund balance.

Water Operations

Retail water sales at 321,713 kgal were higher than budget estimates of 275,814 for the quarter. Warm weather and a mild monsoon season most likely led to somewhat higher consumption for irrigation, tempered somewhat by continuing conservation efforts throughout the community. Wholesale sales to LANL of 70,554 kgal were 32.90 percent less than budgeted. The COVID Pandemic has resulted in numerous LANL sites being minimally staffed and normal domestic and irrigation consumption has likely been affected. Process loads at LANL may have been somewhat curtailed as well. Combined total sales in thousands

of gallons for both Retail and DOE were 2.97 percent higher than budgeted for the quarter.

Net cash flow from water operations were \$1,527,202 for the quarter. Capital projects funded through sales totaling \$2,975,865 were budgeted in the water fund for the year, but only \$2,563 has been expended to date, yielding total water net revenues of \$1,524,639 for the quarter. Water production's budget includes certain projects that are to be funded from other sources, which will only be expended if those funding sources are realized. There are \$6.8M in revenue funded projects budgeted, but only minimal costs on those projects have been realized as of the end of the first quarter.

For the full fiscal year, water operations' budgeted operating cash flow is \$851,928, and budgeted capital expenditures are \$2,975,865, net of external funding, resulting in budgeted net negative cash flow of (\$2,123,937), funded through existing fund balance.

Wastewater Operations

Cash flow from operations was \$905,967 for the three months ended September 30, 2020. There have been no capital expenditures to date this fiscal year.

For the full fiscal year, wastewater operations' budgeted operating cash flow is \$1,721,316. In total, \$14,850,856 in capital expenditures are budgeted, which includes the debt funded White Rock treatment facility. Besides the Treatment Facility, there were \$50,000 in additional capital expenditures budgeted, yielding net cash flow budgeted of \$1,671,316, excluding the White Rock Treatment Plant and associated debt financing.

Pass-Through Cost Of Gas

Since 2013 the Department of Public Utilities has included a “pass-through” cost of natural gas in its rate. In addition to a monthly service fee, the gas consumption charge comprises a fixed cost recovery fee per therm and a variable cost of gas per therm (pass-through cost). The fixed cost recovery fee includes set distribution maintenance and operation expenses. DPU’s actual cost to purchase the natural gas commodity is passed directly to the customer in the variable cost of gas per therm charge. This price is calculated each month based on the San Juan Index and then adjusted based on the actual cost from the prior month. Customers benefit from this approach as the DPU does not need to maintain a substantial rate stabilization fund to absorb the volatile, fluctuating gas prices. Each month DPU posts the new variable cost of gas rate on the website at: <https://ladpu.com/DPUGasRateSchedule>.

TOTAL GAS CHARGE COMPRISES THREE COMPONENTS

(1. Monthly Service Fee) + [(2. Fixed Cost Recovery Fee + 3. Variable Cost of Gas) x Total Therms] = Total Charged

SCHEDULE OF CUSTOMERS

7A: Residential
7E: Commercial
7L: County
7N: Schools

1. MONTHLY SERVICE FEE

Schedule	Meter Rated	Charge
ALL	≤ 250 CFH	\$ 9.50
ALL	> 250 CFH	\$28.50

2. FIXED COST RECOVER FEE/THERM

Schedule	Fee/Therm
7A & 7E	\$0.23
7L & 7N	\$0.20

3. VARIABLE COST OF GAS/THERM

(Pass-Through Cost of Gas)

Calculated each month based on the San Juan Index and then adjusted based on the actual cost from the prior month

Month and Year	Schedule	Projected Variable Cost of Gas	Adjustment to Prior Month Estimate	Total Variable Cost of Gas/Therm
Sep 2020	ALL	\$0.27	\$0.02	\$0.29
Aug 2020	ALL	\$0.20	\$0.04	\$0.24
Jul 2020	ALL	\$0.20	(\$0.15)	\$0.05



Example:
Residential Family (7A)
that used 30 therms in
September 2020.

$$\$9.50 + [(\$0.23 + \$0.29) \times 30] =$$

\$25.10



Example:
Commercial Customer (7E)
that used 70 therms in
September 2020.

$$\$28.50 + [(\$0.23 + \$0.29) \times 70] =$$

\$64.40

NATURAL GAS RATES

Fluctuating Gas Rates

Natural gas prices are mainly a function of market supply and demand and fluctuate. There are multiple factors that affect the price of gas, one is weather. Cold temperatures, for example, increase demand for heating, while hot weather increases demand for cooling, which increases natural gas demand by electric power plants.

To mitigate some of the fluctuations, DPU joined the New Mexico Municipal Energy Acquisition Authority (NMMEAA). Created by local

governments in 2008 through a Joint Powers Agreement, the purpose of NMMEAA is to obtain reliable, long-term gas supply under favorable terms, conditions and price. NMMEAA benefits government-owned utilities like DPU and through this membership, DPU is able to pass its savings directly to customers.

When comparing the variable cost of gas or the pass-through rate with the rates of New Mexico Gas Company, DPU's rates are usually lower although

not always. This past quarter (three months) both organizations averaged the same price of \$0.19 per therm.

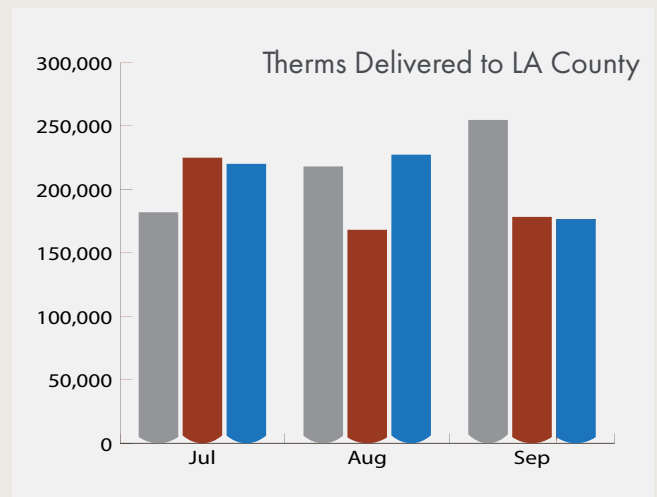
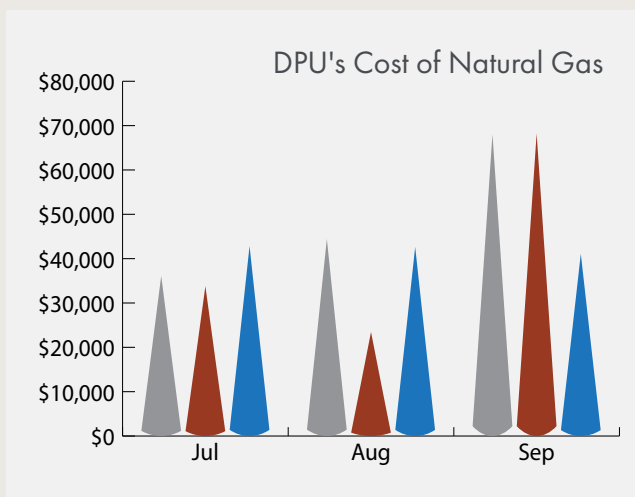
VARIABLE COST OF GAS/THERM

Mo/Yr	DPU	NMGC*
Sep 2020	\$0.29	\$0.28
Aug 2020	\$0.24	\$0.09
Jul 2020	\$0.05	\$0.21
Avg price	\$0.19	\$0.19

*New Mexico Gas Company

Source: nmgco.com/en/cost_of_gas

San Juan Index/MMBTU			Total Cost of Gas for Q1			Total Therms Delivered for Q1		
	2020	2019		2020	2019		2020	2019
Sep:	\$2.27	\$1.73	Sep:	\$68,221	\$41,114	Sep:	178,283	176,512
Aug:	\$1.62	\$1.87	Aug:	\$23,463	\$42,656	Aug:	168,127	227,285
Jul:	\$1.50	\$1.85	Jul:	\$33,804	\$42,851	Jul:	224,911	220,055
			Total:	\$125,488	\$126,621	Total:	571,321	623,852



Estimate 2020 Actual 2020 Actual 2019

ELECTRIC OPERATIONS

Financial Status - Unaudited // FY2021

Fiscal Year: July 01 through June 30, 2021

	QTR 1	QTR 2	QTR 3	QTR 4	TOTAL
UNIT SALES: KILOWATT HOURS					
Total Retail Sales	28,486,530				28,486,530
Budgeted Sales	32,283,763				32,283,763
Retail Sales Variance	(3,797,233)				(3,797,233)
Sales to NNSA	27,399,826				27,399,826
Budgeted Sales to NNSA	169,653,529				169,653,529
NNSA Sales Variance	(42,253,703)				(42,253,703)
Other Wholesale Sales	1,805,485				1,805,485
Budgeted Other Wholesale Sales	2,639,839				2,639,839
Wholesale Sales Variance	(834,354)				(834,354)
Total Actual Sales	155,886,356				155,886,356
Total Budgeted Sales	201,937,292				201,937,292
Total Sales Variance	(46,050,936)				(46,050,936)
FINANCIAL RESULTS					
Electric Distribution Revenues	\$3,885,605				\$3,885,605
Total Electric Production Expenditures	10,986,353				10,986,353
Total Electric Production Revenues	8,964,916				8,964,916
Net Cost of Power to Electric Dist.	2,021,437				2,021,437
Other Electric Dist. Operating Expenses	712,006				712,006
Total Electric Dist. Operating Expenses	2,733,443				2,733,443
Net Electric Dist. Operating Revenue	1,152,161				1,152,161
Electric Dist. Capital Expenditures	39,366				39,366
Net Electric Dist. Total Revenue	\$1,112,795				\$1,112,795
BUDGETED					
Budgeted Operating Income(Loss)					\$3,060,129
Budgeted Capital Expenditures					\$(750,000)
5% Revenue Transfer					\$(617,238)
Budgeted Net Income(Loss)					\$1,692,890
Budget Adjustments *					\$0
Adj. Budgeted Net Income (Loss)					\$1,692,890

NOTE : *Includes carryforward project amounts, encumbrance rollovers and board/council approved budget adjustments.

NATURAL GAS OPERATIONS

Financial Status - Unaudited // FY2021

Fiscal Year: July 01 through June 30, 2021

	QTR 1	QTR 2	QTR 3	QTR 4	TOTAL
UNIT SALES: THERMS (100,000 BTU)					
Total Sales	571,321				
Budgeted Sales	587,490				
Retail Sales Variance	(16,169)				
FINANCIAL RESULTS					
Gas Distribution Revenues	\$539,381				\$539,381
Gas Other Revenues	14				14
Gas Distribution Operating Expenses	503,178				503,178
Net Gas Operating Revenue	36,217				36,217
Gas Distribution Capital Expenditures	2,675				2,675
Net Gas Revenue	\$33,542				\$33,542
BUDGETED					
Budgeted Operating Income(Loss)					\$236,728
Budgeted Capital Expenditures					(\$350,000)
5% Revenue Transfer					(\$201,959)
Budgeted Net Income(Loss)					(\$315,231)
Budget Adjustments*					\$0
Adj. Budgeted Net Income (Loss)					(\$315,231)

NOTE : *Includes carryforward project amounts, encumbrance rollovers and board/council approved budget adjustments.

WATER OPERATIONS

Financial Status - Unaudited // FY2021

Fiscal Year: July 01 through June 30, 2021

	QTR 1	QTR 2	QTR 3	QTR 4	TOTAL
UNIT SALES: THOUSAND GALLONS					
Wholesale Sales to LANL	70,554				70,554
Budgeted Wholesale Sales	105,149				105,149
Retail Sales	321,713				321,713
Budgeted Retail Sales	275,814				275,814
Total Sales	392,267				392,267
Total Budgeted Sales	380,963				380,963
Total Sales Variance	11,305				11,305
FINANCIAL RESULTS					
Wholesale Revenues	\$1,853,158				\$1,853,158
Retail Revenues	2,287,011				2,287,011
Other Revenues	0				0
Total Water Revenues.	4,140,168				4,140,168
Water Production Operating Expenses	844,085				844,085
Water Distribution Operating Expenses	1,768,882				1,768,882
Total Water Operating Expenses	2,612,966				2,612,966
Net Water Operating Revenue	1,527,202				1,527,202
Water Production Capital	0				0
Water Distribution Capital	2,563				2,563
Total Capital Expenditures	2,563				2,563
Net Water Revenues	\$1,524,639				\$1,524,639
BUDGETED					
Budgeted Operating Income(Loss)					\$851,928
Budgeted Capital Expenditures					(\$9,806,926)
Budgeted Grant/Loan/GF Transfers					\$6,831,061
Budgeted Net Income(Loss)					(\$2,123,937)
Budget Adjustments*					-
Adj. Budgeted Net Income (Loss)					(\$2,123,937)

NOTE : *Includes carryforward project amounts, encumbrance rollovers and board/council approved budget adjustments.

WASTEWATER OPERATIONS

Financial Status - Unaudited // FY2021

Fiscal Year: July 01 through June 30, 2021

	QTR 1	QTR 2	QTR 3	QTR 4	TOTAL
UNIT SALES: THOUSAND GALLONS					
Total Treated	103,361				103,361
Budgeted Treated	114,658				114,658
Variance	(11,297)				(11,297)
FINANCIAL RESULTS					
Sewer Revenues	\$1,669,590				\$1,669,590
Sewer Miscellaneous Revenues	(133,093)				(133,093)
Sewer Operating Expenses	630,530				630,530
Net Sewer Operating Revenue	905,967				905,967
Sewer Capital Expenditures	0				0
Net Sewer Revenue	\$905,967				\$905,967
BUDGETED					
Budgeted Operating Income(Loss)					\$1,721,316
Budgeted Capital Expenditures					(\$14,850,856)
Budgeted Grant/Loan/GF Transfers					\$14,800,856
Budgeted Net Income(Loss)					\$1,671,316
Budget Adjustments*					-
Adj. Budgeted Net Income (Loss)					\$1,671,316

NOTE : *Includes carryforward project amounts, encumbrance rollovers and board/council approved budget adjustments.

ELECTRIC CONSUMPTION

Financial Status - Unaudited // FY2021

	QTR 1	QTR 2	QTR 3	QTR 4	TOTAL
REVENUES					
Residential	\$2,081,076				\$2,081,076
Private Area Lights	3,673				3,673
Commercial	1,141,733				1,141,733
Municipal	327,860				327,860
Water Production	116,624				116,624
Educational	106,214				106,214
Misc./Backcharges	121,544				121,544
TOTAL	\$3,898,724				\$3,898,724
SALES: KILOWATT HOURS					
Residential	15,382,994				15,382,994
Private Area Lights	9,354				9,354
Commercial	9,679,167				9,679,167
Municipal	2,582,273				2,582,273
Water Production	1,805,485				1,805,485
Educational	832,742				832,742
TOTAL	30,292,015				30,292,015
BILLED LOCATIONS: AVERAGE					
Residential	7,866				7,866
Commercial	637				637
Municipal	164				164
Educational	54				54
TOTAL	8,721				8,721
REVENUE/KILOWATT HOUR: AVERAGE					
Residential	\$0.1353				\$0.1353
Private Area Lights	\$0.3926				\$0.3926
Commercial	\$0.1180				\$0.1180
Municipal	\$0.1270				\$0.1270
Water Production	\$0.0646				\$0.0646
Educational	\$0.1275				\$0.1275
AVERAGE	\$0.1247				\$0.1247
LOSS CALCULATION					
Power Received (kWh)	29,329,795				29,329,795
Photovoltaic Power Received (kWh)	203,592				203,592
Qtrly Losses (Gains)	(758,628)				(758,628)
% Qtrly Losses (Gains)	(2.57%)				(2.57%)
YTD CUMM LOSSES (GAINS)	(2.57%)				(2.57%)

NATURAL GAS CONSUMPTION

Financial Status - Unaudited // FY2021

	QTR 1	QTR 2	QTR 3	QTR 4	TOTAL
REVENUES					
Residential	\$395,984				\$395,984
Commercial	99,745				99,745
TA-3 Sales	-				-
Municipal	14,586				14,586
Water Production	100				100
Educational	5,270				5,270
Misc./Backcharges	23,696				23,696
TOTAL	\$539,381				\$539,381
SALES: THERMS					
Residential	387,601				387,601
Commercial	149,597				149,597
Municipal	29,217				29,217
Water Production	562				562
Educational	4,344				4,344
TOTAL	571,321				571,321
BILLED LOCATIONS: AVERAGE					
Residential	7,047				7,047
Commercial	365				365
Municipal	44				44
Educational	25				25
TOTAL	7,482				7,482
REVENUE/KILOWATT HOUR: AVERAGE					
Residential	\$1.0216				\$1.0216
Commercial	\$0.6668				\$0.6668
Municipal	\$0.4992				\$0.4992
Water Production	\$0.1785				\$0.1785
Educational	\$1.2131				\$1.2131
AVERAGE	\$0.9026				\$0.9026
LOSS CALCULATION					
Gas Received (therms)	555,690				555,690
Qtrly Losses (Gains)	(15,631)				(15,631)
% Qtrly Losses (Gains)	(2.81%)				(2.81%)
YTD CUMM LOSSES (GAINS)	(2.81%)				(2.81%)

WATER CONSUMPTION

Financial Status - Unaudited // FY2021

	QTR 1	QTR 2	QTR 3	QTR 4	TOTAL
REVENUES					
Residential	\$1,876,868				\$1,876,868
Commercial	180,120				180,120
Municipal	125,066				125,066
Educational	80,724				80,724
Misc./Backcharges	24,233				24,233
TOTAL	\$2,287,011				\$2,287,011
SALES: THOUSAND GALLONS					
Residential	259,528				259,528
Commercial	30,664				30,664
Municipal	19,902				19,902
Educational	11,619				11,619
TOTAL	321,713				321,713
BILLED LOCATIONS: AVERAGE					
Residential	6,558				6,558
Commercial	271				271
Municipal	85				85
Educational	22				22
TOTAL	6,936				6,936
REVENUE/THOUSAND GALLONS: AVERAGE					
Residential	\$7.2318				\$7.2318
Commercial	\$5.8739				\$5.8739
Municipal	\$6.2840				\$6.2840
Educational	\$6.9479				\$6.9479
AVERAGE	\$7.0335				\$7.0335
LOSS CALCULATION					
Water Received (kGal)	366,219				366,219
Qtrly Losses (Gains)	44,506				44,506
% Qtrly Losses (Gains)	12.15%				12.15%
YTD CUMM LOSSES (GAINS)	12.15%				12.15%

WASTEWATER CONSUMPTION

Financial Status - Unaudited // FY2021

	QTR 1	QTR 2	QTR 3	QTR 4	TOTAL
REVENUES					
All Retail	\$1,534,347				\$1,534,347
Municipal/Effluent*	133,093				133,093
Misc./Backcharges	2,150				2,150
TOTAL	\$1,669,590				\$1,669,590
TREATED: THOUSAND GALLONS					
Los Alamos	72,802				72,802
White Rock	30,559				30,559
TOTAL	103,361				103,361
REVENUE/TREATED	\$16.13				\$16.13

NOTE : * Effluent revenue is reported on the financial statements under Water Production

QUARTERLY PERFORMANCE REPORT



County of Los Alamos

Staff Report

November 18, 2020

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.:	4.G.1
Index (Council Goals):	DPU FY2021 - N/A
Presenters:	Carrie Walker, Chair of the Board of Public Utilities
Legislative File:	13260-20

Title

Begin 2020 Board of Public Utilities Annual Self-evaluation

Recommended Action

None

Staff Recommendation

None

Body

The board will begin the annual self-evaluation of its own performance as outlined in section 3.9 of the BPU Procedures Manual. The current self-evaluation follows the template taken from the APPA Handbook for Public Power Policymakers. In preparation for this initial discussion, board members are asked to review the current format, along with the results from the 2019 self-evaluation. During this item, in accordance with the Procedures Manual, the DPU staff, county staff, County Council, and the public will have an opportunity to make suggestions for self-evaluation questions. The board may wish to discuss soliciting additional input or modifying aspects of the current self-evaluation format. The chair proposes that after this preliminary discussion, the self-evaluation be conducted during a special meeting.

Alternatives

The Board could choose to postpone this item.

Fiscal and Staff Impact

None

Attachments

A - Final Self-evaluation from 2019

BOARD OF PUBLIC UTILITIES SELF-EVALUATION

CALENDAR YEAR 2019

Approved January 15, 2020

In accordance with Section 3.9 of the BPU's Procedures Manual, during November and December, the BPU will perform an annual self-evaluation of its own performance.

QUESTION	SCORE	COMMENTS
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?	5.0	
B. Do all Board members participate in a formal orientation?	4.3	
C. Are Board procedures adhered to regarding bylaws, open meeting requirements, compliance with legal regulations, etc.?	5.0	
D. Are meeting packets complete and distributed prior to meetings?	4.8	
E. Is the length of Board meetings appropriate?	4.0	Some members noted that, while having brief/efficient meetings is desirable, skipping background information may be confusing for the public. An interest was expressed in making materials more easily available, in particular through the county website. The chair took the action item to research this possibility.
F. Is there an annual Board calendar?	5.0	
G. Does the Board receive sufficient information to make good decisions?	3.5	Several members noted that DPU was responsive to requests for additional information.
H. Are decisions made in a timely manner?	4.3	
II. BOARD POLICY AREAS		
A. Accountability		
1. Does the Board understand its obligation to see the organization acts	5.0	

**BOARD OF PUBLIC UTILITIES SELF-EVALUATION
CALENDAR YEAR 2019**

Approved January 15, 2020

in the best interests of DPU customer and citizens of the county?		
2. Does the Board act with diligence and objectivity on behalf of DPU customers and the County?	5.0	
B. Responsibility		
1. Do Board members understand their roles?	4.8	
2. Do Board members understand the difference between their policy role and management's administrative role?	4.3	
3. Do Board members actions reflect this understanding?	4.5	
C. Policy Direction		
1. Do Board members understand the mission, goals and strategies of the organization?	4.5	
2. Does the Board give clear directions to management on the mission and goals of the organization?	4.5	
3. Does the Board spend appropriate time on policy consideration and direction versus operational issues?	4.5	
D. Monitoring		
1. Does the Board have a system for receiving and monitoring information about the DPU's organizational performance?	4.0	The board expressed interest in exploring how to better monitor customer service (e.g. numbers and types of complaints.) The board requested a discussion of this topic in the coming months.
2. Are there systems for corrective action where performance is below standard or reward when performance is above standard?	3.0	The board noted the DPU management audit has provided a framework for ensuring continuous improvement in operations. The board felt this question should be revised for clarity in future evaluations.

BOARD OF PUBLIC UTILITIES SELF-EVALUATION

CALENDAR YEAR 2019

Approved January 15, 2020

3. Are organizational goal setting and achievements taken into account during the DPU Manager's evaluation?	4.8	
E. Other Communication and Advocacy		
1. Does the Board represent the community interests it serves?	4.5	Members felt several questions in this section could be consolidated during future evaluations.
2. Does the Board communicate the value of the organizations to its stakeholders?	3.5	Members noted that the board relies heavily on the DPU for much communication with the public.
3. Does the Board seek input and involve its stakeholders in policy considerations and decisions?	3.3	Some members noted members of the public often send comments to Council rather than the BPU. The Council liaison and the subcommittee may be helpful avenues for hearing more community feedback.
4. Do Board members support the organization publicly?	3.8	Some members noted this question felt repetitive.
5. Does the Board communicate effectively with the County Council?	4.5	Members noted this has improved, and noted the work of the Council/BPU subcommittee.
III. BOARD RESPONSIBILITY AREAS		
A. Legal		
1. Does the Board act within the guidelines set by the county charter and policies and procedures document?	4.5	
2. Are there written policies on Board ethics and conflicts of interest?	4.8	Annual disclosures are signed by each member.
B. Financial		
1. Does the Board approve annual operating and capital budgets and receive periodic (at least quarterly) progress reports?	4.5	Several board members felt many of the questions in this second were interrelated, and that the board and department have made great improvement in these areas over the last several years.
2. Does the Board review a financial plan for the organization and receive	4.5	

**BOARD OF PUBLIC UTILITIES SELF-EVALUATION
CALENDAR YEAR 2019**

Approved January 15, 2020

sufficient information to monitor its financial strength and performance?		
3. Are financial goals and comparative ratios established and does the Board receive tracking information?	4.8	
4. Are the requirements for an annual audit met and does the Board receive a report on the results?	4.0	Several board members requested that more information on the annual audit results be distributed.
5. Are the organizations and the Board indemnified sufficiently against insurable risk?	5.0	
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?	4.5	
C. Planning		
1. Is the Board informed about the business environment in which the organization is operating?	4.0	
2. Does the Board review and approve the organization's mission, goals, and major strategic initiatives?	5.0	Members noted the board's engagement with DPU strategic planning was more in depth this year.
3. Do Board members usually attend annual DPU strategy and planning meetings?	5.0	
D. Board/Management Relations		
1. Is there a written job description and/or employment contract for the DPU Manager?	5.0	
2. Does the Board conduct a formal, annual performance review of the DPU Manager?	5.0	
3. Is the DPU Manager's compensation linked to the results of this review?	4.3	The board noted that this is not fully within its own control.

BOARD OF PUBLIC UTILITIES SELF-EVALUATION

CALENDAR YEAR 2019

Approved January 15, 2020

4. Does the Board make resources available for the DPU Manager's continued professional development?	4.5	The DPU manager commented that resources were readily available.
5. Is there a succession plan for the DPU Manager, with exposure to the Board of possible successors?	4.3	
6. Has the Board established an effective working relationship with the DPU Manager?	4.8	The board gave positive feedback on the relationship with the new manager.
7. Is there Board/management cooperation on determining the future direction of the organization?	4.8	
8. Are Board/DPU Manager roles clearly defined so the Board focuses on its policy role and avoids micro-management?	4.5	
9. Does the Board provide overall staffing direction to the DPU Manager without becoming involved in specific personnel matters?	4.5	
10. Is the Board explicit about the information it needs from the DPU Manager to fulfill its governance function?	4.5	
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?	3.5	Members felt many opportunities are given, and expressed interest that those continue to be suggested and made available. Members encouraged each other to take advantage of these opportunities when possible.

Free Power Project (CFPP) as an option for meeting a portion of the County's power demands. The CFPP was considered as a potential resource for replacing the County's coal generation assets and to meet a Board-approved goal for the DPU to be a carbon-neutral electrical energy provider by 2040. On April 10, 2018 the Board and the County Council approved a resolution authorizing and approving the Power Sales Contract with an Amended and Restated Initial Budget and Plan of Finance for the first phase of the CFPP. The Budget and Plan of Finance broke the project into phases allowing the project participants an option to exit the project at the end of each phase if they determine the project is no longer the preferred option. The first phase has a decision point and off-ramp at the \$6 million spend point, which is 100% reimbursable by DOE and NuScale if the Utah Associated Municipal Power Systems (UAMPS) terminates the project for any reason. The PMC anticipated exhausting the \$6 million by November 2019, at which time the PMC and the individual participants reached a decision point. At this time, the UAMPS Project Management Committee is recommending increasing the budget for the CFPP participants by \$976k, (approx. \$52,500 for LAC, non-reimbursable), to keep the project moving forward from December 2019 through March 31, 2020. The participants are still eligible for 100% reimbursement of the \$6 million if UAMPS terminates the project in the spring or summer of 2020. If the project terminates in spring 2020, LAC will have a sunk cost of approximately \$82k. If LAC unilaterally takes the off-ramp in spring of 2020, the total sunk cost will be approximately \$162k, not including staff time since 2015.

The Board discussed this item and requested clarification where necessary.

Ms. Walker opened the floor for public comments. Members of the public gave the following summarized comments:

1) Mr. Michael Dempsey, 300 Connie Ave. - Mr. Dempsey provided a written statement, which is included in the minutes as an attachment. Additionally, Mr. Dempsey noted that the County spent a lot more money on building the Smart House than what is being requested here and believes this is a more worthwhile expenditure when comparing costs. He also discussed the possibility of the project gaining more subscribers once the coal-fired power plant outside Delta Utah shuts down in 2025 after losing its Southern California customer base.

2) Mr. Steve Silva, 101 Lacinda Rd. - Mr. Silva noted that it would be ironic if the Board and Council do not invest in nuclear power given that Los Alamos has a legacy of being the "Atomic City."

Ms. Taylor moved that the Board of Public Utilities authorize a budget amendment of \$52,500.00 with a 20% contingency of \$10,500 for the continued participation in the Carbon Free Power Project and authorize the Utilities Manager to execute an amendment to budget and plan of finance with the Utah Associated Municipal Power Systems (UAMPS), and forward to Council for their consideration. The motion passed by the following vote:

Yes: 4 - Board Member Walker, Board Member Tobin, Board Member McLin and Board Member Taylor

Absent: 1 - Board Member Johnson

FINAL - APPROVED

Board of Public Utilities

Minutes

December 6, 2019

Presenters: Carrie Walker

Ms. Walker presented this item. The following is the substance of the item being considered.

The Board conducted its annual self-evaluation using the questionnaire that was slightly modified after the 2018 evaluation. The Board scored each question, provided comments and identified action items for improvement.

Mr. Tobin left the meeting at 1:38 p.m.

The following actions were identified for follow-up:

1) Ms. Walker will compile the scores comments and action items on a spreadsheet that will be presented to the Board at the December regular meeting for approval. The final evaluation will be included in those minutes as an attachment.

5. PUBLIC COMMENT

Ms. Walker opened the floor for public comment on any items. There were no comments.

6. ADJOURNMENT

The meeting adjourned at 2:04 p.m.

APPROVAL

Carrie Walker

Board of Public Utilities Chair Name

Car Walker

Board of Public Utilities Chair Signature

January 15, 2020

Date Approved by the Board

4.G.6 [12675-20](#) Approval of Meeting Agenda Outline for 2020

Presenters: Carrie Walker

Section 3.3 of the Board of Public Utilities Procedures Manual outlines an annual calendar of BPU activities. Annually at the January meeting, the Board is to review and approve the standard meeting agenda outline in section 3.4 of the manual.

Mr. Johnson moved that the Board of Public Utilities approve the meeting agenda outline for 2020 as presented. The motion passed by the following vote:

4.G.7 [12679-20](#) Complete and Approve 2019 Board of Public Utilities Annual Self-evaluation

Presenters: Carrie Walker

The Board conducted its annual self-evaluation at a special meeting on December 6th, 2019. Each item was scored and comments or possible actions noted. Ms. Walker finalized the evaluation and presented it to the Board for final approval at this meeting.

Ms. Taylor moved that the Board of Public Utilities approve the 2019 Self-evaluation as presented. The motion passed by the following vote:

Yes: 4 - Board Member Walker, Board Member Johnson, Board Member Tobin and Board Member Taylor

Absent: 1 - Board Member McLin

4.G.8 [12632-19](#) Quarterly Update on Utility System - Water System

Presenters: Jack Richardson

Deputy Utilities Manager for Gas, Water and Sewer Mr. Jack Richardson presented this item. The following is the substance of the item being considered.

The Board requested a quarterly system assessment on a different utility each quarter. This quarter, Mr. Richardson presented an update on the Water system.

The Board discussed this item and requested clarification where necessary.

4.H. **Approval of Board Expenses**

There were no expenses.

4.I. **Preview of Upcoming Agenda Items**

4.I.1 [12685-20](#) 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:



County of Los Alamos

Staff Report

November 18, 2020

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.:	4.G.2
Index (Council Goals):	DPU FY2020 - 6.0 Develop and Strengthen Partnerships with Stakeholders
Presenters:	Carrie Walker, Chair of the Board of Public Utilities
Legislative File:	13493-20

Title

Follow-up to Planning for Upcoming Board of Public Utilities Annual Boards & Commissions Presentation to Council

Recommended Action

None

Staff Recommendation

None

Body

On September 22nd, the Board of Public Utilities was originally scheduled to give its annual Boards & Commissions presentation to Council; however, that was delayed. The Board was given an opportunity to suggest topics to include in the presentation. At the November meeting, the Board Chair will discuss plans for the presentation again. The presentation to County Council is scheduled for December 1, 2020.

Alternatives

None

Fiscal and Staff Impact

None

Attachments

None



County of Los Alamos

Staff Report

November 18, 2020

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.: 4.I.1
Index (Council Goals): DPU FY2021 - N/A
Presenters: Board of Public Utilities
Legislative File: 13554-20

Title

Tickler File for the Next 3 Months

Attachments

A - Tickler File for the Next 3 Months



Tickler

Criteria: Agenda Begin Date: 12/1/2020, Agenda End Date: 2/28/2021, Matter Bodies: Board of Public Utiliti

Printed on 11/11/2020

File Number	Title	
	Department Name: DPU Drop Dead Date:	Length of Presentation: Apx. 10 Min. Sponsors: Steve Cummins, Deputy Utilities Manager - Power Supply
12866-20	Briefing/Report (Dept, BCC) - No action requested Quarterly Conservation Program Update Department Name: DPU Drop Dead Date:	08 Status Reports Length of Presentation: Apx. 10 Min. Sponsors: James Alarid, Deputy Utilities Manager - Engineering
12869-20	Briefing/Report (Dept, BCC) - No action requested Quarterly Update on Utility System - Gas Distribution System Department Name: DPU Drop Dead Date:	08 Status Reports Length of Presentation: Apx. 20 Min. Sponsors: Jack Richardson, Deputy Utilities Manager - GWS Services
Agenda Date: 01/20/2021		
13467-20	Election Election of Board of Public Utilities Chair and Vice-chair for 2021 Department Name: DPU Drop Dead Date:	04G General Board Business Length of Presentation: Apx. 10 Min. Sponsors: Carrie Walker, Chair of the Board of Public Utilities
13468-20	Appointment Appointment of Board Member to Audit Committee for 2021 Department Name: DPU Drop Dead Date:	04G General Board Business Length of Presentation: Apx. 5 Min. Sponsors: Carrie Walker, Chair of the Board of Public Utilities
13469-20	Briefing/Report (Dept,BCC) - Action Requested Affirmation of the Incorporated County of Los Alamos Open Meetings Resolution No. 21-XX Department Name: DPU Drop Dead Date:	04G General Board Business Length of Presentation: Apx. 5 Min. Sponsors: Carrie Walker, Chair of the Board of Public Utilities
13470-20	Briefing/Report (Dept,BCC) - Action Requested Approval of Meeting Agenda Outline for 2021 Department Name: DPU Drop Dead Date:	04G General Board Business Length of Presentation: Apx. 5 Min. Sponsors: Carrie Walker, Chair of the Board of Public Utilities
13471-20	Briefing/Report (Dept,BCC) - Action Requested (TENTATIVE) Schedule and Selection of Members to Attend Boards & Commissions Luncheons for 2021 Department Name: DPU Drop Dead Date:	04G General Board Business Length of Presentation: Apx. 5 Min. Sponsors: Carrie Walker, Chair of the Board of Public Utilities

File Number	Title	
13472-20	Calendar	04G General Board Business
	Approval of Board of Public Utilities Meeting Calendar for 2021	
	Department Name: DPU	Length of Presentation: Apx. 5 Min.
	Drop Dead Date:	Sponsors: Carrie Walker, Chair of the Board of Public Utilities
13473-20	Briefing/Report (Dept, BCC) - No action requested	08 Status Reports
	Quarterly Update on Utility System - Water System	
	Department Name: DPU	Length of Presentation: Apx. 30 Min.
	Drop Dead Date:	Sponsors: Jack Richardson, Deputy Utilities Manager - GWS Services
Agenda Date: 02/17/2021		
13566-20	Budget Item	06 Consent
	Approval of the Transfer of Profit from Electric and Gas Funds to the General Fund for Operations During Fiscal Year 2019.	
	Department Name: DPU	Length of Presentation: N/A
	Drop Dead Date:	Sponsors: Bob Westervelt, Deputy Utilities Manager - Finance/Admin
13567-20	Budget Item	07 Business
	Department of Public Utilities FY2022 Budget Presentation	
	Department Name: DPU	Length of Presentation: Apx. 30 Min.
	Drop Dead Date:	Sponsors: Bob Westervelt, Deputy Utilities Manager - Finance/Admin



County of Los Alamos

Staff Report

November 18, 2020

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.: 6.A
Index (Council Goals): DPU FY2021 - N/A
Presenters: Board of Public Utilities
Legislative File: 13552-20

Title

Approval of Board of Public Utilities Meeting Minutes

Recommended Action

I move that the Board of Public Utilities approve the meeting minutes of October 9th and October 21st, 2020 as presented.

Body

REQUESTED REVISIONS TO THE DRAFT MINUTES

Draft minutes are sent to members after each meeting for their review. Members may then send changes to be incorporated prior to final approval of the minutes at the next regular meeting. No changes were requested.

Attachments

- A - Draft BPU Special Session Minutes - October 9th, 2020
- B - Draft BPU Regular Session Minutes - October 21st, 2020



LOS ALAMOS

County of Los Alamos

Minutes

Board of Public Utilities

1000 Central Avenue
Los Alamos, NM 87544

Carrie Walker, Chair; Stephen McLin, Vice-chair; Eric Stromberg, Steve Tobin and Cornell Wright Members
Philo Shelton, Ex Officio Member
Harry Burgess, Ex Officio Member
Randall Rytli, Council Liaison

Friday, October 9, 2020

12:00 PM

Due to COVID-19 concerns, meeting will be conducted remotely. Public can view proceedings at <http://losalamos.legistar.com/calendar.aspx> or attend via Zoom.

SPECIAL SESSION - REMOTE ZOOM MEETING

1. CALL TO ORDER

A special meeting of the Incorporated County of Los Alamos Board of Public Utilities was held on Friday, October 9th at 12:00 p.m. at 1000 Central Ave., Council Chambers. Board Chair Carrie Walker called the meeting to order at 12:03 p.m.

The meeting was held remotely and BPU members, staff and the public participated through an online video conferencing platform. This social distancing was to comply with the recommendations of the Centers for Disease Control (CDC) to prevent the spread of COVID-19. Members of the public were able to live-stream the meeting online and submit public comment during the meeting.

Present 6 - Vice Chair McLin, Board Member Stromberg, Board Member Tobin, Chair Walker, Board Member Wright and Board Member Shelton

Absent 1 - Board Member Burgess

2. PUBLIC COMMENT

Ms. Walker opened the floor for public comment on items not otherwise included on the agenda. There were no comments.

3. APPROVAL OF AGENDA

Ms. Walker moved that the agenda be approved as presented. The motion passed by the following vote:

Yes: 5 - Vice Chair McLin, Board Member Stromberg, Board Member Tobin, Chair Walker and Board Member Wright

4. BUSINESS

4.A [13254-20](#)

Define Conservation Objectives and Strategic Planning for the Department of Public Utilities

Presenters: Philo Shelton

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 October 23rd for staff to begin strategic planning for fiscal year 2022. Staff plans to return to the Board at the October 21st regular meeting to present and request approval of any proposed revisions to the Mission, Vision, Values (MVV), 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, Dawn Reed was present to facilitate the meeting and gather feedback. The exercises also included the development of new electric, water and gas conservation objectives, using input from the Conservation Committee, and a discussion about lessons learned from the Management Team's experiences with implementing the Baldrige model for performance excellence.

Changes to the MVVs and strategic objectives suggested by members were tentatively agreed upon by general consensus prior to the exercise to prioritize the objectives. These are noted in the attached document along with the results of the prioritization exercise.

Ms. Walker called for a recess at 1:54 p.m. The meeting reconvened at 2:00 p.m.

Ms. Walker opened the floor for public comment before the Board conducted their strategic objective prioritization exercise. Members of the public gave the following summarized comments:

- 1) Robert Gibson - Mr. Gibson provided a written report, which is included in the minutes as an attachment.
- 2) Councilor Ryti - Councilor Ryti emphasized that the County also has overarching sustainability and communication goals, which were topics the Board discussed at this meeting. With regards to rooftop solar, Councilor Ryti believed that many factors determine whether or not that is the best financial decision for individuals, but it boils down to a personal decision. With regards to gathering public input about Board objectives, he feels it is important to make sure that the complex issues discussed today are shared with the public in a way that helps the Board collect feedback to understand what the public wants in terms of the objectives. Councilor Ryti's opinion is that people have been elected to represent the community on policy decisions, and the public has the right to give information to help those people make informed decisions.

The Board conducted a plus/delta exercise to note what they liked and what they would change about the meeting. That is also included in the minutes as an attachment.

In addition to new objectives suggested by the Board, the following actions were identified for follow-up:

- 1) The revised MVVs and strategic objectives will be brought to the Board at their October 21st regular meeting for approval.

- 2) At this meeting, staff had intended to discuss possible alternatives to the Baldrige method for performance excellence, but due to time constraints, this was removed from the schedule of exercises. Staff will return to the Board at a later date to discuss this topic and receive Board input.
- 3) The Board would like a future presentation on the historical depletion and recharge rate of the regional aquifer that supports Los Alamos, along with future projections.

5. PUBLIC COMMENT

- Ms. Walker opened the floor for public comment on any items. Members of the public gave the following summarized comments:
- 1) Mr. Robert Gibson, 1465 Camino Redondo - Mr. Gibson noted that goal setting is one of the most important things bodies such as this do. He has participated in many such exercises over the years. He felt that this was one of the most organized, substantive and effective discussions he has observed or been involved in. He felt it was very productive and enlightening.

6. ADJOURNMENT

The meeting adjourned at 3:30 p.m.

APPROVAL

Board of Public Utilities Chair Name

Board of Public Utilities Chair Signature

Date Approved by the Board

**DEPARTMENT OF PUBLIC UTILITIES
MISSION/VISION/VALUES STATEMENTS
Proposed Revisions for Board of Public Utilities
FOR APPROVAL – October 21st, 2020**

MISSION

Provide safe and reliable utility services in an economically and environmentally sustainable fashion.

VISION

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

VALUES

We value our:

- CUSTOMERS by being service oriented and fiscally responsible;
- EMPLOYEES AND PARTNERSHIPS by being a safe, ethical and professional organization that encourages continuous learning;
- ~~ENVIRONMENT~~ ENVIRONMENT & NATURAL RESOURCES through innovative ~~and progressive~~ solutions;
- COMMUNITY by being communicative, organized and transparent.

**DEPARTMENT OF PUBLIC UTILITIES
FY2022 STRATEGIC GOALS & OBJECTIVES
WITH BOARD OF PUBLIC UTILITIES SUGGESTED CHANGES & PRIORITIZATION
For Board Approval – 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.

--	.4	1.1 OBJECTIVE - WATER (WP/NP/DW) - Efficiently deliver safe and reliable water utility services.
--	.4	1.2 OBJECTIVE - GAS - Efficiently deliver safe and reliable gas utility services.
--	.4	1.3 OBJECTIVE - SEWER (WC & WT) - Efficiently deliver safe and reliable sewer utility services.
--	.4	1.4 OBJECTIVE - ELECTRIC (EP) - Efficiently deliver safe and reliable electric production utility services.
--	.4	1.5 OBJECTIVE - ELECTRIC (ED) - Efficiently deliver safe and reliable electric distribution utility services.
● ●	2	1.6 OBJECTIVE - BUSINESS SYSTEMS - Efficiently implement and maintain secure and reliable business systems.
	0	1.7 OBJECTIVE - Utility control and mapping systems and processes are accurate, safe and secure.
●	1	1.8 OBJECTIVE - Develop a culture of continuous improvement.

FOCUS AREA - FINANCIAL PERFORMANCE

GOAL - 2.0 Achieve and maintain excellence in financial performance.

● ● ● ●	4	2.1 OBJECTIVE - Utilize revenues to provide a high level of service while keeping rates competitive with similar utilities.
●	1	2.2 OBJECTIVE - Conduct cost of service studies for each utility at least every 5 years.
	0	2.3 OBJECTIVE - Meet financial plan targets by 2025, water by 2028.
●	1	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.

● ●	2	3.1 OBJECTIVE - Customer service processes and systems are efficient, secure and user-friendly.
●	1	3.2 OBJECTIVE - Stakeholders are engaged in and informed about Utilities operations affecting the community.
● ●	2	3.2.1 OBJECTIVE – Conduct a community survey of the new conservation objectives.

**DEPARTMENT OF PUBLIC UTILITIES
FY2022 STRATEGIC GOALS & OBJECTIVES
WITH BOARD OF PUBLIC UTILITIES SUGGESTED CHANGES & PRIORITIZATION
For Board Approval – October 21, 2020**

FOCUS AREA - WORKFORCE

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

●	1	4.1 OBJECTIVE - Leaders invest in employee training and professional development.
●●	2	4.2 OBJECTIVE - Employees promote a culture of safe, and ethical and customer focused behavior.
●	1	4.3 OBJECTIVE - Employees are engaged, satisfied and fairly compensated.

FOCUS AREA - ENVIRONMENTAL SUSTAINABILITY

GOAL - 5.0 Achieve environmental sustainability.

●●●●●●●	7	5.1 OBJECTIVE - ELECTRIC (EP & ED) Be a carbon neutral electric provider by 2040.
●●●●	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	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	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	5.5 OBJECTIVE - SEWER (WT) – Provide C class 1A effluent water in LAC. is provided in White Rock.

FOCUS AREA - PARTNERSHIPS

GOAL - 6.0 Develop and strengthen partnerships with stakeholders.

●	1	6.1 OBJECTIVE - Communicate with stakeholders to strengthen existing partnerships and identify new potential mutually beneficial partnering opportunities.
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Board of Public Utilities
Strategic Planning Meeting
October 19, 2020
Plus/Delta

+ What Did You Like About the Meeting?	Δ What Would you Change?
	<ul style="list-style-type: none">• Perhaps do not allow split votes (“dots”) in the nominal group technique prioritization exercise.• Would like a chance for free, less scripted discussion on open topics if there is a way to work it into the schedule, particularly to discuss what we need to change and where we can do better.

ATTACHMENT WRITTEN PUBLIC COMMENTS

People who give public comment at a meeting may submit a written copy before, during or after the meeting to be included in the minutes.

Comments on Conservation Committee Recommended Goals

To Board of Public Utilities

Meeting of 9 Oct 20

Robert Gibson, 1465 Camino Redondo, Los Alamos

Madam Chair & Board,

I would like to comment on two of the Conservation Committee's recommended goals.

First and most importantly, the recommended goal to "eliminate use of natural gas" is most laudable. The Committee is to be commended for putting it forward. Natural gas use by the citizens of Los Alamos County is responsible for around 62,000 metric tonnes per year of Carbon dioxide or equivalent emissions, three-fourths as much as the typically 84,000 tonnes per year associated with electric power generation. We cannot continue to ignore it.

I would like to suggest a different phrasing of the goal more in parallel to the Board's goal, "to be a carbon neutral electric provider by 2040." Please consider phrasing the gas goal something like, "to phase out natural gas distribution by 2070." While it says the same thing as the Committee's recommended goal, hopefully, it sounds more deliberate and less draconian while also establishing a challenging but realistic target date.

The goal date is arbitrary. It could be replaced with another or "no later than the end of this century." The important thing is to so formally recognize the existence of a problem by setting a goal to mitigate it. Plans and interim milestones can then be developed toward reaching that goal. As with the electric goal, they will take thought and time to develop initially and then will evolve.

Unlike the electricity goal, this one is not largely within the purview of Utilities. But someone needs to lead. Utilities can do that by adopting a natural gas goal, regardless of how it is stated. The likely next step would be for the Board, in its advisory capacity, to recommend to Council that it join in this goal.

Unless someone figures out how to replace natural gas with hydrogen, the obvious substitute is direct solar space and water heating. That requires changes to siting plans and building codes which, of course, are in Council's purview.

It is unfortunate that Council has been unwilling to consider this matter before the current round of construction. Those buildings will be with us most of this century. Retrofit is not as straightforward as building for solar heat in the first place. But we have to start some time; it may as well be now.

I would also like to comment briefly on the Committee's recommendation to "accommodate a massive increase in residential and local solar." It appears the Committee's recommendation is intended to guide development of a two-way "smart grid" distribution system to absorb and distribute power generated by distributed sources, e.g., "rooftops."

Rooftop solar is much more expensive than utility-scale solar. "Massive" amounts would require the revamped distribution system this goal appears to direct.

Is there real indication of a "massive increase" in distributed solar or the community's appetite for the large capital investment by DPU (i.e., ratepayers) to facilitate it?

In any case, this goal should be clarified.

Thank you.



LOS ALAMOS

County of Los Alamos
Minutes
Board of Public Utilities

1000 Central Avenue
Los Alamos, NM 87544

*Carrie Walker, Chair; Stephen McLin, Vice-chair; Eric Stromberg, Steve Tobin and Cornell
Wright Members
Philo Shelton, Ex Officio Member
Harry Burgess, Ex Officio Member
Randall Ryti, Council Liaison*

Wednesday, October 21, 2020

5:30 PM

Due to COVID-19 concerns, meeting will
be conducted remotely. Public can
view proceedings at
[http://losalamos.legistar.com/calendar.a
spx](http://losalamos.legistar.com/calendar.aspx) or attend via Zoom.

REGULAR SESSION - REMOTE ZOOM MEETING

1. CALL TO ORDER

The regular meeting of the Incorporated County of Los Alamos Board of Public Utilities was held on Wednesday, October 21st, 2020 at 5:30 p.m. Board Chair Carrie Walker called the meeting to order at 5:30 p.m.

The meeting was held remotely and BPU members, staff and the public participated through an online video conferencing platform. This social distancing was to comply with the recommendations of the Centers for Disease Control (CDC) to prevent the spread of COVID-19. Members of the public were able to live-stream the meeting online and submit public comment during the meeting.

Present 7 - Vice Chair McLin, Board Member Stromberg, Board Member Tobin, Chair Walker, Board Member Wright, Board Member Shelton and Board Member Burgess

2. PUBLIC COMMENT

Ms. Walker opened the floor for public comment on items on the Consent Agenda and for those not otherwise included on the agenda. There were no comments.

3. APPROVAL OF AGENDA

Ms. Walker asked that item 4.G.1 be removed from the agenda.

Mr. McLin moved that the agenda be approved as modified. The motion passed by the following vote:

Yes: 5 - Vice Chair McLin, Board Member Stromberg, Board Member Tobin, Chair Walker and Board Member Wright

4. BOARD BUSINESS

4.A. Chair's Report

Ms. Walker reported on the following items:

- 1) Ms. Walker noted that she had recently been unavailable due to illness, but was feeling better now.

4.B. Board Member Reports

Board members had nothing to report.

4.C. Utilities Manager's Report

Mr. Shelton provided a written report, which is included in the minutes as an attachment.

With regards to the two wells being out, Mr. Wright asked about pumping capacity relative to demand. Mr. Shelton explained that because it is no longer irrigation season, pumping has kept up adequately with demand.

- 2) With regards to the recent Public Service Company of New Mexico (PNM) acquisition, Mr. Wright asked if that would have any implications for how the County interfaces with PNM and the energy purchases discussed at the September meeting. Mr. Shelton explained that the extent and impact of the transaction is not yet known. He was told that PNM does not expect a lot of change locally, but the details of the transaction will continue to be closely monitored.

4.D. County Manager's Report

Mr. Burgess reported on the following items:

- 1) The County has been going through the process of accepting applications for grants associated with COVID-19, known as the CARES Act Grants. The two areas the County applied for were for businesses and individuals to make claims for costs they've incurred associated with the pandemic. Sixty-seven business applications and sixty-four individual applications were received. The business applications will more than draw down the entirety of the grant; however, the individual applications are coming up short. Mr. Burgess anticipates a second round of applications. The County did not apply for monies specifically for itself. There was an interest in some reimbursement for lost revenues for the Utilities Department. The County did allow for individual grants for any family or individual in the community who had a delinquency in their account. They could apply for money to get reimbursed and could then pay the Utilities Department. There were a number of those requests, but he does not have the exact number. The County began distributing funds on Monday and Mr. Burgess anticipates that all of the completed applications for both programs will be awarded by the end of this week. There is a little lag on some where additional information has been requested to support the request. He anticipates that some of the delinquencies experienced in the Utilities Department will be addressed by those grants that were awarded.

- 2) The County has been working for years on a waterline to service the ski hill. He has reported progress to the Board over time. The Utilities Department engaged an engineer to design the waterline and then initiated the Environmental Impact Statement (EIS) process, which was not complete because the money received from the State Legislature ran out. Those activities were paid for by legislative capital outlay funds until those funds were depleted, at which time, the ski hill operator took up the contract and pursued the completion of the EIS. The EIS was completed in March of this year just before the pandemic started. The County had a meeting at that time with the Forest Service, as they are the entity who receives the EIS because the water line goes through their

property. At that time, the remaining need was to consult with both the Forest Service Cultural Affairs Specialist and the Pueblos. The Forest Service informed the County that it would take about forty-five days to accomplish that. That has not yet occurred. This week, the Council Chair has utilized her contacts with the Governor of San Ildefonso to set up the meeting that should have happened in March. There is a placeholder on the calendar for that meeting next week. If the County can get their comments and have them addressed, there is a remaining thirty-day comment period after the Forest Service publishes the EIS. Depending on the comments, it could be accepted at that time and the County would initiate construction next year.

With regards to the sixty-four applications received for the individual CARES Act Grants, Ms. Walker asked, Mr. Burgess to discuss the available categories for reimbursement. Mr. Burgess explained that they are split into two subcategories. One is for housing assistance (mortgage, rent and utilities) and the other is for childcare expenses. Eight applications were received for childcare expenses.

4.E. Council Liaison's Report

Councilor Ryti provided a written report, which is included in the minutes as an attachment.

Mr. Shelton corrected a section of Councilor Ryti's report and noted that the item regarding Advanced Metering Infrastructure had been removed from the Council agenda. The attorneys with Sensus had quite a few comments. Utilities staff and the County Attorney's Office are working through the issues and this item will return to the Board at the November meeting.

With regards to the cleanup in Los Alamos Canyon, Mr. Tobin asked what it is that is being cleaned up. Councilor Ryti explained that there have been some different cleanups, the last of which happened in 2019. Councilor Ryti does not think all the documentation has been approved by the New Mexico Environment Department yet. It is not so much an issue of ongoing cleanup. The tunnel vault is a different matter and would need to be cleaned up before being accessed by the public.

4.F. Environmental Sustainability Board Liaison's Report

Mr. Eric Lochele provided a written report, which is included in the minutes as an attachment.

Mr. Tobin asked Mr. Lochele to speak more about the issue of individual composting bins attracting bears. Mr. Lochele explained that this is a concern already acknowledged by the Environmental Sustainability Board. It hasn't yet been addressed, but it will be discussed more during the Request for Proposal process.

4.G. General Board Business

- 4.G.1** [13262-20](#) Follow-up to Planning for Upcoming Board of Public Utilities Annual Boards & Commissions Presentation to Council

Presenters: Carrie Walker

This item was removed from the agenda.

4.H. Approval of Board Expenses

There were no Board expenses.

4.I. Preview of Upcoming Agenda Items

4.I.1 [13459-20](#) Tickler File for the Next 3 Months

Presenters: Board of Public Utilities

No additional items were added to the tickler provided in the agenda packet.

5. PUBLIC HEARING(S)

5.A [13159-20](#) Public Hearing for Revisions to the Department of Public Utilities Rules and Regulations: Sections S-2 Service Connections - Sewer, S-3 Responsibility for Sewer Facilities, and the Table of Contents

Presenters: Philo Shelton

Mr. Shelton presented this item. The following is the substance of the item being considered.

Sections S-2 Service Connections and Sewer, and S-3 Responsibility for Sewer Facilities had some clarifying language added regarding definitions and responsibilities for sewer service lines maintained by the customer and delivery lines with property line cleanouts that require acceptance and maintenance by the Utility. Additionally, staff recommended a cleanup of the Table of Contents by removing three sections whose content was incorporated into other sections in 2006. Those deleted sections are as follows: S-6 General Discharge Prohibitions, S-7 Water Reuse and S-8 Back Water Valves.

The Board discussed this item and requested clarification where necessary.

Mr. McLin moved that the Board of Public Utilities approve the revisions to the following sections of the Department of Public Utilities Rules and Regulations as presented: Sections S-2 Service Connections – Sewer, S-3 Responsibility for Sewer Facilities, and the Table of Contents.

Mr. McLin made an amended motion to drop the "from" in the first sentence of section S-2.03 and in the third line, the third time the word "service" occurs, to replace it with "sewer." The motion passed by the following vote:

Yes: 5 - Vice Chair McLin, Board Member Stromberg, Board Member Tobin, Chair Walker and Board Member Wright

The original motion, with the approved amended language in S-2.03, passed by the following vote:

Yes: 5 - Vice Chair McLin, Board Member Stromberg, Board Member Tobin, Chair Walker and Board Member Wright

6. CONSENT AGENDA

Ms. Walker 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: 5 - Vice Chair McLin, Board Member Stromberg, Board Member Tobin, Chair Walker and Board Member Wright

6.A [13457-20](#) 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 September 16th, 2020 as presented.

7. BUSINESS

7.A [13462-20](#) Request for Support on a Grant Application by Mr. Richard Nebel, with Tibbar Plasma Technologies, Inc.

Presenters: Philo Shelton

Mr. Shelton presented this item. The following is the substance of the item being considered.

Mr. Richard Nebel approached staff regarding his proposal for homeowners to utilize the energy stored in their electric car during peak electric periods and charge their car during off-peak periods. Time-of-use rates that are proposed once Advanced Metering Infrastructure (AMI) is implemented would incentivize the use of non-peak power and shed peak power load demands. This pilot project will demonstrate a new technology and the County can support the data collection and time-of-use rates through existing net metering and AMI infrastructure. This grant opportunity is through the State of New Mexico's Energy Transition Act Grant program. Mr. Nebel is requesting a letter of support that details our partnership as described above and in-kind support with the lease of the two Nissan Leaf Batteries and equipment remaining from the Smart House for \$1/year to help test and demonstrate this new technology. The grant application is due October 31, 2020.

The Board discussed this item and requested clarification where necessary.

Mr. Wright moved that the Board of Public Utilities direct the Utilities Manager to write a letter of support for Tibbar Plasma Technologies, Inc. grant application prepared by Mr. Richard Nebel and if awarded the grant, support the preparation of an equipment lease for \$1 per year for use of the two Nissan Leaf Batteries and equipment remaining from the Smart House as an in-kind support for this project. The motion passed by the following vote:

Yes: 4 - Board Member Stromberg, Board Member Tobin, Chair Walker and Board Member Wright

No: 1 - Vice Chair McLin

7.B [13161-20](#) Approval of Department of Public Utilities Mission, Vision and Values, Strategic Goals and Objectives

Presenters: Philo Shelton

Mr. Shelton presented this item. The following is the substance of the item being considered.

The Utilities Manager is expected to annually develop strategic objectives and long-term goals and present them to the Board for approval. At a special meeting on October 9th, the Board was asked to provide input to incorporate into the Department's planning efforts to ensure alignment of focus areas, strategic objectives and goals while considering County Council's priorities in their 2020 Strategic Leadership Plan. The changes suggested by the Board were included in the agenda packet for approval. DPU senior staff will hold their annual strategic planning meeting on October 23rd. The Board's direction and input will be used for the Department's action planning and budget preparations for FY2022.

The Board discussed this item and requested clarification where necessary.

Ms. Walker opened the floor for public comments. Members of the public gave the following summarized comments:

1) Robert Gibson, 1465 Camino Redondo - Mr. Gibson was pleased to see the environmental sustainability goal related to gas on the Board's strategic objectives list, although he would have preferred that it be phrased differently. He hopes the Board will pursue this objective as vigorously as it has the carbon neutrality goal and suggests that they ask Council to join the efforts to achieve the goal.

The following actions were identified for follow-up:

- 1) Staff will send to the Board the list of objectives sorted by priority.
- 2) In future years, the Board may reconsider how the prioritization exercise is conducted.

Mr. Wright moved that the Board of Public Utilities approve the Mission, Vision and Values statements and the FY2022 Strategic Goals and Objectives as presented. The motion passed by the following vote:

Yes: 3 - Board Member Tobin, Chair Walker and Board Member Wright

No: 2 - Vice Chair McLin and Board Member Stromberg

7.C [13430-20](#) Presentation of the 2020 Employee Survey Results

Presenters: Julie Williams-Hill

Public Relations Manager Ms. Julie Williams-Hill presented this item. The following is the substance of the item being considered.

The Department of Public Utilities conducted a survey last May to gauge satisfaction and engagement of its employees. Prior to 2016, DPU surveyed its employees every two years to measure satisfaction only. Due to a 2014 opportunity for improvement (OFI) finding from the Quality New Mexico examiners on a DPU Zia application, DPU changed its survey instrument to the Gallup Q12 survey to incorporate engagement scores as well.

The results are then compared to other organizations to arrive at the department's percentile ranking within the Gallup database. DPU established a goal in 2012 to realize an employee mean satisfaction score and then later an engagement score of higher than 4.0 "Agree" and rank in the top third percentile of other organizations. While DPU achieved these goals for the department overall in 2020, there are still areas that the department senior staff is discussing to improve satisfaction and engagement for DPU employees.

The Board discussed this item and requested clarification where necessary.

The following actions were identified for follow-up:

- 1) Staff will report back at a later date to discuss what actions the Department is going to take to address this issues identified in the survey.

8. STATUS REPORTS

8.A 12865-20 Quarterly Conservation Program Update

Presenters: James Alarid

Deputy Utility Manager of Engineering Mr. James Alarid presented this item. The following is the substance of the item being considered.

Upon approval of the Energy and Water Conservation Plan in March 2015, the Board requested that staff provide quarterly updates on the Conservation Program and on progress towards the goals and actions identified in the plan. Mr. Alarid presented a summary of recent conservation activities and presented the 2019 report from the Pajarito Environmental Education Center.

The Board discussed this item and requested clarification where necessary.

8.B 13458-20 Status Reports

Presenters: Board of Public Utilities

The following informational status reports were provided to the Board in the agenda packet for review and discussion:

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

The following items were identified for follow-up:

- 1) Staff will look more into providing data showing how the Los Alamos County's System Average Interruption Duration Index compares locally.
- 2) After the second round of CARES Act Grants has completed, and after collection policies are vetted over the next two to three months, staff will return with policy recommendations for collections.

9. PUBLIC COMMENT

Ms. Walker opened the floor for public comment on any items. There were no comments.

10. **ADJOURNMENT**

The meeting adjourned at 8:02 p.m.

APPROVAL

Board of Public Utilities Chair Name

Board of Public Utilities Chair Signature

Date Approved by the Board

ATTACHMENT
OFFICER REPORTS
SUBMITTED AT THE MEETING

**Utility Manager's Report
October 21, 2020**

1. Attended the annual board retreat, and continued to attend weekly meetings with UAMPS on the Carbon Free Power Project (CFPP) regarding subscription and development costs for first phase of the licensing period. DOE has issued a ten-year grant agreement for \$1.355 Billion and the first two years have allocated \$85 Million for the phase I project development that more than covers the projected expenses for the first two years at \$61.4 Million. This slower expenditure approach will allow for a contingency to be accumulated in available federal funds to cover any appropriation risk by Congress due to continuing resolutions federal budget process. The withdrawal and reduction period expire on October 31, 2020 and to date Lehi, and Logan have withdrawn, and several governing bodies are meeting next week regarding their level of subscription. A new schedule I on subscription will be developed on October 30 and remaining members will have until November 2 to withdraw or reduce their subscription. LAC has subscribed for 11.186 Mega Watts for a proposed cost of \$1,046,849 plus a 20% contingency at \$209,370. Should the cost exceed the allowed contingency, then the utilities manager is authorized to reduce subscription to meet the budget or if too many subscribers leave the project and cause the project to not be feasible project then withdraw from the project by November 2nd. Finally, in the Economic Competitive Test starting date was changed to August 1, 2020 for the no more than \$55/MWhr cost goal instead of the prior established date of 2018.
2. This morning I was notified by PNM of a potential merger transaction with Avangrid that we will need to monitor. "On October 20, 2020, PNM Resources, Inc., a New Mexico corporation ("PNMR"), Avangrid, Inc. ("Avangrid"), a New York corporation, and NM Green Holdings, Inc., a New Mexico corporation and wholly-owned subsidiary of Avangrid ("Merger Sub"), entered into an Agreement and Plan of Merger (the "Merger Agreement") pursuant to which Merger Sub will merge with and into PNMR (the "Merger"), with PNMR surviving the Merger as a direct wholly-owned subsidiary of Avangrid." This merger will take at least nine months to complete and there will be opportunity for the County to comment to the PRC regarding any issues from this merger.
3. Worked with PNM and other owners of the San Juan Generating Station on a letter to Farmington and Enchant regarding the need for more details on the project feasibility and the need for financial instruments to assure a clean break from the project. We are less than two years away from the anticipated plant closure of June 30, 2022.
4. The Guaje Well No. 3A new pump has been set, the motor is being installed, and is planned to be back in service by Tuesday, October 27, 2020. Pajarito Well #4 had a relay go out and caused damage to the clutch plate. The contractor is making all the repairs under warranty and this well is planned to be back in service by the end of next week. Pajarito Well #5 is running well using SCADA commands and still waiting on finalizing the data monitoring portion of the project.
5. Staff continues to work with NMED and Laboratory to cleanup an area of the soil containing the oil of approximately 1.2 cubic yards of soil located next to Otowi Well #4 at DP Los Alamos Canyons confluence. Staff is holding weekly meetings with LANL and NMED. Staff took some additional soil samples to confirm the limits of oil in the sediment and next week will take some water samples to confirm if there are any oil sheen in the water.

6. Attended another LANL Cleanup Technical Working Group meeting and covered the history of the material disposal areas and their relationship to solid waste management units.
7. DP Lift Station continues to make progress and is planned to be operational by the middle of next month. Staff continues to coordinate with N3B on their clean-up efforts. N3B has performed clearing and grubbing on both A-16-a and A-8-a sited in preparation of their activities.
8. Finalized the License Agreement between County and NNSA for joint use of the County's and DOE's power dispatch facilities. DOE has the primary facility and County has the backup facility.

Environmental Sustainability Board Notes 10/15/20

- County council is exploring means to reduce human-bear interactions
 - County council asked the ESB to review exemptions for use of a bear bin as they are looking to see if they can have everyone in the county obtain a bear bin if they can't safely store their waste bin.
- We had a discussion with Author Laura Paskus about New Mexico Climate Change
 - Anthropogenic climate change continues to make New Mexico more arid. Weather events are getting more intense.
- ESB is looking to halt all county use of Glyphosate- The bad stuff in round up use around the county that is an endocrine disruptor. It leads to cellular damage, hodgkin's lymphoma, liver disease and correlates to Alzheimer's, Parkinson's, ADHD and ADD
 - Only about 10 gallons are used and they are predominantly used on paved areas with weeds. We are going to look into options to totally eliminate its use.
 - Glyphosate has been found in:
 - Vegetables and fruits
 - Grains
 - Fish
 - Baby formula
 - Drink water
 - Dust- transmitted in the air
- The Transfer Station ventilation upgrade project is currently underway to replace all of the fans in the transfer station to reduce dust and improve visibility and air quality for employees
- ESB and zero waste are participating in a peoples ecochallenge from October 7-28th
- LA County and PEEC are developing education materials for backyard composting projects.
- County is looking to pursue food collection.

Council Liaison Report, Randall Ryti Vice Chair

October 21, 2020

September 29, 2020 Regular Meeting

Briefing to Council from the Arts and Public Places Board.

Consent items included: approval of bunker gear purchases, amendment to Sensus USA for Advanced Metering Infrastructure customer portal, approval to submit applications to the water trust board for non-potable water systems, FY21 budget adjustment for DPU carryovers, approval of International Brotherhood of Electrical Workers agreement from 2020 to 2024, appointments to the Arts in Public Places Board and the Lodgers' Tax Advisory Board, resolution removing uncollectable ambulance billing amounts, approval of NNSA water services agreement, and addition of FTE and budget adjustment for Energy Imbalance Market services.

Under business we approved a request to rename a field at Overlook Park in honor of Hope Jaramillo and made an appointment to the Parks and Recreation Board.

October 6, 2020 Regular Meeting

Consent agenda items included removing uncollectable environmental services for FY06 to FY18. Business item was a briefing from Public Works on road and trail projects.

October 20, 2020 Regular Meeting

Presentation to Council by the Personnel Board.

Consent agenda items included approval of on-call contracts hazardous materials testing and control, vacation of three sets of utility easements in the North Community, appointment to the Library Board, and changes to the Council procedural rules.

Two ordinances were introduced: labor relations management board and authorizing the County Manager to issue subleases in a County-leased property.

The business item was to discuss options for handling unsolicited community grant requests.

Other Relevant Meetings

Technical Work Group – October 7th discussion about Material Disposal Areas (MDAs) at LANL, their history and previous assessments. (other specific topics are MDA C and the Chromium and RDX contaminant groundwater plumes)

Downtown plans – design workshop Oct 13th (Los Alamos), web site

<https://losalamosconnect.org/> Next presentation to Council at Oct 27th Work Session.

Potential Development and Land Use

North Mesa Housing Feasibility Study (Los Alamos Public Schools property), report is final, and there is a joint Council and LAPS Board meeting on Oct 29th. Nine other projects are in various phases of planning or development.

DP Road parcels transferred from DOE and available for development. A-8-A and A-16-A. Progress on DP Road parcels is pending action on the Middle DP Road Site (radioactive materials discovered in Feb 2020, plan being prepared and ready for review in Dec 2020). Seven other commercial properties are in various phases of planning or development. County has offered two lots on Trinity Drive for possible development (3661 and 3689 Trinity Drive).

See Figure 8 on page 39 in the “Los Alamos County Housing Market Needs Analysis, 2019” for maps showing LAC and LAPS owned land to consider for housing. Map does not differentiate those lands with existing uses (e.g., airport, golf course, stables).

NNSA denied a request for a “special use” permit for recreational use in Los Alamos Canyon. Special event access may be requested and special use permit may requested once clean up activities are complete.



County of Los Alamos

Staff Report

November 18, 2020

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.: 6.B

Index (Council Goals): DPU FY2021 - 4.0 Sustain a Capable, Satisfied, Engaged, Ethical and Safe Workforce Focused on Customer Service

Presenters: Bob Westervelt, Deputy Utilities Manager - Finance/Admin

Legislative File: 13429-20

Title

Approval of Budget Revision 2021-17 for Increases to Salaries and Benefits for the International Brotherhood of Electrical Workers (IBEW) Local 611 Agreement with the Incorporated County of Los Alamos

Recommended Action

I move that the Board of Public Utilities approve Budget Revision 2021-17. I further move that the budget revision be included in the minutes as an attachment and forwarded to Council for approval.

Staff Recommendation

Staff recommends approval of budget revision 2021-17.

Body

In September 2020, the Board of Public Utilities recommended approval, and County Council approved the Agreement Between the Incorporated County of Los Alamos and The International Brotherhood of Electrical Workers (IBEW) Local 611, for the period of October 1, 2020 through September 30, 2024. The agreement was ratified, signed and became effective on October 1, 2020.

The significant changes to the contract include:

1) Staff and the Union are proposing a four year contract that will begin October 1, 2020 and run through September 31, 2024; 2) Effective the first full pay period following ratification and signature of the Agreement, a five (5)% salary increase will be applied to all members of the unit; 3) Effective the first full pay period in fiscal year 2022, a five (5)% increase will be applied to all members of the unit; 4) Effective the first full pay period in fiscal year 2023, a three (3)% increase will be applied to all members of the unit; 5) Effective the first full pay period in fiscal year 2024, a one (1)% increase or an increase equal to the difference between 14% and the aggregate percentage amount appropriated by the County Council incorporated into the County's Salary Plan for FY2021 through FY2024, whichever is greater; 6) A one-time lump sum of \$300 to be paid on the second pay period following ratification; 7) Boot allowance increased to \$200 per year;

8) Under the Grievance Procedures, language was added that more clearly identifies the process steps and timelines; Further language has been included that if a court reporter is used

for arbitration, the cost is split between the two parties and if a party requests a transcript, the requesting party will pay for the transcript; 9) Under Meals and Expenses, if an employee is called out, the employee will be entitled a meal after four hours and every five hours after until released from work. If the meal is earned but not eaten, they get \$20 to be filed through an expense claim.

The attached budget revision 2021-17 reflects the changes to salaries and benefits impacted by the approval of the agreement highlighted in item #2 and item #6 above. The total change in salaries and benefits for Electric Distribution is \$35,709 and Water Production \$9,685. A total of \$45,394 to FY21 approved budgets for the DPU.

Alternatives

If the budget revision is not approved, the changes to salaries and benefits could be funded by cuts to projects and operating budgets approved in FY2021.

Fiscal and Staff Impact

Increase of \$45,394 to FY21 approved budgets.

Attachments

A - Budget Revision 2021-17

B - Budget Revision 2021-17 Detail

Budget Revision 2021-17

BPU Meeting Date: Nov 18, 2020

Council Meeting Date: Dec 1, 2020

	Fund/Dept	Munis Org	Revenue (decrease)	Expenditures (decrease)	Transfers In(Out)	Fund Balance (decrease)
1	Joint Utilities Fund - Electric Distribution	512852xx 8111 8219		\$ 35,709		\$ (35,709)
2	Joint Utilities Fund - Water Production	542856xx 8111 8219		\$ 9,684		\$ (9,684)

Description: The purpose of this budget revision is increase expenditure budget for Electric Distribution and Water Production for labor and benefits associated with execution of the IBEW union contract effective October 1, 2020. See attached worksheet for breakdown by ORG Code.

Fiscal Impact: The net fiscal impact to the Joint Utilities Fund is increase expenditure budget and decrease fund balance by \$45,393.

IBEW and LAC Agreement changes to DPU FY21 Budget

Total IBEW Salary Increase	36,350
Total IBEW Benefit Increase	9,043
Total Budget Revision 2021-17	<u>45,393</u>

IBEW Revisions (ED)

	FY21		
	Budgeted	Revision	Increase
JOURNEYMAN LINEMAN	75,588	79,673	4,085
JOURNEYMAN LINEMAN	75,588	79,673	4,085
JOURNEYMAN LINEMAN	75,588	79,673	4,085
JOURNEYMAN LINEMAN	75,588	79,673	4,085
JOURNEYMAN LINEMAN	75,588	79,673	4,085
JOURNEYMAN LINEMAN	75,588	79,673	4,085
JOURNEYMAN LINEMAN	75,588	79,673	4,085
Total ED Salary Increase			28,595
Total ED Benefits Increase			7,114
Costs By Org		8111	8219
51285210		3,030.00	754.00
51285215		698.00	174.00
51285220		798.00	198.00
51285225		7,057.00	1,756.00
51285230		6,479.00	1,612.00
51285235		1,742.00	433.00
51285299		8,791.00	2,187.00
		28,595.00	7,114.00

IBEW Revisions (WP)

	FY21		
	Budgeted	Revision	Increase
WATER SYSTEM ELECTRICAL TECH	71,573	75,450	3,878
WATER SYSTEM ELECTRICAL TECH	71,573	75,450	3,878
Total WP Salary Increase			7,755
Total WP Benefits Increase			1,929
Costs by Org		8111	8219
54285610		4,172.00	1,036.00
54285630		350.00	87.00
54285620		653.00	163.00
54285625		653.00	163.00
54285635		257.00	64.00
54285640		877.00	218.00
54285645		793.00	198.00
		7,755.00	1,929.00



County of Los Alamos

Staff Report

November 18, 2020

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.:	6.C
Index (Council Goals):	DPU FY2021 - 6.0 Develop and Strengthen Partnerships with Stakeholders
Presenters:	Bob Westervelt, Deputy Utilities Manager - Finance/Admin
Legislative File:	13451-20

Title

Approval of Nomination of Engineering Associate Ben Olbrich as Los Alamos' Member on the New Mexico Municipal Energy Acquisition Authority (NMMEAA) Board of Directors

..Recommended Motion

I move that the Board of Public Utilities approve nomination of Engineering Associate Ben Olbrich as Los Alamos' member on the New Mexico Municipal Energy Acquisition Board and forward to Council with a recommendation for approval.

Staff Recommendation

Staff recommends that the Board approve the nomination as presented.

Body

The Joint Powers Agreement (JPA) that formed the New Mexico Municipal Energy Acquisition Authority (NMMEAA), as amended, provides for a Board of Directors appointed as follows. The Cities of Gallup and Las Cruces are "Parties" to the JPA, and each appoints two directors. Los Alamos County and the City of Farmington are "Participating Utilities". Los Alamos County will nominate one person to serve on the NMMEAA Board of Directors, and the City of Farmington will nominate two persons. Nominees of the "Participating Utilities" require acceptance of the members representing the "Parties".

Utilities Manager John Arrowsmith represented Los Alamos County to NMMEAA since inception and was officially nominated to the Board by Council on October 28th, 2008 after the JPA was revised to guarantee Los Alamos a seat on a seven-member board, as described above. Mr. Arrowsmith was reappointed in October 2013. Upon Mr. Arrowsmith's retirement in July 2014; Deputy Utilities Manager of Finance and Administration Robert Westervelt was nominated by Council as Los Alamos' member on the NMMEAA Board and was reappointed in 2018. Mr. Westervelt is planning on retiring within the coming year. So as to affect a smooth transition the Department is recommending a replacement be appointed now. Mr. Olbrich is responsible for Natural Gas nominations and scheduling for Los Alamos, and has the knowledge and experience working with NMMEAA to serve in this position. Mr. Olbrich would begin serving in this position upon acceptance of his nomination by the "Parties" at the next regular meeting of the Board of Directors.

The JPA language is as follows:

"The Energy Acquisition Authority shall be governed by a seven-member board of directors (the "Board"). Each director shall have current experience in the operation of municipal utilities, the acquisition of energy supplies, and/or municipal finance in general, and shall be appointed as follows:

- A. The governing body of each Party shall appoint two directors.
- B. The fifth director shall be nominated by the Incorporated County of Los Alamos, New Mexico ("Los Alamos"), as the owner of a municipal utility utilizing long term energy supplies, and shall be voted upon by the four Party-appointed directors.
- C. The sixth and seventh directors shall be nominated by the City of Farmington, New Mexico ("Farmington"), as the owner of a municipal utility utilizing long term energy supplies, and shall be voted upon by the four Party appointed directors.
- D. The governing body of each Party shall appoint replacement directors to fill vacancies in the Board positions appointed by that Party. Vacancies in the fifth, sixth, and seventh director positions shall be nominated in the manner described in subsections (B) and (C) of this section 3, and shall be voted upon by the four Party -appointed directors. All replacement directors shall have the qualifications set described in the introductory paragraph of this Section 3.
- E. No director shall be a currently serving elected public official of the governing body of either Party to this agreement or of the governing body of a municipal participant.
- F. Each director shall have a term of office of 4 years, unless removed by appropriate action of the local government appointing or nominating that director. Directors may be reappointed or renominated for additional terms as provided in this Section 3.
- G. The Board of Directors shall request nominations for the fifth, sixth, and seventh director positions, as provided in subsections (B) and (C) of this section 3, at least every four years or more frequently in the event of a vacancy. The Board of Directors shall provide written notice to Los Alamos or Farmington that it will accept the nomination of a replacement director or directors for a thirty (30) day period and that, if no nomination is received, the Board of Directors will appoint a replacement director or directors for the next term or remainder of the existing term.

Note, in practice nominees have historically been presented for approval by the Board before expiration of a previous term or vacancy, and thus action under section G above has not been necessary.

Alternatives

The Board could choose not to approve appointment of Mr. Olbrich.

Fiscal and Staff Impact

None

Attachments

None



County of Los Alamos

Staff Report

November 18, 2020

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.: 6.D
Index (Council Goals): DPU FY2021 - 1.0 Provide Safe and Reliable Utility Services
Presenters: Steve Cummins, Deputy Utilities Manager - Power Supply
Legislative File: AGR0720-20

Title

Approval of Amendment No. 3 to Services Agreement No. AGR16-042 with Open Access Technology, Inc. in the amount of \$27,000.00, for a Total Agreement Amount Not to Exceed \$706,320.00, plus Applicable Gross Receipts Tax, for Additional webTrader Functionality for the Energy Trade Capture and Scheduling Software

Recommended Action

I move that the Board of Public Utilities approve Amendment No. 3 to Services Agreement No. AGR16-042 with Open Access Technology, Inc. in the amount of \$27,000.00, for a Total Agreement Amount Not to Exceed \$706,320.00, plus Applicable Gross Receipts Tax, for Additional webTrader Functionality for the Energy Trade Capture and Scheduling Software, and forward to Council for approval.

Staff Recommendation

Staff recommends that the Board approve as presented.

Body

On September 16th the Board of Public Utilities adopted Electric Production's approach to closing the gaps identified by Utilicast for Public Service Company of New Mexico's (PNM) entry into the California Independent System Operators (CAISO) Energy Imbalance Market (EIM). This amendment is for the programming of an Electronic Industry Data Exchange (EIDE) system to satisfy a requirement to forecast constantly with regard to load and generation. The forecast will automatically upload to PNM's system and help Power Operations manage the increased workload relatively inexpensively. The amendment is to last the duration of the OATI existing contract and add \$27,000.00 which includes initial implementation plans. The cost of this service was included in the current fiscal year budget and approved by the Utilities Board and County Council.

History: The Department of Public Utilities Electric Production (EP) Division has been using OATI power scheduling software, (Web-Trader), since 2009. OATI Web-Trader is an internet based product that helps monitor and track, the County and LANL combined load, generation assets and market purchases and sales on an hourly basis throughout the year. The County's Power Systems Operators also manage the loads and resources for Sandia Kirtland using the Web-Trader power scheduling software.

Power trading software, as a service, is essential to Electric Production operations. This new contract will also help keep Los Alamos County and Los Alamos National Laboratory in

compliance with the Federal Energy Regulatory Commission (FERC), North American Electric Reliability Corporation (NERC) and the Western Electricity Coordinating Council (WECC) standards as they apply to our operation.

Alternatives

The frequency and timing of required data request would require an additional employee in order to meet the requirements manually. The Electronic Industry Data Exchange (EIDE) saves time, effort, and ensures consistent data and minimizes risk with regard to potential penalties.

Fiscal and Staff Impact

The cost of this service was included in Electric Productions fiscal year budget. The implementation of this Electronic Industry Data exchange will significantly save time and effort by the power operations team at an annual cost of \$6,000.00.

Attachments

A - AGR016-042-A3

**AMENDMENT NO. 3
INCORPORATED COUNTY OF LOS ALAMOS
SERVICES AGREEMENT NO. 16-042**

This **AMENDMENT NO. 3** is entered into by and between the **Incorporated County of Los Alamos**, an incorporated county of the State of New Mexico ("County"), and **Open Access Technology International, Inc.**, a Minnesota corporation ("Contractor" or "OATI"), to be effective for all purposes November 11, 2020.

WHEREAS, County and Contractor entered into Agreement No. AGR16-042 dated August 31, 2016, Amendment No. 1 AGR16-042-A1 dated August 31, 2018, and Amendment No. 2 AGR16-042-A2 dated August 31, 2020, (as amended, the "Agreement") for Energy Trade Capture and Scheduling Software; and

WHEREAS, information regarding the energy and balance market provided by Utilicast's CAISO EIM Assessment and Gap Analysis proved that it is crucial for County to now purchase additional functionality, as provided by the current software Contractor, which shall allow webTrader EIDE to tie in to the current webTrader Solution; and

WHEREAS, Contractor provides this functionality, which has always been present to purchase. At the time of the original agreement, County did not purchase the functionality because the Energy Imbalance Market was not present. The addition of this one feature of the webTrader package to the current software package that County currently utilizes will add TWENTY-SEVEN THOUSAND DOLLARS (\$27,000.00) to the current Agreement; and

WHEREAS, County and Contractor wish to add webTrader EIDE to the current webTrader Solution that Contractor provides County; and

WHEREAS, the Board of Public Utilities approved this Amendment a public meeting held on October 21, 2020; and

WHEREAS, the County Council approved this Amendment at a public meeting held on November 10, 2020.

NOW, THEREFORE, for good and valuable consideration, County and Contractor agree as follows.

- I. Delete subparagraph No. 2 in **SECTION A. SCOPE OF SERVICES** in its entirety and replace it with the following:
 2. **webTrader Solution®**. Contractor shall furnish to County access to the webTrader Power Solution® ("Software") with purchased User IDs. The accessible solution shall include, as provided in OATI's proposal document titled Volume II-Commercial Proposal ("Price Schedule") attached hereto as Exhibit "C", and which includes the modules and functionality of the webTrader Power Solution® features/modules: 1) the webTrader Report Generator feature/module, 2) the webCALC feature/module, 3) webTag feature/module (a.k.a. "Tagging" solution), and the 4) webTrader EIDE. OATI shall provide access by the authorized users to the Software from the OATI Data Center located in Minneapolis, Minnesota, USA.

II. Delete Exhibit "C" in its entirety and replace it with the attached and revised Exhibit "C."

III. Delete **SECTION C. COMPENSATION** in its entirety and replace with the following:

SECTION C. COMPENSATION:

- 1. Amount of Compensation.** County shall pay compensation for performance of the Services in an amount not to exceed SEVEN HUNDRED SIX THOUSAND THREE HUNDRED TWENTY DOLLARS (\$706,320.00), which amount does not include applicable New Mexico Gross Receipts Taxes ("NMGRT"). Compensation shall be paid in accordance with the rate schedule set out in Exhibit "C," attached hereto and made a part hereof for all purposes.
- 2. Monthly Invoices.** Contractor shall submit itemized invoices to County's Project Manager showing amount of compensation due, amount of any NMGRT, and total amount payable. Payment of undisputed amounts shall be due and payable thirty (30) days after County's receipt of the invoice.

Except as expressly modified by this Amendment, the terms and conditions of the Agreement remain unchanged and in effect.

IN WITNESS WHEREOF, the parties have executed this Amendment No. 3 on the date(s) set forth opposite the signatures of their authorized representatives to be effective for all purposes on the date first written above.

ATTEST

INCORPORATED COUNTY OF LOS ALAMOS

NAOMI D. MAESTAS
COUNTY CLERK

By: _____
PHILO S. SHELTON, III, P.E. **DATE**
UTILITIES MANAGER

Approved as to form:

J. ALVIN LEAPHART
COUNTY ATTORNEY

OPEN ACCESS TECHNOLOGY
INTERNATIONAL, INC. (OATI), A MINNESOTA
CORPORATION

By: _____
NAME: _____ **DATE**
TITLE: _____



County of Los Alamos

Staff Report

November 18, 2020

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.: 6.E
Index (Council Goals): DPU FY2021 - 1.0 Provide Safe and Reliable Utility Services
Presenters: James Alarid, Deputy Utilities Manager - Engineering
Legislative File: 13518-20

Title

Award of Bid No. 21-05 for the Purpose of the Overlook Park Non-Potable Water Booster Station Replacement Project with RMCI, Inc. in the Amount of \$1,562,500, plus Applicable Gross Receipts Tax.

Recommended Action

I move that the Board of Public Utilities approve the Award of Bid No. 21-05 for the Purpose of the Overlook Park Non-Potable Water Booster Station Replacement Project with RMCI, Inc. in the Amount of \$1,562,500 and a contingency in the amount of \$234,000, for a total of \$1,796,500 plus Applicable Gross Receipts Tax and forward to Council for approval.

Staff Recommendation

Staff recommends that the Board approve as presented.

Body

The project will replace the existing Overlook Park Irrigation Booster station which has been in service since 1982 and is at the end of its functional life. A detailed description is provided as Attachment A.

Two bids were received for the project. \$24,250 separated the two bids indicating that the prices received were a good representation of the project cost. The primary funding source for the project are a Water Trust Board (WTB) award of \$800,000 (\$480,000 grant and \$320,000 loan at 0% interest), and a county match of \$120,000, for a total of \$920,000. In the fall of 2018 when the WTB application was prepared the project was estimated to cost approximately \$1 million, based primarily estimates for similar booster station project costs in 2015. The large overrun is attributed to the extent of the extensive earthwork required due to the existing soil conditions and high market costs for piping, stainless steel mechanical equipment and electrical equipment.

In an attempt to lower the bid cost, the chief procurement officer reached out to the low bidder to attempt to negotiate a lower price on the project based on provisions in the procurement code. This resulted in the contractor lowering their bid by \$20,000.

Staff has evaluated the bids, opportunities to reduce scope and re-bid the project, and the time constraints on the grant/loan funding. There is minimal savings to be achieved by reducing scope, and the trend of increasing equipment/pipe/electric materials prices may offset any

potential savings. In addition, the grant/loan must be administratively closed by March 2022, or we will default on the loan/grant agreement and lose those funds. We are recommending award of the project using savings achieved by financing the Otowi Well #2 Well House and Equipment & Otowi Well #4 MCC Replacement Project to make up the cost overrun.

Alternatives

If the bid is not awarded staff will regroup and attempt to salvage a project that can meet the loan/grant schedule.

Fiscal and Staff Impact/Planned Item

The project will be funded by \$920,000 associated with the WTB award and use \$876,875 from the unspent \$1,900,000 budgeted in FY 2021 for the Otowi Well #2 Well House and Equipment & Otowi Well #4 MCC Replacement Project

Attachments

A - Project Description

Replacement Effluent Booster Station at Overlook Park for the Purpose of Irrigating Ball Fields and Park Facilities

Incorporated County of Los Alamos 2019 WTB Request \$800,000

The existing effluent booster station was built in 1982. All of the major mechanical and electrical equipment is original and at the end of its service life. The pumps were installed outdoors and have been exposed to the elements through the years, adding to the deterioration. The equipment is experiencing more frequent failures and replacement components are becoming harder to find. The new booster station will be built adjacent to the existing, in a new building. Placing the pumps and associated equipment indoors will add security and extend the life of the equipment. Overlook Park consists of 35 acres of irrigated space, the majority of which is grass ball fields. Replacing this aged booster station will allow Los Alamos County to continue irrigating the park with treated effluent to conserve potable water and preserve the groundwater aquifer.

Over 20 million gallons of effluent water used annually, which would otherwise be potable water use

Overlook Park is the premier recreation area and gathering site for the community. It is estimated that 85% of the residents of the community of White Rock visit Overlook Park each year. Activities that draw residents to the park are youth and adult baseball/softball/soccer leagues, 4th of July fireworks, biking, family/school/church/club gatherings and outdoor enthusiast use of the multiple trails that go through the park.

Design of the replacement booster station was completed in-house by the Department of Public Utilities Engineering staff. Design was coordinated with utility and parks operators, to incorporate needs and efficiencies learned from decades of operating this system. Efficiency improvements that have been designed into the new booster station are metering, modern solid state instrumentation and control systems, variable frequency drives and new pumps will be sized accurately to meet the current irrigation demand.

Reduced power consumption and reduced downtime of the system

The project will continue to use the current configuration with an open pond reservoir and adjacent pumping system. The open reservoir is a source of water for wild land firefighting in the White Rock Canyon. Water from the pond is available for fire truck filling and helicopters equipped with buckets.

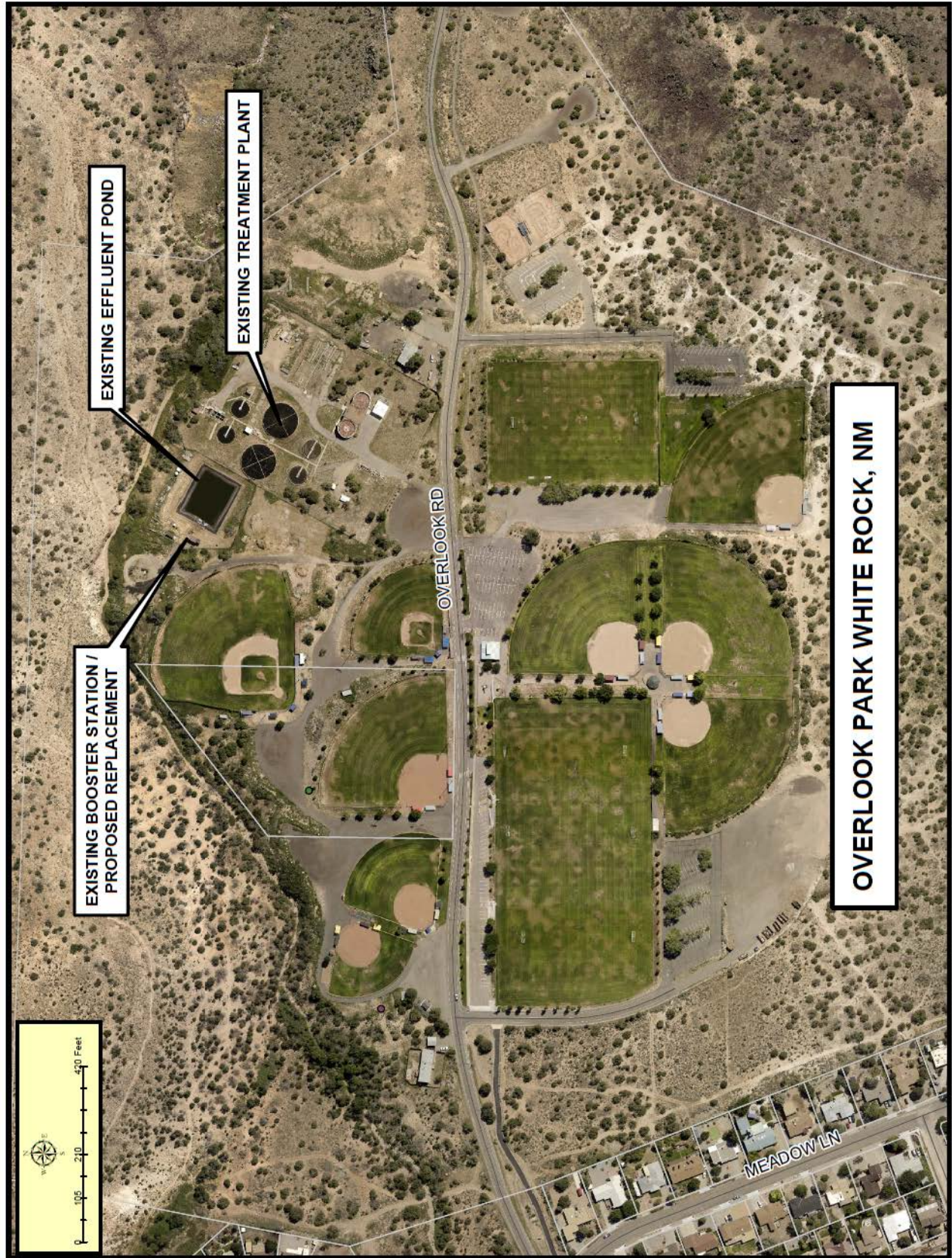
Irrigate 35 acres of park space.

Project Benefits:

1. **Conserve Energy** by not having to pump groundwater out of the ground over 1,000 feet.
2. **Conserve Potable Water** for future generations.
3. **Preserve Aquifer** by reducing pumping of groundwater.
4. Allow **Efficient and Reliable Irrigation** to maintain the treasured Overlook Park facilities, which **accommodate youth and adult sports, community activities and family gatherings**.



Photo of existing booster pumps installed in 1982.





County of Los Alamos

Staff Report

November 18, 2020

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.: 7.A

Index (Council Goals): DPU FY2021 - 3.0 Be a Customer Service Oriented Organization that is Communicative, Efficient, and Transparent

Presenters: James Alarid, Deputy Utilities Manager - Engineering

Legislative File: AGR0718-20

Title

Approval of the (REVISED) Amendment to the Software as a Service/Spectrum and Technical Support Agreement with Sensus USA, Inc., and Amendment No. 1 to Services Agreement No. AGR19-912 with Ferguson, Inc. in the amount of \$175,580.00, plus applicable gross receipts tax, for the Purpose of Implementing an Advanced Metering Infrastructure Customer Portal

Recommended Action

I move that the Board of Public Utilities approve the Amendment to the Software as a Service/Spectrum and Technical Support Agreement with Sensus USA, Inc., which is Exhibit D to AGR19-912 with Ferguson, Inc., for the purpose of implementing an Advanced Metering Infrastructure (AMI) Customer Portal, funding for which is payable through the Ferguson agreement. I further move that the Board approve Amendment No. 1 to Services Agreement No. AGR19-912 with Ferguson, Inc. in the amount of \$175,580.00, plus applicable gross receipts tax for the AMI Customer Portal. I further move that the Board forward both amendments to Council for approval and authorize the Utilities Manager to sign both amendments.

Staff Recommendation

Staff recommends approval as presented.

Body

This amendment was presented to the Utility Board in September. Soon after the September Utility Board meeting we received some proposed changes to the amendment from Sensus. The changes received were to incorporate the portal scope into the agreement by amending an existing exhibit in the original agreement. In addition, payment was not adequately addressed in their proposed changes. We have coordinated the suggested format changes and addressed the cost element of the portal to our satisfaction. The cost presented now is significantly more than the cost presented in September for the following reasons. The base cost of the portal for ten years and up to 1,500 annual users is \$108,111.68. In addition to the base cost, an amount of \$67,468.32 is added to the contract to allow for additional users in excess of the 1,500 (1,500 represents 18% of DPU customers). Staff plans to promote the use of the portal aggressively for conservation purposes and as a customer service enhancement and foresees up to 40% of our customers using the portal in any respective year. These overage costs were proposed to come from project contingency in September. For clarity and to establish spending authority, the amendment now includes costs for up to an additional 22% of customer users, in an amount not to exceed \$67,468.32, which will only be paid if 1,500 users are exceeded in a respective year.

All other elements of the portal are the same as presented in September as described below.

The purpose of this amendment is for the development, installation, and on-going maintenance of a customer portal for County utility users for ten years. The customer portal will allow County utility customers the ability to access their data recorded by the Sensus Advanced Metering Infrastructure for the purpose of viewing their consumption of natural gas, water and electricity, setting up customized alerts, and providing an additional communication channel to Los Alamos County Department of Public Utilities (DPU).

Customers will have access to usage data associated with their DPU account in 15 minute increments for electric consumption and 60-minute increments for gas and water consumption. Consumption data will be available in a clear easy-to-read dashboard and can be downloaded digitally for customers to track, trend and/or evaluate their consumption. The portal will have a convenient link to view and pay their utility bill. The customer portal will be accessible 24 hours per day, 365 days per year by desktop or mobile internet-based devices using a secure two-way communication between customer portal and user device.

The DPU will have the ability to include customizable administrative utility features and alerts, allowing DPU staff to add custom content, such as conservation tips, leak detection and outage management/notification. The DPU will use the availability of the near real time consumption to create new conservation measures which can now be individualized to each customer.

Alternatives

If the amendment is not approved, staff will pursue other options to provide customer access to their consumption data.

Fiscal and Staff Impact

All of the costs for the customer portal that totals to \$175,580 will be paid out of the budgeted contingency approved with the award of AGR19-912 in the amount of \$971,950. To date no contingency funds have been used for the project. There is a potential use of an on-call electrician that was budgeted at \$199,000 for addressing any code issues with changing out electric meters. While not anticipated, should both agreements be fully expended, then \$597,370 would be remaining in the project contingency budget.

Attachments

A - Amendment to Sensus Agreement and Amendment No. 1 to AGR19-912.

**AMENDMENT NO. 1 TO
INCORPORATED COUNTY OF LOS ALAMOS
AMENDMENT TO AGR19-912 ATTACHMENT D, BETWEEN THE
INCORPORATED COUNTY OF LOS ALAMOS, NEW MEXICO AND
SENSUS USA INC. AND TO INCREASE COMPENSATION FOR ADDITIONAL
SERVICES**

WHEREAS, the County entered into a Software as a Service/Spectrum and Technical Support Agreement on 8 March 2019 ("Agreement") with Sensus USA Inc. ("Sensus") as part of County Agreement AGR19-912 to provide advanced metering infrastructure ("AMI") software as a service, communication spectrum, and technical support; and

WHEREAS, it was understood that the County would procure from Sensus, as part of the Ferguson AMI agreement, AGR19-912, a customer portal to allow County utility customers the ability to access their data recorded by the Sensus smart meters and smart points associated with their personal DPU accounts for the purpose of viewing their consumption of natural gas, water and electricity, setting up customized alerts, and providing an additional communication channel to Los Alamos County Department of Public Utilities ("Department" or "DPU") via an on-line internet based software as a service; and

WHEREAS, the County's Procurement Officer has determined that this software as a service is available only from Sensus and a sole source procurement is appropriate under the circumstances; and

WHEREAS, the Board of Public Utilities approved the amendment to AGR19-912 at its October 21, 2020 public meeting; and

WHEREAS, the County Council approved the amendment at its October 27, 2020 public meeting.

NOW WHEREFORE for the mutual promises herein made, the Parties hereby agree as follows:

SECTION 1. Exhibit D to the Sensus agreement, AGR19-912, is hereby amended to amend Exhibit A of Part 2 of Exhibit D as attached hereto as **Attachment 1**.

SECTION 2. COSTS. Exhibit A of AGR19-912 is hereby amended to add **Exhibit A.1**, attached hereto as **Attachment 2**, as the additional costs and price for a customer portal and additional services related thereto.

SECTION 3. Section IV. A. of AGR19-912 (Compensation), is hereby amended as follows:

A. Amount of Compensation.

County agrees to purchase the Materials and Services, as set forth in Exhibits A from Ferguson and Sensus. Ferguson agrees to sell to County the Materials and Services at the prices and in the quantities set forth on Exhibit A, as applicable, and on the terms and conditions set forth in this Agreement. County shall pay compensation for performance of the Services in an amount **NOT TO EXCEED FIVE MILLION SEVENTY-THIRTY-FIVE THOUSAND, AND SIXTY DOLLARS (\$5,735,060.00)**, which amount does not include applicable New Mexico gross receipts taxes ("NMGRT").

Section 3. All other terms and conditions in the Sensus agreement remain effective.

IN WITNESS WHEREOF, the parties have executed this Amendment No. 1 on the date(s) set forth opposite the signatures of their authorized representatives to be effective for all purposes on the date first written above.

ATTEST

INCORPORATED COUNTY OF LOS ALAMOS

By: _____

Naomi D. Maestas

Philo S. Shelton, III, P.E.

Date

County Clerk

Utilities Manager

Approved as to form:

J. ALVIN LEAPHART

FERGUSON, INC., A VIRGINIA CORPORATION

COUNTY ATTORNEY

By: _____

NAME: _____ **DATE**

TITLE: _____

FIRST AMENDMENT TO THE
ADVANCED METERING INFRASTRUCTURE AGREEMENT
("First Amendment")

This First Amendment is made this ____ day of _____ 2020 ("Effective Date"), by and between Sensus USA Inc., a corporation of the State of Delaware, with offices at 637 Davis Drive, Morrisville, North Carolina 27560 ("Sensus"), and the Incorporated County of Los Alamos, New Mexico ("Customer").

WHEREAS, Sensus and Customer entered into an Advanced Metering Infrastructure Agreement on April 4, 2019 ("Agreement");
and

WHEREAS the parties desire to amend the Agreement according to the terms and conditions in this First Amendment.

NOW THEREFORE, in consideration of the mutual covenants, terms, and conditions set forth in this First Amendment, the parties hereto mutually covenant and agree to amend the Agreement as follows:

1. **Defined Terms.** Any terms used in this First Amendment as defined terms, and which are not defined herein, shall have the meanings given to those terms in the Agreement.
2. **Software.** By way of this First Amendment, Customer hereby elects to add Consumer Portal to the Sensus Analytics Enhanced Package. Accordingly, Exhibit A of Part 2 of the Agreement is hereby replaced in its entirety with the Exhibit A attached hereto.
3. **Entire Agreement.** The Agreement, as amended by this First Amendment, constitutes and contains the entire understanding and agreement of the parties. To the extent that the provisions of this First Amendment are inconsistent with the Agreement, the terms of this First Amendment shall control. Except as expressly amended or modified in this First Agreement, all other terms and conditions of the Agreement shall remain in full force and effect and this First Amendment shall be binding upon the parties.

IN WITNESS WHEREOF, the parties hereto have caused this First Amendment to be signed by their respective officers, authorized as of the day and year written above.

SENSUS USA INC.

By: _____

Name: _____

Title: _____

Date: _____

THE INCORPORATED COUNTY OF LOS ALAMOS

By: _____

Name: _____

Title: _____

Date: _____

Exhibit A Software

Software as a Service

1. Description of Services.

This exhibit contains the details of the Software as a Service that Sensus shall provide to Customer if both: (i) pricing for the application of Software as a Service has been provided to the Customer; and (ii) the Customer is current in its payments to Sensus' authorized distributor for such application of Software as a Service.

A. Software as a Service Generally.

Software as a Service is a managed service in which Sensus will be responsible for the day-to-day monitoring, maintenance, management, and supporting of Customer's software applications. In a Software as a Service solution, Sensus owns all components of the solution (server hardware, storage, data center, network equipment, Sensus software, and all third-party software) required to run and operate the application. These software applications consist of the following (each an "Application"):

- Regional Network Interface (RNI) Software
- Sensus Analytics
 - Enhanced Package
- Consumer Portal

The managed application systems consist of the hardware, Sensus Software, and other third-party software that is required to operate the software applications. Each Application will have a production, and Disaster Recovery (as described below) environment. Test environments are not provided unless otherwise specifically agreed by Sensus in writing. Sensus will manage the Applications by providing 24 x 7 x 365 monitoring of the availability and performance of the Applications.

B. Use of Software as a Service.

Subject to the terms of this Agreement, Sensus shall make Software as a Service available to Customer to access and use solely for the Permitted Use and solely for so long as Customer is current in its payments to Sensus or its authorized distributor for Software as a Service. The Software as a Service term commences on the date that Sensus first makes Software as a Service available to Customer for use, and ends upon the earlier of: (i) the expiration or termination of the Agreement; (ii) breach by Customer of this exhibit or the Agreement; or (iii) Customer's termination of Software as a Service as set forth in paragraph (C) below.

C. Termination of an Application.

Customer shall have the option at any time before the end of the Term to terminate any Application by giving Sensus one hundred twenty (120) days prior written notice. Such notice, once delivered to Sensus, is irrevocable. Should Customer elect to terminate any Application, Customer acknowledges that: (a) Customer shall pay all applicable fees, including any unpaid Software as a Service fees due in the current calendar year plus a ten percent (10%) early termination fee, where such fee is calculated based on the annual Software as a Service fee due in the current calendar year; and (b) Software as a Service for such Application shall immediately cease. If Customer elects to terminate the RNI Application in the Software as a Service environment but does not terminate the Agreement generally, then upon delivery of the notice to Sensus, Customer shall purchase the necessary (a) RNI hardware from a third party and (b) RNI software license at Sensus' then-current pricing. No portion of the Software as a Service fees shall be applied to the purchase of the RNI hardware or software license.

D. Software as a Service means only the following services:

- i. Sensus will provide the use of required hardware, located at Sensus' or a third-party's data center facility (as determined by Sensus), that is necessary to operate the Application.
- ii. Sensus will provide production and disaster recovery environments for Application.
- iii. Sensus will provide patches, updates, and upgrades to latest Sensus Hosted Software release.
- iv. Sensus will configure and manage the equipment (server hardware, routers, switches, firewalls, etc.) in the data centers:
 - (a) Network addresses and virtual private networks (VPN)
 - (b) Standard time source (NTP or GPS)
 - (c) Security access points
 - (d) Respond to relevant alarms and notifications
- v. Capacity and performance management. Sensus will:
 - (a) Monitor capacity and performance of the Application server and software applications 24x7x365 using KPI metrics, thresholds, and alerts to proactively identify any potential issues related to system capacity and/or performance (i.e. database, backspool, logs, message broker storage, etc.)
 - (b) If an issue is identified to have a potential impact to the system, Sensus will open an incident ticket and manage the ticket through resolution per Exhibit B, Technical Support.
 - (c) Manage and maintain the performance of the server and perform any change or configuration to the server, in accordance to standard configuration and change management policies and procedures.
 - (d) Manage and maintain the server storage capacity and performance of the Storage Area Network (SAN), in accordance to standard configuration and change management policies and procedures.
 - (e) Exceptions may occur to the system that require Sensus to take immediate action to maintain the system capacity and performance levels, and Sensus has authority to make changes without Customer approval as needed, in accordance to standard configuration and change management policies and procedures.
- vi. Database management. Sensus will:
 - (a) Implement the data retention plan and policy, and will provide the policy upon request.
 - (b) Monitor space and capacity requirements.
 - (c) Respond to database alarms and notifications.
 - (d) Install database software upgrades and patches.

- (e) Perform routine database maintenance and cleanup of database to improve capacity and performance, such as rebuilding indexes, updating indexes, consistency checks, run SQL query/agent jobs, etc.
 - vii. Incident and Problem Management. Sensus will:
 - (a) Proactively monitor managed systems (24x7x365) for key events and thresholds to proactively detect and identify incidents.
 - (b) Respond to incidents and problems that may occur to the Application(s).
 - (c) Maintain policies and procedures for responding to incidents and performing root cause analysis for ongoing problems.
 - (d) Correlate incidents and problems where applicable.
 - (e) Sensus personnel will use the self-service portal to document and track incidents.
 - (f) In the event that Sensus personnel is unable to resolve an issue, the issue will be escalated to the appropriate Subject Matter Expert (SME).
 - (g) Maintain responsibility for managing incident and problems through resolution and will coordinate with Customer's personnel and/or any required third-party vendor to resolve the issue.
 - (h) Provide telephone support consistent with Exhibit B, Technical Support in the case of undetected events.
 - viii. Security Management. Sensus will:
 - (a) Monitor the physical and cyber security of the server and Application(s) 24x7x365 to ensure system is highly secure in accordance with NIST Security Standards.
 - (b) Perform active intrusion prevention and detection of the data center network and firewalls, and monitor logs and alerts.
 - (c) Conduct period penetration testing of the network and data center facilities.
 - (d) Conduct monthly vulnerability scanning by both internal staff and external vendors.
 - (e) Perform anti-virus and Malware patch management on all systems.
 - (f) Install updates to virus protection software and related files (including virus signature files and similar files) on all servers from the update being generally available from the anti-virus software provider.
 - (g) Respond to any potential threat found on the system and work to eliminate any virus or malware found.
 - (h) Adhere to and submit certification to NERC/CIP Cyber Security standards.
 - (i) Monitors industry regulation/standards regarding security – NERC, FERC, NIST, OpenSG, etc. through the dedicated Sensus security team.
 - (j) Provide secure web portal access (SSL) to the Application(s).
 - ix. Backup and Disaster Recovery Management. Sensus will:
 - (a) Perform daily backups of data providing one (1) year of history for auditing and restoration purposes.
 - (b) Back-up and store data (on tapes or other storage media as appropriate) off-site to provide protection against disasters and to meet file recovery needs.
 - (c) Conduct incremental and full back-ups to capture data, and changes to data, on the Application(s).
 - (d) Replicate the Application(s) environments to a geographically separated data center location to provide a full disaster recovery environment for the Application production system.
 - (e) Provide disaster recovery environment and perform fail-over to Disaster Recovery environment within forty-eight (48) hours of declared event.
 - (f) Generate a report following each and any disaster measuring performance against the disaster recovery plan and identification of problem areas and plans for resolution.
 - (g) Maintain a disaster recovery plan. In the event of a disaster, Sensus shall provide the services in accordance with the disaster recovery plan.
 - (h) In the case of a disaster and loss of access to or use of the Application, Sensus would use commercially reasonable efforts per the Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) specified herein to restore operations at the same location or at a backup location within forty-eight (48) hours.
 - (i) The Application shall have a RTO of forty-eight (48) hours.
 - (j) The RPO shall be a full recovery of the Application(s), with an RPO of one (1) hours, using no more than a twenty-four (24) hour old backup. All meter-related data shall be pushed from each Base Station/TGB restoring the database to real-time minus external interfaced systems from the day prior.
 - (k) Data from external interfaced systems shall be recreated within a forty-eight (48) hour period with the assistance of Customer personnel and staff, as needed.
- E. **Customer Responsibilities:**
- i. Coordinate and schedule any changes submitted by Sensus to the system in accordance with standard configuration and change management procedures.
 - ii. Participate in all required configuration and change management procedures.
 - iii. Customer will log incidents related to the managed Application with Sensus personnel via email, web portal ticket entry, or phone call.
 - iv. Responsible for periodic processing of accounts or readings (i.e., billing files) for Customer's billing system for billing or other analysis purposes.
 - v. Responsible for any field labor to troubleshoot any SmartPoint modules or smart meters in the field in populations that have been previously deployed and accepted.
 - vi. First response labor to troubleshoot FlexNet Base Station, R100s, Remote Transceivers or other field network equipment.
 - vii. Responsible for local area network configuration, management, and support.
 - viii. Identify and research problems with meter reads and meter read performance.
 - ix. Create and manage user accounts.
 - x. Customize application configurations.
 - xi. Support application users.

- xii. Investigate application operational issues (e.g., meter reads, reports, alarms, etc.).
- xiii. Respond to alarms and notifications.
- xiv. Perform firmware upgrades over-the-air, or delegate and monitor field personnel for on-site upgrades.

F. **Software as a Service** does not include any of the following services:

- i. Parts or labor required to repair damage to any field network equipment that is the result of a Force Majeure event.
- ii. Any integration between applications, such as Harris MeterSense, would require a Professional Services contract agreement to be scoped, submitted, and agreed in a signed writing between Sensus and all the applicable parties.

If an item is not listed in subparagraphs in item (D) above, such item is excluded from the Software as a Service and is subject to additional pricing.

2. **Further Agreements**

A. **System Uptime Rate.**

- i. Sensus (or its contractor) shall manage and maintain the Application(s) on computers owned or controlled by Sensus (or its contractors) and shall provide Customer access to the managed Application(s) via internet or point to point connection (i.e., Managed-Access use), according to the terms below. Sensus endeavors to maintain an average System Uptime Rate equal to ninety-nine (99.0) per Month (as defined below). The System Uptime Rate, cumulative across all Applications, shall be calculated as follows:

$$\text{System Uptime Rate} = 100 \times \frac{\text{TMO} - \text{Total Non-Scheduled Downtime minutes in the Month}}{\text{TMO}}$$

ii. **Calculations**

- a. **Targeted Minutes of Operation or TMO** means total minutes cumulative across all Applications in the applicable month minus the Scheduled Downtime in the Month.
- b. **Scheduled Downtime** means the number of minutes during the Month, as measured by Sensus, in which access to any Application is scheduled to be unavailable for use by Customer due to planned system maintenance. Sensus shall provide Customer notice (via email or otherwise) at least seven (7) days in advance of commencement of the Scheduled Downtime.
- c. **Non-Scheduled Downtime** means the number of minutes during the Month, as measured by Sensus, in which access to any Application is unavailable for use by Customer due to reasons other than Scheduled Downtime or the Exceptions, as defined below (e.g., due to a need for unplanned maintenance or repair).

iii. **Exceptions.** Exceptions mean the following events:

- Force Majeure
- Emergency Work, as defined below; and
- Lack of Internet Availability, as described below.

- a. **Emergency Work.** In the event that Force Majeure, emergencies, dangerous conditions or other exceptional circumstances arise or continue during TMO, Sensus shall be entitled to take any actions that Sensus, in good faith, determines is necessary or advisable to prevent, remedy, mitigate, or otherwise address actual or potential harm, interruption, loss, threat, security or like concern to any of the Application(s) ("Emergency Work"). Such Emergency Work may include, but is not limited to: analysis, testing, repair, maintenance, re-setting and other servicing of the hardware, cabling, networks, software and other devices, materials and systems through which access to and/or use of the Application(s) by the Customer is made available (the "Managed Systems"). Sensus shall endeavor to provide advance notice of such Emergency Work to Customer when practicable and possible.
- b. **Lack of Internet Availability.** Sensus shall not be responsible for any deterioration of performance attributable to latencies in the public internet or point-to-point network connection operated by a third party. Customer expressly acknowledges and agrees that Sensus does not and cannot control the flow of data to or from Sensus' networks and other portions of the Internet, and that such flow depends in part on the performance of Internet services provided or controlled by third parties, and that at times, actions or inactions of such third parties can impair or disrupt data transmitted through, and/or Customer's connections to, the Internet or point-to-point data connection (or portions thereof). Although Sensus will use commercially reasonable efforts to take actions Sensus may deem appropriate to mitigate the effects of any such events, Sensus cannot guarantee that such events will not occur. Accordingly, Sensus disclaims any and all liability resulting from or relating to such events.

iv. **System Availability.** For each month that the System Uptime Rates for the production RNI falls below 99.0%, Sensus will issue Customer the following Service Level Credits:

System Uptime Rate per calendar month	Service Level Credit
Less than 99.0% but at least 97.5%	5% of the monthly RNI SaaS Fees in which the service level default occurred (Note: SaaS fees are pre-paid annually and for purposes of SLA Credits are computed on a monthly basis.)
Less than 97.5% but at least 95.0%	10% of the monthly RNI SaaS Fees in which the service level default occurred
Less than 95.0%	20% of the monthly RNI SaaS Fees in which the service level default occurred

Service Level Credits for any single month shall not exceed 20% of the RNI SaaS Fee associated with the month in which the service level default occurred. Sensus records and data will be the sole basis for all Service Level Credit calculations and determinations, provided that such records and data must be made available to Customer for review and agreement by Customer. To receive a Service Level Credit, Customer must issue a written request no later than ten (10) days after the Service Level Credit has accrued. Sensus will apply each valid Service Level Credit to the Customer's invoice within 2 billing cycles after Sensus' receipt of Customer's request and confirmation of the failure to meet the applicable Service Level Credit. Service Level Credits will not be payable for failures to meet the System Uptime Rate caused by any Exceptions. No Service Level Credit will apply if Customer is not current in its undisputed payment obligations under the Agreement. Service Level Credits are exclusive of any applicable taxes charged to Customer or collected by Sensus. Sensus shall not refund an unused Service Level Credits or pay cash to Customer for any unused Service Level Credits. Any unused Service

Level Credits at the time the Agreement terminates will be forever forfeited. THE SERVICE LEVEL CREDITS DESCRIBED IN THIS SECTION ARE THE SOLE AND EXCLUSIVE REMEDY FOR SENSUS' FAILURE TO MEET THE SYSTEM UPTIME REQUIREMENT OR ANY DEFECTIVE SAAS PERFORMANCE. IN NO EVENT SHALL THE AGGREGATE AMOUNT OF SERVICE LEVEL CREDITS IN ANY ANNUAL PERIOD EXCEED 20% OF THE ANNUAL RNI SAAS FEE.

- B. Data Center Site-Security.** Although Sensus may modify such security arrangements without consent or notice to Customer, Customer acknowledges the following are the current arrangements regarding physical access to and support of the primary hardware components of the Managed Systems:
- i. The computer room(s) in which the hardware is installed is accessible only to authorized individuals.
 - ii. Power infrastructure includes one or more uninterruptible power supply (UPS) devices and diesel generators or other alternative power for back-up electrical power.
 - iii. Air-conditioning facilities (for humidity and temperature controls) are provided in or for such computer room(s) and can be monitored and adjusted for humidity and temperature settings and control. Such air systems are supported by redundant, back-up and/or switch-over environmental units.
 - iv. Such electrical and A/C systems are monitored on an ongoing basis and personnel are available to respond to system emergencies (if any) in real time.
 - v. Dry pipe pre-action fire detection and suppression systems are provided.
 - vi. Data circuits are available via multiple providers and diverse paths, giving access redundancy.
- C. Responsibilities of Customer.**
- i. Customer shall promptly pay all Software as a Service fees.
 - ii. Customer may not (i) carelessly, knowingly, intentionally or maliciously threaten, disrupt, harm, abuse or interfere with the Application(s), Managed Systems or any of their functionality, performance, security or integrity, nor attempt to do so; (ii) impersonate any person or entity, including, but not limited to, Sensus, a Sensus employee or another user; or (iii) forge, falsify, disguise or otherwise manipulate any identification information associated with Customer's access to or use of the Application(s).
 - iii. The provisioning, compatibility, operation, security, support, and maintenance of Customer's hardware and software ("Customer's Systems") is exclusively the responsibility of Customer. Customer is also responsible, in particular, for correctly configuring and maintaining (i) the desktop environment used by Customer to access the Application(s) managed by Sensus; and (ii) Customer's network router and firewall, if applicable, to allow data to flow between the Customer's Systems and Sensus' Managed Systems in a secure manner via the public Internet.
 - iv. Upon receiving the system administrator account from Sensus, Customer shall create username and passwords for each of Customer's authorized users and complete the applicable Sensus registration process (Authorized Users). Such usernames and passwords will allow Authorized Users to access the Application(s). Customer shall be solely responsible for maintaining the security and confidentiality of each user ID and password pair associated with Customer's account, and Sensus will not be liable for any loss, damage or liability arising from Customer's account or any user ID and password pairs associated with Customer. Customer is fully responsible for all acts and omissions that occur through the use of Customer's account and any user ID and password pairs. Customer agrees (i) not to allow anyone other than the Authorized Users to have any access to, or use of Customer's account or any user ID and password pairs at any time; (ii) to notify Sensus immediately of any actual or suspected unauthorized use of Customer's account or any of such user ID and password pairs, or any other breach or suspected breach of security, restricted use or confidentiality; and (iii) to take the Sensus-recommended steps to log out from and otherwise exit the Application(s) and Managed Systems at the end of each session. Customer agrees that Sensus shall be entitled to rely, without inquiry, on the validity of the user accessing the Application(s) application through Customer's account, account ID, usernames or passwords.
 - v. Customer shall be responsible for the day-to-day operations of the Application(s) and FlexNet System. This includes, without limitation, (i) researching problems with meter reads and system performance, (ii) creating and managing user accounts, (iii) customizing application configurations, (iv) supporting application users, (v) investigating application operational issues, (vi) responding to alarms and notifications, and (vii) performing over-the-air commands (such as firmware updates or configuration changes).
- D. Software Solution Components.**
- i. **Description of Software Solutions.** Sensus software consists of a core communication module and a set of applications. Some applications are required to perform basic solution capabilities, other applications are optional and add additional capabilities and function to the overall solution. As Customer's business process expands and/or new Sensus offerings are made available, additional applications and functionality can dynamically be added to the solution, provided Customer purchases such additional applications.
 - ii. **Regional Network Interface.** The Regional Network Interface (RNI) or Sensus head-end is the centralized intelligence of the FlexNet network; the RNI's primary objective is to transfer endpoint (such as meters) data to the Customer and the advanced feature applications. The RNI is adaptable to Customer configurations by simultaneously supporting a wide range of FlexNet enabled endpoints; including but not limited to meters (electric, water, gas), street lighting, and Home Area Network devices.
 - a. Core Package
 - (i) Communication
 1. Manages all inbound and outbound traffic to and from endpoints
 2. Outbound routing optimization
 3. Route analyzer
 4. AES256 bit encryption of radio messages
 5. Reports and metric details of network performance and troubleshooting aids
 6. Management of RF equipment (base stations and endpoint radios)
 - (ii) Data Collection
 1. Missing read management
 2. Management of duplicate reads
 3. 60 day temporary storage
 - (iii) Application integration

1. To Sensus Analytics applications
2. Enable 3rd party application integration
3. Batch CMEP file export
4. Real-time access through MultiSpeak
- (iv) Endpoint Management
 1. Gas, water, electric, lighting concurrent support
 2. Remote configuration
 3. Remote firmware updates
 4. Reports, metrics and Troubleshooting
- (v) User Management
 1. Secure access
 2. Password management
 3. Definable user roles
 4. User permissions to manage access to capabilities
- b. Integration of RNI. Sensus shall provide RNI integration support services to Customer only to the extent specifically provided below:
 - (i) Sensus shall meet with the representative from the Customer's system(s) targeted for integration to determine which integration method is appropriate (e.g., Multispeak, CMEP, etc.).
 1. In scope and included integration efforts: Provide the gateway URLs to the integrating system as needed, provide Customer with standard integration API documentation, validate and test that the correct Customer information is flowing into and/or out of the RNI.
 2. Out of scope and subject to additional charges: Modifications or extensions to the standard API provided by Sensus and any integration efforts not outlined above as in scope and included.
 - (ii) Customer Responsibilities:
 1. Provide Sensus with information about the relevant information Customer wishes to transfer and integrate with the RNI.
 2. Establish the network and security required for the two systems to reasonably communicate.
 3. Verify integration to third party system functionality is working as intended.
 - (iii) If an item is not listed in subparagraph (i) above, such item is excluded from the integration of Sensus RNI Support and is subject to additional pricing.

3. Sensus Analytics

Sensus Analytics is a cloud-based solution and data platform that allows storage and retrieval of raw reads and data from other sources for analysis, exportation, and inquiry or reporting. The platform provides applications and reporting capabilities.

A. Essential Package. The Essential Package of the Sensus Analytics Application shall consist of the following modules:

- i. Device Access
 - a. Allows search for meter details by using data imported from the billing system or the Sensus Device ID or AMI ID.
 - b. Allows a view of the meter interval or register reads.
 - c. Meter data is available to be copied, printed, or saved to certain user programs or file formats, specifically CSV, PDF, and Spreadsheet.
 - d. Allows the current and historical data to be viewed.
 - e. Allows the current usage to be compared to historical distribution averages.
 - f. Allows the user to see the meter location on a map view.
 - g. Allows notifications for an event on a single meter to be forwarded to a Customer employee.
 - h. Allows details to be viewed about a meter – (dependent on the data integrated from other systems).
- ii. Meter Insight (provides the following)
 - a. # of active meters.
 - b. # of orphaned meters with drill down to the list of meters.
 - c. # of inactive meters with usage drill down to the list of meters.
 - d. # of stale meters with drill down to the list of meters.
 - e. # of almost stale meters with drill down to the list of meters.
 - f. # of meters where no read is available with drill down to the list of meters.
 - g. # of meters with maximum threshold exceptions with drill down to the list of meters.
 - h. # of meters with minimum threshold exceptions with drill down to the list of meters.
 - i. # of unknown radios with drill down to the list of meters.
- iii. Report Access
 - a. Allows the user to see meter alarms and choose a report from a list of standard reports.
 - b. Master Route Register Reads: Shows the latest reads for all meters within specified time window.
 - c. Meter Route Intervals Reads: Allows users to inspect intervals of a single meter over a period of time.
 - d. Master Route No Readings: List all meters that are active in the system, but have not been sending reads within the specified time window.
 - e. Consumption Report: List meters' consumption based on meter readings within the specified time window.
 - f. Zero Consumption for Period: List meters whose readings do not change over a period of time.

- g. Negative Consumption: Shows the number of occurrences and readings of negative consumption for the last 24hr, 48hr and 72hr from the entered roll up date.
- h. High Low Exception Report: Displays meters whose reads exceed minimum or/and maximum threshold, within a time range.
- i. Consumption vs Previous Reported Read: Compares latest reading (from RNI) with last known read received from CIS.
- j. Consumption Exception 24 hour Report: This report shows meters that satisfy these two conditions: (1) The daily average consumptions exceed entered daily consumption threshold; (2) The number of days when daily thresholds are exceeded are greater than the entered exception per day threshold.
- k. Endpoint Details: Shows the current state of meters that are created within the specified time range.
- l. Orphaned Meters: List meters that are marked as 'orphaned', which are created as of entered Created as of parameter.
- m. Billing Request Mismatch: Displays meters in a billing request that have different AMR id with the ones sent by RNI. It also shows AMR id in billing request that have different meter Id in the RNI. Users must enter which billing request file prior to running the report.
- n. All Alarms Report: List all alarms occurred during a time window. Users can select which alarm to show.
- iv. Billing Access
 - a. Initiate the creation of billing export files formatted to the import needs of the billing system.
 - b. Receive billing request files from the billing system to identify what meters to include in the billing export file in the case where billing request file option is used.
 - c. Provides a repository of past billing files that were either used for billing preparation or actually sent to the billing system.
 - d. Will store created billing files for a period of three years unless otherwise denoted.
 - e. The system will allow creation of test files before export to the billing system.
- v. Billing Adaptor
 - a. The underlying configurator and tools mapping the extraction of billing data to enable integration to the utility's billing system.
- vi. Data Store
 - a. Allows storage of meter reading data including Intervals, Registers, and Alarms to be stored.
 - b. Stored data is available online for reports and analysis.
 - c. Data will be retained for 3 years. Additional duration can be purchased.

B. Enhanced Package. The Enhanced Package shall consist of the modules listed above in the Essential Package, as well as the following additional modules:

- i. Alarm Insight
 - a. Allows the user to summarize and filter alarms by a date range.
 - b. Allows the user to review all alarm types on a single screen.
 - c. The user can filter out the alarms not wanted on the screen.
 - d. Alarm totals can be visualized.
 - e. Adds a view of trending alarms over time.
 - f. Click to drill down on an alarm to gain more information on specific events.
 - g. Click to analyze a specific event on a particular device.
- ii. Alert Manager
 - a. Allows creation of alert groups who will be notified when an alarm occurs.
 - b. Users can manage alert groups by adding and removing group members.
 - c. Allows selection of notification method for how end users in the group will be notified; email or SMS (text message).
 - d. Allows creation of an alert from the available system events from smart points and assign to a group.
 - e. Monitors the systems meters for events. When an event is triggered, all users in the group will be notified.

C. Sensus Analytics Customer Portal. The Customer Portal (CP) is a cloud-based platform that aggregates data from several sources. The CP Package may consist of the following modules or widgets, provided Customer purchases access to the modules:

- i. Web Portal Standard Features
 - a. Self-serve sign up and account/password management
 - b. Dynamic sizing to work on most standard browsers
 - c. Customizable logo and backdrop images
 - d. Capable of supporting multiple languages (Spanish and English standard)
 - e. Provides links to bill payment and support web locations. (Single Sign On access is not standard)
 - f. Supports multiple accounts and multiple meters
 - g. Supports multiple Units of Measure (UoM)
 - h. Exportable data
 - i. Alerts and Notifications that can be delivered to the customers' points of contact
 - j. Support for multiple alert recipients
 - k. Admin Management of Widgets Displayed
 - l. Water usage in 100 gallon increments, in hourly intervals.
 - m. Gas usage in CCF increments, in hourly intervals.
 - n. Electric usage in kWh, in 15 minute intervals.

- ii. Web Portal Additional Features
 - a. Single Sign: Integration to other web services in a manner that does not require the user to login multiple times
 - b. Presentation of Tier Limits and Tier Alerts
- iii. Dashboard Page Widgets
 - a. Current Billing Cycle View Widget: Allows the customer to view how much water they have used since the billing cycle has started.
 - b. Alerts: Shows the alerts created by meters or usage alerts
 - c. Notifications: Allows messages to be sent to customers by the Utility – Sent via Text, Email or presented on the Portal
 - d. Billing Cycle Threshold: Shows users progress toward Billing Cycle Usage Target set as an alert
- iv. Add-on Dashboard Widgets
 - a. Watering Schedule: Presents data regarding the days and times that the account can use outdoor water
 - b. Bill Estimate: Provides an estimate of the cost of the water used in the billing cycle.
 - c. Sandbox: Provides a widget space for the utility to place documents, links, and videos. (up to 100Mb)
- v. Usage Details Features
 - a. Consumption in various time periods
 - b. Exportable to other file formats
 - c. Temperature and Rainfall data
- vi. Meters Features
 - a. Meter information including Meter #, address, current reading,
 - b. Meter Nicknames
- vii. Settings – Usage Alerts (per meter)
 - a. Billing Cycle Usage Alert
 - b. Daily Usage Alert
 - c. Vacation Alerts
- viii. Settings – Usage Alerts Additional Features
 - a. Tier Alerts
- ix. Alert Recipients Features
 - a. Editable selection of alerts to receive
 - b. Additional Recipient management
- x. User Settings Features
 - a. Change of email address
 - b. Customer management of points of contact
 - c. Customer capability to add additional accounts
 - d. Customer password management (Self-serve)

D. Integration of Sensus Analytics. Sensus shall provide integration support services to Customer only to the extent specifically provided below:

- i. Sensus shall provide Customer with a simple flat file specification known as VFlex for the integration of the Customer's back office system to the Sensus Analytics modules. The VFlex shall contain the following types of information: Device ids, end users in the system, end user status, end user account information, end user name, and other end user details. This flat file may be delimited or fixed width. Customer shall produce this file and transmit it to the FTP location designated by Sensus. When sent to the Sensus FTP servers, this file exchange will enable the system to become operational with the Customer's systems. Customer shall produce this file and transmit it to the FTP location designated by Sensus. Sensus will provide reasonable support to explain to Customer the required vs. optional fields that are in the specification, testing and validation of the file format and content.
- ii. In scope and included integration efforts: kick-off meeting to engage all required parties, mapping the Customer's fields to the VFlex specification, validation of expected output, and a two (2) hour system review of Sensus Analytics application and integration with the Customer's system (conducted remotely).
- iii. Out of scope and subject to additional charges will be the transformation of data where business logic including code must be written to modify the field content or format of the data to meet the VFlex specification.
- iv. Sensus' integration services consist of four (4) hours of assistance (remote or on-site, as determined by Sensus). If additional time is needed to complete the integration efforts, Sensus shall invoice Customer for additional fees on an actual time and materials basis.
- v. **If an item is not listed in subparagraphs (i) or (ii) above, such item is excluded from the integration of Sensus Analytics Support and is subject to additional pricing.**
- vi. **Data Import.** The Sensus Analytics Application contains adapters for the import of data from; (a) Customer's FlexNet System; and/or (b) AutoRead application for handheld and drive by systems, as applicable.
- vii. **Customer Acknowledgements.**
 - a. Customer acknowledges that the Sensus Analytics Application provides up to fifty (50) user logins for Customer's use.
 - b. Customer acknowledges and agrees the Sensus Analytics Application is based upon the actual number of End Users within Customer's Service Territory. Pricing may increase if Customer's Service Territory or actual number of End Users expands.
 - c. Customer acknowledges that all data related to the Sensus Analytics Applications is geographically hosted within the United States of America. Customer accepts the geographic location of such hosting, and indemnifies Sensus for any claims resulting therefrom.
 - d. Customer acknowledges and agrees that the Intellectual Property provisions of this Agreement apply in all respects to Customer's access to and use of the Sensus Analytics Applications.

- e. Customer is responsible for validating the data analyzed by the Sensus Analytics Applications. Sensus makes no promises of improving Customer's operations or saving Customer money, nor is Sensus liable for any damages resulting from decisions made by Customer related to Customer's use of Sensus Analytics.

4. **Third Party Software.**

- A. **RedHat Linux.** If Sensus is providing Customer with a license to use RedHat Linux Software, Customer agrees to the following:

By entering into this Agreement, Customer agrees to abide by and to be legally bound by the terms and conditions of the Red Hat End User License Agreements identified below, each of which are incorporated into this Agreement by reference and are available at the websites identified below. Please read the Red Hat End User License Agreements and incorporated references carefully.

Subscription:	End User License Agreement:
Red Hat Enterprise Linux	http://www.redhat.com/licenses/rhel_rha_eula.html
JBoss Enterprise Middleware	http://www.redhat.com/licenses/jboss_eula.html

FERGUSON WATERWORKS
 801 CANDELARIA NE
 ALBUQUERQUE, NM 87107
 FROM: BOB FERLIC
 CELL PHONE 208.921.9031
 FAX NUMBER 208.743.1164



PROJECT:

County of Los Alamos
 Customer Portal Quote
 Los Alamos, NM

DATE:

1-Jun-20

<u>QUANTITY</u>	<u>DESCRIPTION</u>	<u>WIEGHT</u>	<u>UNIT PRICE</u>	<u>TOTAL PRICE</u>
One Time Fees				
1	Training (AMI FlexNet Core Training)	.0	1,430.00	1,430.00
1	Customer Portal Setup Fee	.0	7,142.86	7,142.86
1	Customer Portal Customer Information System	.0	11,714.29	11,714.29
1	Customer Portal Training	.0	2,571.43	2,571.43
Year 1				
1	Customer Portal Core (1500) - Annual Minimum User Fee	.0	7,142.86	7,142.86
1	Customer Portal Text Messages Unlimited	.0	257.14	257.14
	Customer Portal Core - Annual Overage user Fee Charge for over 1500 users	.0	3.00	
Year 2				
1	Customer Portal Core (1500) - Annual Minimum User Fee	.0	7,363.79	7,363.79
1	Customer Portal Text Messages Unlimited	.0	264.29	264.29
	Customer Portal Core - Annual Overage user Fee Charge for over 1500 users	.0	3.53	
Year 3				
1	Customer Portal Core (1500) - Annual Minimum User Fee	.0	7,591.51	7,591.51
1	Customer Portal Text Messages Unlimited	.0	272.86	272.86
	Customer Portal Core - Annual Overage user Fee Charge for over 1500 users	.0	3.64	
Year 4				
1	Customer Portal Core (1500) - Annual Minimum User Fee	.0	7,826.30	7,826.30
1	Customer Portal Text Messages Unlimited	.0	281.43	281.43
	Customer Portal Core - Annual Overage user Fee Charge for over 1500 users	.0	3.76	

Year 5				
	Customer Portal Core (1500) - Annual Minimum			
1	User Fee	.0	8,068.36	8,068.36
1	Customer Portal Text Messages Unlimited	.0	298.57	298.57
	Customer Portal Core - Annual Overage user Fee	.0	3.87	
	Charge for over 1500 users			
Year 6				
	Customer Portal Core (1500) - Annual Minimum			
1	User Fee	.0	8,317.90	8,317.90
1	Customer Portal Text Messages Unlimited	.0	307.80	257.14
	Customer Portal Core - Annual Overage user Fee	.0	3.99	
	Charge for over 1500 users			
Year 7				
	Customer Portal Core (1500) - Annual Minimum			
1	User Fee	.0	8,576.59	8,576.59
1	Customer Portal Text Messages Unlimited	.0	317.31	317.31
	Customer Portal Core - Annual Overage user Fee	.0	4.11	
	Charge for over 1500 users			
Year 8				
	Customer Portal Core (1500) - Annual Minimum			
1	User Fee	.0	8,841.84	8,841.84
1	Customer Portal Text Messages Unlimited	.0	327.13	327.13
	Customer Portal Core - Annual Overage user Fee	.0	4.24	
	Charge for over 1500 users			
Year 9				
	Customer Portal Core (1500) - Annual Minimum			
1	User Fee	.0	9,115.30	9,115.30
1	Customer Portal Text Messages Unlimited	.0	337.24	337.24
	Customer Portal Core - Annual Overage user Fee	.0	4.37	
	Charge for over 1500 users			
Year 10				
	Customer Portal Core (1500) - Annual Minimum			
1	User Fee	.0	9,397.21	9,397.21
1	Customer Portal Text Messages Unlimited	.0	347.67	347.67
	Customer Portal Core - Annual Overage user Fee	.0	4.50	
	Charge for over 1500 users			

Standard Core Fee include up to 1500 users in the Customer Portal

Portal Fees changed Annually at Anniversary date.

Users greater than 1500 will be changed at indicated rate per year.



County of Los Alamos

Staff Report

November 18, 2020

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.: 7.B
Index (Council Goals): DPU FY2021 - 1.0 Provide Safe and Reliable Utility Services
Presenters: Philo Shelton, Utilities Manager
Legislative File: 13538-20

Title

Consideration of Alternatives to the Baldrige Performance Excellence Program

Recommended Action

I move that the Board of Public Utilities support DPU applying for Accreditation with American Public Works Association (APWA) and use elements from the ISO program to support this APWA application for Accreditation as an alternative to applying for another Zia or Malcolm Baldrige application with Quality New Mexico in year 2025.

Staff Recommendation

Staff recommends that the Board approve as presented.

Body

Background

This past fiscal year the Board of Public Utilities (BPU) choose to apply for a Zia award from Quality New Mexico (QNM) to satisfy a charter requirement that every five years an outside agency review DPU's operations. QNM administers the New Mexico Performance Excellence Awards program based on the national Malcolm Baldrige framework for performance excellence. Attached is the feedback report prepared by the QNM examiners upon review of DPU's 2019 Zia application and a two-day site visit which included interviews with staff and stakeholders, as well as an audit of various documents.

While we did not win the Zia Award, we were recognized at the Roadrunner level (just below the Zia Award) with a score ranging between 327 to 430 points. Zia Award winners score above 525 points and Malcolm Baldrige winners score above 625 out of a possible 1000 points.

The feedback report details DPU's strengths and opportunities for improvement for seven categories: 1) Leadership, 2) Strategic Planning, 3) Customer Focus, 4) Measurement, Analysis, and Knowledge Management, 5) Employee Focus, 6) Operations Focus, and 7) Results.

Steps DPU Plans to Implement

Overall, this review process identified areas we need to focus on as we continue our journey to improve DPU's operations. We learned from our executive briefing with QNM that to earn a Zia award DPU needs procedures to review trends and methods for integration of continuous improvement by review of data and metrics and finally a process to document how we adjust to help improve our trends. QNM describes this as cycles for improvement and DPU needs to have better systems for learning and integration. Therefore, staff recommends DPU needs to better

document Standard Operating Procedures (SOPs) that are tied to performance metrics that can be reviewed at least annually in order to have a process for systematic evaluations to be performed.

In April 2020 after review of the attached feedback report, BPU asked staff to identify alternatives to Baldrige Performance Excellence Program. It was planned to be covered at the annual strategic planning meeting; however, we ran short of time to complete this task. The attached PowerPoint provides some review of staff's reaction to the Zia Application and then there are a review of various quality improvement programs. As part of this presentation, we have two guest speakers, one on APWA Accreditation and the other on ISO. Dawn Reed will also continue to facilitate our discussion on this topic.

Recommendation

In seeking a means to better document Standard Operating Procedures (SOPs) that are tied to performance metrics that can be reviewed at least annually, the APWA Accreditation program is a cost-effective alternative to Baldrige. This APWA Accreditation is good for four years before one needs to apply for re-accreditation. In applying for accreditation, there is a two to three-day site visit by other professionals in our industry who should offer more applicable feedback regarding our operations. Also, APWA has an accreditation manual to use for the development of SOPs and where APWA may not have applicable SOPs, staff proposes to use the ISO industry standards and benchmarks. The APWA accreditation process should fulfill the charter requirement that "every five years an outside agency review DPU's operations," and meet the desired outcome to strengthen our SOP's that are tied to appropriate industry metrics which are then reviewed by industry professionals as part of an accreditation process.

Alternatives

BPU could direct staff to continue to apply for a Zia award from Quality New Mexico (QNM) as part of the five-year management audit requirement and establishing a budget of \$100,000 for this application.

Fiscal and Staff Impact

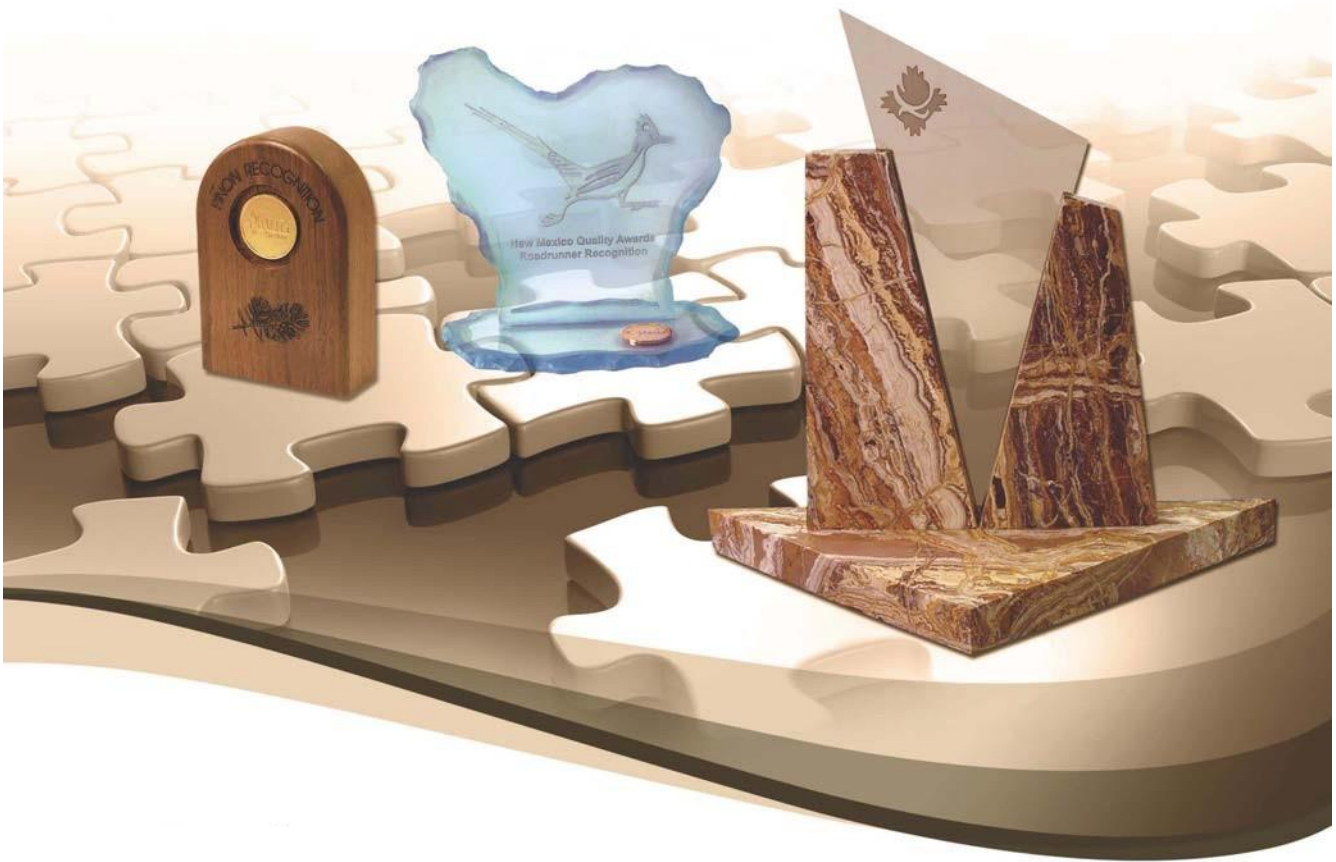
It is anticipated to cost \$25,000 in materials, memberships and application costs. Regardless of any quality program, staff time is required for developing and updating SOPs and review of metrics in preparation for an application. Once AMI is on-line, the hiring a conservation specialist will assist with integration of the data collected, maintain and schedule review of SOP's and hence get the department on a path of continuous improvement as well as this position will help meet BPU's environmental sustainability goals.

Attachments

A - 2019 Feedback Report

B - PowerPoint Presentation

2019 New Mexico Performance Excellence Awards Program



2019 Feedback Report



*New Mexico Performance
Excellence Awards*

QUALITY NEW MEXICO®

December 2019



Mr. Philo Shelton
Utilities Manager
Los Alamos Department of Public Utilities
1000 Central Avenue, Suite 130
Los Alamos, NM 87544

Congratulations on your 2019 Roadrunner Recognition achievement! We commend your organization for its 'commitment to performance excellence'.

Your organization's Self-Assessment was formally reviewed by members of the NMPEA Board of Examiners in the seven categories as defined by the Baldrige Framework for Excellence®. Its Criteria is used worldwide to guide operations, improve performance, and achieve sustainable results.

The following Feedback Report was prepared by members (Team) of the Board of Examiners in response to your Self-Assessment. It describes areas identified as strengths and opportunities for improvement. The report contains the Team's observations about your organization. It is not intended to be judgmental or prescriptive. You will decide what is most important to you and how best to address the opportunities. We are optimistic that the comments are relative and clear so you can incorporate them into your improvement process.

The following segments of your Feedback Report are intended to help better understand and use the information:

- *2019-20 Baldrige Framework for Excellence®* – 'systems perspective' reference
- *Executive Summary* – most important strengths or outstanding practices and significant opportunities
- *Organizational Profile – Linkages and Alignment* – *your Profile is a critical element to understand the context of your organization*
- *Item-Level Strengths and Opportunities for Improvement with Comment Tags* – Criteria focused 'topics' conveyed by Examiners
- *Appendix A Scoring Bands* – the Band most descriptive of achievement level in *overall* processes and results – identified in the Executive Summary
- *Appendix B Scoring Range Descriptions* – the Range most descriptive of achievement in Item processes and results – identified in each Criteria Item

If you have any questions or general feedback on your report, we look forward to hearing from you. We are here to support your efforts along your 'journey to excellence'.

Sincerely,

A handwritten signature in black ink, appearing to read "Alan Zevenbergen".

Alan Zevenbergen
Administrator, New Mexico Performance Excellence Awards
alan@quality-newmexico.org

www.qualitynewmexico.org

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EXECUTIVE SUMMARY

Your Self-Assessment for Los Alamos Department of Public Utilities (DPU), hereafter called DPU, was submitted, reviewed, and scored at Level 4 Zia.

Throughout the review process, your team of Examiners used four factors to evaluate your Processes: Approach, Deployment, Learning and Integration (Categories 1-6); and four factors to evaluate Results: Levels, Trends, Comparisons, and Integration (Category 7).

Your Feedback Report reflects strengths and opportunities for improvement in these factors that will be beneficial in your pursuit of continuous improvement along your 'excellence journey'.

The following Executive Summary provides feedback on the organization's most important or outstanding practices and significant opportunities, concerns or vulnerabilities in response to both Process and Results Items.

Key Themes - Processes

For overall Process Items (1.1 thru 6.2), you scored in Band 3. Please refer to Appendix A for the Scoring Band Descriptors.

a. The most important strengths or outstanding practices (of potential value to other organizations) are:

Valuing Stakeholders

- s1 DPU delivers value to its stakeholders through its Strategic Planning Process, key work process design, and key product and work process requirements. Step 1 of the Strategic Planning Process, Gather Input, allows for consideration of the needs of key stakeholders. Stakeholder input is gathered prior to strategic planning and strategic planning goals are aligned to stakeholder requirements. DPU uses its key work process design process to identify performance requirements and develop processes that deliver the desired level of service for all utilities and all stakeholders. DPU determines key product and work process requirements from customers' needs and expectations. Process owners identify stakeholder requirements collected throughout several listening and learning methods. Key communities are those that receive or are impacted by DPU's products and services. This systematic approach may help ensure plans and actions meet differing stakeholder needs and avoid adverse impact on any stakeholders. (Supported by comments from: 1.2, 2.1, and 6.1)

*Organizational
Knowledge via
Dashboards*

s2 DPU drives organizational innovation with new and accumulated knowledge embedded in its dashboard and performance measures. Senior leaders monitor, respond to, and manage actual performance at three levels: enterprise, operational and work unit with a clear line of sight from SOs to key performance measures. Senior leaders and superintendents monitor a variety of measures and actively seek benchmarks for all key measures tied to customer and organizational performance requirements. Key outcomes are sustained through dashboard reviews during the SPP and their relevance is considered during monthly discussions. Gaps that can be addressed easily are assigned to a manager; longer-term or complex issues are addressed as an action plan modification or new strategic objectives. New measures may be developed in response to management or operational concerns or regulatory changes. Finally, DPU ensures the quality of organizational data and information, safeguarding and improving information and knowledge, through its use of a Data Quality Management Program. (Figure 4.2-1) This management-by-fact approach to measure and analyze DPU's performance may mitigate its comparative data limitations of having a small customer base with one very large industrial customer. (Supported by comments from: 1.1, 2.2, 4.1, and 4.2)

*High
Expectations
for the
Workforce*

s3 DPU sets high expectations for the workforce with its accountability for performance incorporated in its organizational culture of supporting its workforce

- to achieve goals and work on career progression through its performance planning and appraisal process;
- to align individual performance goals with Mission, Vision, and Values, Strategic Planning Processes, and Key Performance Indicators;
- to assess performance continually; and
- to raise the bar to improve the process.

Senior leaders encourage the workforce to contribute and to embrace meaningful change through all-hands meetings to help all employees understand their role to achieve goals, objectives, and needed changes and to understand the big picture, and how individual scopes of work intermingle. DPU's focus on success includes developing its workforce with a critical skills matrix which is used to direct training of staff to assume mission critical tasks and to show employees what training they need to be competitive for their position. This approach may help DPU achieve its vision to be a high performing utility. (Supported by comments from: 1.1, 5.1, and 5.2)

b. The most significant opportunities, concerns, or vulnerabilities are:

*Listening to
the Customer*

- 01 While specific approaches include publishing quarterly and annual reports, budget and audit performance, dashboard reviews of reliability, customer satisfaction, and ad hoc committees, it is not clear how these approaches are integrated within a larger context. A customer-focused organization addresses not only the product and service characteristics that meet basic customer requirements but also those unique features and characteristics that differentiate DPU from competitors. DPU may be unable to identify unique features and characteristics that differentiate DPU from competitors if it has no process for listening to competitors' customers or a process to manage complaints. DPU may struggle to understand how it is part of a larger business ecosystem and may miss opportunities as they arise and needs change if DPU does not communicate with or engage key partners and key customers as part of leading DPU. While DPU partners with LAC Economic Development to identify what infrastructure new developers for housing or business might need in its effort to listen to potential customers to obtain actionable information, it may miss opportunities for new and possibly innovative relationships that a systems perspective may provide. Integrating customer focus into its processes may help DPU fulfill its customer requirement of quality performance since the ultimate judges of its performance and the quality of its products and services is the customer. (Supported by comments from: 1.1, 3.1, and 3.2)

*Organizational
Learning*

- 02 While major improvements in response times often require new work systems and/or the simplification of work processes, DPU does not provide evidence of cycles of learning for the processes that ensure effective management of its operations. DPU showcases many approaches that help it design, manage, and improve key products and work processes, but evidence that these approaches have been improved or fine-tuned over time is not provided. Organizational learning includes both continuous improvement of existing approaches and significant change or innovation, leading to new goals, approaches, products, and markets. Identifying strategic opportunities and taking intelligent risks as part of its learning culture and integrating learning in its processes for promotion of legal and ethical behavior and its action plans to key suppliers, partners, and collaborators may help DPU meet its customer requirement of quality performance. (Supported by comments from: 1.1, 2.2, 6.1, and 6.2)

**Supplier
Focus**

- 03 DPU utilizes its on-call contractor to perform work if the workload exceeds its workforce capability, but it does not appear to have a process to prepare for and manage any periods of workforce growth. A focus on success includes developing suppliers; and creating a supportive environment for taking intelligent risks and encouraging innovation. Major improvements in response times often require agile supplier networks. DPU deploys its action plans to key suppliers, partners, and collaborators via a contract or agreement or the State Procurement Code to ensure that it achieves its key strategic objectives. However, this approach may not have the ability for rapid changeover from one process or one location to another. The pursuit of sustained growth and performance leadership requires a strong future orientation and a willingness to make long-term commitments to suppliers. However, DPU has limited evidence of supplier feedback and performance management processes. Having a supply-network focus may assist DPU in demonstrating its core competency for strategic planning for sustainability to support its vision to explore diversified and innovative solutions. (Supported by comments from: 2.2, 4.1, 5.1, and 6.1)

Key Themes - Results

For overall Results Items (7.1 thru 7.5), you scored in Band 2. Please refer to Appendix A for the Scoring Band Descriptors.

- c. Considering the organization's key factors, the most significant strengths found in its results are:

**Regulatory
Requirements**

- S1 DPU provides results which support its consideration of societal well-being and customer-focused excellence. The results for meeting and exceeding all legal and regulatory requirements (Figure 7.4-7), zero violations with safe drinking water (Figure 7.4-8) and 100% regulatory compliance for drinking water (Figure 7.4-5) may allow DPU to meet its mission of providing safe and reliable utility services in an economically and environmentally sustainable fashion. (Supported by comments from: 7.4)

**System
Reliability**

- S2 Product performance is performance relative to measures and indicators of product and service characteristics that are important to customers such as product reliability. Results in Figure 7.1-3 Average System Availability Index, Figure 7.1-6 Reportable Main Pipeline Leaks per 100 Miles of Pipeline, and Figure 7.1-8 Water Main Breaks per 100 Miles of Main Pipeline show value to its customers. DPU's ability to address the customer requirement of reliability may be enhanced with such an approach to ensure customer-focused excellence. (Supported by comments from: 7.1)

**Workforce
Engagement**

- s3 Organizational success depends on an engaged workforce that benefits from meaningful work, clear organizational direction, the opportunity to learn, and accountability for performance. DPU values its workforce as indicated in Figure 7.4-1 "I know what is expected of me at work" which shows good performance levels, Figure 7.3-2 "Materials and Equipment to Do My Work Right" which shows results exceeding industry benchmark for "Good", and Figure 7.3-8 Employee Engagement which shows improvement from 2016 to 2018. Good performance levels in these areas may assist DPU with its strategic challenges specific to the workforce of the need to cross train and increasing workload. (Supported by comments from: 7.3, and 7.4)

d. Considering the organization's key factors, the most significant opportunities, vulnerabilities, and/or gaps (related to data, comparisons, linkages) found in its results are:

Segmentation

- 01 DPU has identified its customer groups as residential, commercial, and large customers yet the corresponding results are lacking. Some results are provided for residential customers (Figures 7.2-3, 7.2-7) and commercial customers (Figures 7.2-2, 7.2-6, 7.2-8) but not for large customers. Some customer-focused results are provided where no customer segmentation is mentioned (Figures 7.2-1, 7.2-4, and 7.2-5). Segmented results may aid DPU with customer-focused excellence which demands constant sensitivity to changing and emerging customer and market requirements and to the factors that drive customer engagement. (Supported by comments from: 7.2)

**Customer
Satisfaction**

- 02 Customers are the ultimate judges of DPU's performance and the quality of its products and services. Figure 7.2-7, Overall Net Promoter Score (Residential), provides adverse levels of DPU's results for the "likely to recommend" question for its residential customer segment on the customer survey. DPU shows adverse trends from FY2011-FY2017 in Figure 7.2-2 Customer Satisfaction (Commercial) in all segments of its commercial customers and Figure 7.2-3, Customer Satisfaction (Residential), in all segments of its residential customers. DPU shows adverse trends in its customer wait times from FY 2016 - FY 2018 (Figure 7.2-1), Average Customer Phone Wait Time (minutes), and in Abandoned Call Rate for All Customer Segments (Figure 7.1-25). A consistent focus on customer satisfaction, addressing these adverse trends, may help DPU achieve its values for its community by being communicative, organized, and transparent. (Supported by comments from: 7.1 and 7.2)

Utility Prices 03 A customer-focused organization addresses the product and service characteristics that meet basic customer requirements. In market performance, there are adverse trends in the average water bill for residents from FY2013 to FY2018 (Figure 7.5-12 Average Residential Bill (Water)). DPU's average residential electric bill shows decreased performance levels (i.e., increased bills) (Figure 7.5-9 Average Residential Bill (Electric)) for the years 2015-2018. These results may indicate that DPU is not meeting its customer requirement of affordability and value. (Supported by comments from: 7.5)

ORGANIZATIONAL PROFILE - LINKAGES AND ALIGNMENT

The Organizational Profile captures the key influences on how the organization operates and the key challenges it faces. It is considered a 'snapshot' that captures the spirit and culture of the organization.

The following chart shows what the Examiners found as they reviewed your responses to the Profile questions and looked for linkages in the body of your application.

P.1	Organizational Description			
P.1a	Organizational Environment	Described in Profile? Yes / No	Were there associated Processes?	Were there associated Results?
P.1a(1)	What are your organization's main product offerings ?	YES	YES	YES
P.1a(1)	What is the relative importance of each to your success?	YES	YES	YES
P.1a(1)	What mechanisms are used to deliver your products?	YES	YES	YES
P.1a(2)	What are your stated mission, vision, and values ?	YES	YES	YES
P.1a(2)	What are your organization's core competencies and what is their relationship to your mission?	YES	YES	YES
P.1a(3)	What is your workforce profile ?	YES	YES	YES
P.1a(3)	What recent changes have you experienced in workforce composition or your workforce needs ?	NO	NO	NO
P.1a(3)	What are your workforce or employee groups and segments , the educational requirements for these different employee groups and segments, and key drivers that engage them in achieving your mission and vision?	YES	YES	YES
P.1a(3)	What are your organized bargaining units (union representation)?	YES	NO	NO
P.1a(3)	What are your organization's special health and safety requirements?	YES	YES	YES
P.1a(4)	What are your major facilities, technologies, and equipment ?	YES	YES	YES
P.1a(5)	What is the regulatory environment under which you operate?	YES	YES	YES

P.1	Organizational Description			
P.1a	Organizational Environment	Described in Profile? Yes / No	Were there associated Processes?	Were there associated Results?
P.1a(5)	What are the key applicable occupational health and safety regulations; accreditation, certification, or registration requirements; industry standards; and environmental, financial, & product regulations?	YES	YES	YES
P.1b(1)	What are your organizational structure and governance system?	YES	YES	YES

P.1	Organizational Description (cont'd)			
P.1b	Organizational Relationships	Described in Profile? Yes / No	Were there associated Processes?	Were there associated Results?
P.1b(1)	What are the reporting relationships among your governance board, senior leaders, and parent organization, as appropriate?	YES	YES	YES
P.1b(2)	What are your key market segments, customer / student / patient groups, and/or stakeholder groups, as appropriate?	YES	YES	YES
P.1b(2)	What are their key requirements and expectations for your products, support services, and operations?	YES	YES	YES
P.1b(2)	What are the differences in these requirements and expectations among market segments, customer / student / patient groups, and stakeholder groups?	YES	YES	YES
P.1b(3)	What are your key types of suppliers, partners, and collaborators?	YES	YES	YES
P.1b(3)	What role do they play in your work systems, especially in the production and delivery of your key products and customer / student / patient support services and in enhancing your organization's competitiveness?	YES	YES	YES
P.1b(3)	What are your organization's key mechanisms for two-way communication with suppliers, partners, and collaborators?	YES	YES	NO

P.1	Organizational Description (cont'd)			
P.1b	Organizational Relationships	Described in Profile? Yes / No	Were there associated Processes?	Were there associated Results?
P.1b(3)	What role , if any, do these organizations play in contributing and implementing innovations in your organization?	YES	YES	YES
P.1b(3)	What are your key supply chain requirements?	YES	YES	YES

P.2	Organizational Situation			
P.2a	Competitive Environment	Described in Profile? Yes / No	Were there associated Processes?	Were there associated Results?
P.2a(1)	What is your competitive position ?	NO	NO	NO
P.2a(1)	What are your relative size and growth in your industry or the markets you serve?	YES	YES	YES
P.2a(1)	How many and what types of competitors does you have?	YES	NO	YES
P.2a(2)	What key changes, if any, are affecting your competitive situation, including changes that create opportunities for innovation and collaboration, as appropriate?	YES	YES	YES

P.2	Organizational Situation (cont'd)			
P.2b	Strategic Context	Described in Profile? Yes / No	Were there associated Processes?	Were there associated Results?
P.2a(3)	What key sources of comparative and competitive data are available from within your industry?	YES	YES	YES
P.2a(3)	What key sources of comparative data are available from outside your industry?	YES	YES	YES
P.2a(3)	What limitations, if any, affect your ability to obtain or use these data?	YES	YES	YES
P.2b	What are your key strategic challenges and advantages in the areas of business/ education services/ health care services, operations, societal responsibilities, and workforce?	YES	YES	YES

P.2	Organizational Situation (cont'd)			
P.2c	Performance Improvement System	Described in Profile? Yes / No	Were there associated Processes?	Were there associated Results?

P.2c	What are the key elements of your performance improvement system, including your processes for evaluation and improvement of key organizational projects and processes?	YES	YES	YES
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DETAILS OF STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT

Category 1 – Leadership

Item 1.1 – Senior Leadership

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

<i>Setting Vision and Values</i>	S1	Senior leaders set DPU's vision and values through strategic planning. Senior leaders deploy the Mission, Vision, and Values through the Leadership System by making decisions and strategies consistent with Mission, Vision, and Values, Safety Culture Vision, and Code of Ethics. This process may help DPU realize its vision to be a high performing utility matched to its community.
<i>Employees Communication</i>	S2	Senior leaders communicate with and engage the entire workforce through Monthly Exchange meetings and annual All-Hands Meetings. The meetings allow employees to bring up improvements or problems, discuss processes, highlight successes, and help all employees understand their role to achieve goals, objectives, and needed changes. An example of refinement of the Monthly meetings is rotation through each division twice per year. This approach may help DPU maintain its key strategic advantage of a supportive management.
<i>Creating an Environment for Success</i>	S3	DPU uses a system for creating an environment for success (Figure 1.1-6 Create Environment for Success Now & Future). Senior leaders actively develop and assess approaches for success focusing on the mission and provide forums for agility. This system may assist DPU in leveraging its core competency of Strategic Planning for Sustainability.
<i>Succession Planning</i>	S4	DPU's senior leaders participate in succession planning and the development of future organizational leaders with its critical skills matrix, where critical duties are defined and employees with similar duties/skills are assessed. This matrix is used to 1) direct training of staff to assume mission critical tasks, 2) show employees what training they need to be competitive for that position and 3) show management where resources need to be placed to avoid disruption of mission critical activities. This approach may highlight DPU's process evaluation and improvement and embedded improvement cycles of its workforce development internal promotions process.
<i>Create a Focus on Action</i>	S5	DPU's senior leaders create a focus on action through the Leadership System (Figure 1.1-1) with systematic processes to review DPU's objectives with dashboards. Dashboards flow down to reviews between Deputies and Superintendents. Senior leaders and superintendents monitor a variety of measures and actively seek benchmarks for all key measures. Needed actions are identified and expectations are set. This approach may support DPU in meeting the key customer requirement of creating value.

OPPORTUNITIES FOR IMPROVEMENT

- | | | |
|--|----|--|
| <i>Promoting Legal and Ethical Behavior</i> | O1 | Senior leaders demonstrate their commitment to legal and ethical behavior (Figure 1.1-4), but DPU does not describe cycles of evaluation and improvement for this approach. This may assist DPU in leveraging its core competency of accountable management. |
| <i>Communication with Partners and Customers</i> | O2 | DPU does not describe how it communicates with or engages key partners and key customers as part of leading DPU. A systematic approach to communication with these groups may help DPU enhance its core competency of building customer and partner relations. |

Item 1.2 – Governance and Societal Responsibilities

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

<i>Governance System</i>	S1	DPU ensures responsible governance by using a closed-loop governance system. (Figure 1.2-2) Members must complete and submit financial and conflict of interest documents required of all senior LAC personnel. Fiscal accountability is assured through budget approval. These approaches may help DPU to strengthen its value of its community by being communicative, organized, and transparent.
<i>Performance Evaluation</i>	S2	DPU evaluates the performance of its senior leaders annually and its governance board every five years during Charter-mandated audit. The results of these evaluations are used to improve effectiveness of leaders and the Board and compensation for all non-union workforce members, including senior leaders, is based on performance. This approach may assist DPU in sustaining its key strategic advantage of having quality staff with expertise.
<i>Legal and Regulatory Compliance</i>	S3	DPU addresses current and anticipates future legal, regulatory, and community concerns with its products and operations using key compliance and risk processes. Measures and goals are shown for each area of operation. (Figure 1.2-4) This approach may help DPU strengthen its mission to provide safe and reliable utility services in an economically and environmentally sustainable fashion.
<i>Ethical Behavior</i>	S4	DPU promotes and ensures ethical behavior in all interactions by training on and deploying the code of ethics (Figure 1.2-5). Promoting ethics with suppliers, partners, and stakeholders is done through contracts and other legal agreements. Ethical breaches are included in dashboard reviews. This approach may help to maintain DPU's mission to provide safe and reliable utility services in an economically and environmentally sustainable fashion.
<i>Societal Well-Being</i>	S5	DPU considers societal well-being and benefits as part of both strategy and daily operations by aligning strategic planning goals to address societal well-being. Four of its six strategic focus areas contain objectives which address societal well-being: Operations & Performance, Financial Performance, Customer & Community and Environmental Sustainability. (Figure 2.1-4) In daily operations, monitoring, inspection and surveying keep its customers and community safe by providing high quality water, detecting and repairing gas leaks, and maintaining electric poles and lines and collecting and treating wastewater to be safely released into the environment. Such an approach may assist DPU in leveraging its core competency of building customer and partner relations.

<i>Community Support</i>	56	DPU determines areas of community involvement by those that align with its values and core competencies and that DPU can contribute to positively. Identified as those that receive or are impacted by DPU's products and services, key communities include Los Alamos, Los Alamos County and White Rock. This approach may help to enhance DPU's core competency of building customer and partner relationships.
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OPPORTUNITIES FOR IMPROVEMENT

<i>Stakeholder Interests</i>	01	While DPU ensures responsible governance through its closed-loop governance system (Figure 1.2-2), there is no refinement of the process. Refinements in its governance system to protect its stockholder interests may strengthen its leadership system mechanisms to improve systems.
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Category 2 – Strategic Planning

Item 2.1 – Strategy Development

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

- | | | |
|-------------------------------|----|--|
| <i>Strategy Development</i> | s1 | DPU's annual strategic planning process consists of five key process steps. (Figure 2.1-1) Short term planning horizons (1-5 years) are captured in action plans under appropriate objectives. Longer-term planning horizons (5-40 years) typically come from guiding documents such as the 10-year capital improvement plan, 40-year water plan, future energy resources, etc. The strategic planning process has transitioned through ten iterations since 2009 to include workshops, alignment with the Baldrige criteria, its Asset Management Team, Core Competencies and Strategic Challenges/Strategic Advantages. This refined approach may assist DPU in achieving its vision to be a high performing utility matched to its community, contributing to its future with diversified and innovative utility solutions. |
| <i>Organizational Agility</i> | s2 | DPU's strategic planning process addresses organizational agility with its breadth of gathering inputs for strategic planning. It also includes workforce capability and capacity while aligning strategic plans with stakeholder requirements and strategic consideration by scanning the final plan for core competencies, stakeholders, workforce, strategic advantages and strategic challenges. Workforce capacity is considered as action plans and timelines are set and DPU continually seeks new ideas in the utility industry as well as achieving operational efficiencies. This approach may assist DPU in fulfilling its community partners' stakeholder requirement of innovation. |
| <i>Innovation Input</i> | s3 | Innovation Input is a source of innovative ideas, captured in the Innovation Inventory. (Figure 7.1-25a) Leaders research and present new ideas on the first day of the strategic planning process. As the strategic planning process develops, each objective is assessed for its potential to use innovation as part of action planning. Innovative opportunities that achieve efficiencies and align with Focus Areas are considered. Leaders decide which strategic opportunities are intelligent risks to pursue by evaluating innovative opportunities using several processes including cost/benefit analyses, feasibility studies, master plans and engineering analysis. Having this approach may help DPU to retain its competitive position and achieve its vision to operate as a highly innovative, competitive utility that exceeds customer expectations. |

**Strategy
Considerations**

- 54 Strategy Considerations are addressed through robust input gathering prior to planning. Sources include stakeholder input, operational data, and future projections. Market changes, such as the price of natural gas and supplier shortages resulting from regional and national natural disasters, are also considered. Other data sources such as regulatory or technology changes are studied for impact on operations and potential changes DPU must or might make. From the evaluation results, DPU redefines its strategic challenges and strategic advantages. (Figure P.2-2) DPU's ability to execute is considered as workforce and budget place limits on what can be accomplished on an annual basis. Having this process may help DPU address its competitive position to retain the charter to provide utility services.

**Work Systems
and Core
Competencies**

- 55 DPU's Core Competencies are addressed in the Strategic Planning Process. Key work processes are accomplished by the workforce as they are chartered to do so. (Figure P.1-0) Most key processes (reflected in the strategic objectives) that interface with customers are accomplished by the workforce. Larger or longer-term capital improvement projects may be outsourced based on strategic planning prioritization. Core Competencies are reviewed annually during strategic planning to determine if goals and objectives are aligned to at least one core competency. This systematic approach may strengthen DPU's core competency of strategic planning for sustainability.

Goals

- 56 DPU's most important goals for its strategic objectives are: GOAL 1.0 Provide Safe & Reliable Utility Service; GOAL 2.0 Achieve & Maintain Excellence; GOAL 3.0 - Be a Customer Service Oriented Organization That is Communicative, Efficient & Transparent; GOAL 4.0 - Sustain a Capable, Satisfied, Engaged, Ethical & Safe Workforce Focused on Customer Service; and GOAL 5.0 - Achieve Environmental Sustainability. Definition of strategic objectives includes key focus areas, goals, objectives, and timetables. (Figure 2.1-4) Strategic planning goals are aligned to stakeholder requirements, core competencies, challenges, advantages, and opportunities. This approach may help DPU sustain its competitive position of operating as a highly innovative, competitive utility that exceeds customer expectations.

**Strategic
Objective
Considerations**

- 57 DPU uses its Strategic Planning Process to consider its Strategic Objectives and how those Strategic Objectives achieve appropriate balance among varying and potentially competing organizational needs. Step 1 of the Strategic Planning Process, Gather Input, allows for consideration of the needs of key stakeholders. Step 2, Develop Plan (Prioritize/align performance objectives), allows for balancing short- and longer-term planning horizons. The SWOT analysis is used to address strategic challenges and strategic advantages. DPU considers needs of key stakeholders as input and stakeholders are a part of the final check when strategic objectives have been determined. (Figure 2.1-4) This approach may assist DPU to meet its key stakeholder requirements of reliability and sustainability.

OPPORTUNITIES FOR IMPROVEMENT

**Determining
Which Key
Processes to do
In-House or
Outsource**

- 01 While DPU outsources larger or longer-term Capital Improvement Plan projects and work that can be done by another party more economically, there is no process for determining which key processes should be completed in-house or outsourced. Without such a process, DPU may be hindered in fulfilling its mission of providing utility services in an economic manner.

**Core
Competencies**

- 02 Although DPU has a process for reviewing core competencies, DPU does not show a process to determine future organizational core competencies and work systems it will need. Such a process may assist DPU in leveraging its strategic advantage of a vertically integrated supply chain which enables diversified options.

Item 2.2 – Strategy Implementation

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

<i>Action Plans</i>	s1	Each goal has one to eight strategic objectives (Figure 2.1-4). Each strategic objective has at least one action plan that typically sets out one year's actions and outcomes. The Utilities Manager assigns goals to each Deputy that are then included in the respective Deputy's performance planning and appraisal for the upcoming year. The Deputies develop action plans with the asset management team and appropriate staff. (Figure 2.1-4) This approach may demonstrate DPU's community values of being communicative, organized & transparent.
<i>Resource Allocation</i>	s2	Each of the eight asset management team (AMT) members evaluates work practices and system needs to develop annual operations and maintenance and capital improvement budgets for their utility. Considering compliance risks, strategic objectives, and action plans, each AMT member presents a proposed operation and management and capital improvement projects budget for the next fiscal year with an update on potential issues. The resulting budgets are then analyzed in a ten-year financial forecast model to understand impacts to utility rates, cash reserves, the need to borrow or issue bonds, or other impacts to financial viability. Proposed projects and budgets are modified or deferred if the work will cause unfavorable financial results or other risk. Such a process may enhance DPU's ability to leverage its core competency of accountable management.
<i>Workforce Plans</i>	s3	DPU's short and longer-term Workforce plans are developed from the workforce focus area or from a new capability change required by any other focus area. (Figure 2.2-2) DPU considers potential workforce impacts during strategic planning and creates action plans to use the workforce most effectively to execute strategy. This approach may support DPU's core competency of strategic planning for sustainability that supports its vision to explore diversified & innovative solutions.
<i>Performance Measures Alignment</i>	s4	DPU's overall action plan measurement system reinforces organizational alignment by tracking measures for each key work process. The clear line of sight from Strategic Objectives to key performance measures to dashboards enables DPU to track, analyze, and improve at three levels: enterprise, operational, and work unit. Action plans are refined to align performance measures with Baldrige Criteria categories. This approach may help DPU to realize its vision to be a high performing utility matched to its community, contributing to its future with diversified and innovative utility solutions.

<i>Performance Projections</i>	55	DPU's key performance measures or indicators for performance projections for its short- and longer-term planning horizons are monitored during dashboard reviews. Gaps that can be addressed easily are assigned to a manager; longer-term or complex issues are addressed as an Action Plan modification or new Strategic Objectives. This approach may assist DPU in meeting its stakeholder requirement of a reliable utility.
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OPPORTUNITIES FOR IMPROVEMENT

<i>Action Plan Implementation</i>	01	While DPU deploys its action plans to key suppliers, partners, and collaborators via a contract or agreement to ensure that it achieves its key strategic objectives, there is no approach to evaluate and improve its processes. This may help mitigate the key strategic business challenge of its reliance on LANL.
<i>Workforce Plans</i>	02	Although DPU has a focus area on workforce plans (Figure 2.2-2), DPU does not show a process for how the plans address potential impacts on their workforce members and any potential changes in workforce capability and capacity needs. Having such an approach may help DPU to enhance its value of its employees being safe, ethical and a professional organization that encourages continuous learning.
<i>Action Plan Modification</i>	03	DPU did not describe a process to recognize and respond when circumstances require a shift in action plans and rapid execution of new plans. This type of process may help DPU in demonstrating its natural resources values of being innovative and having progressive solutions.

Category 3 – Customer Focus

Item 3.1 – Voice of the Customer

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

<i>Current Customers</i>	s1	DPU listens to, interacts with, and observes current customers to obtain actionable information through its customer communication system of listen, analyze, and improve. It employs a variety of methods to listen to different customers and across customer life cycles using listening, interacting, and observing processes at different frequencies. This systematic approach may assist DPU in optimizing its core competency of building customer and partner relations that supports customer, partner and community values.
<i>Customer Segmentation</i>	s2	DPU determines customer groups and market segments using industry standards of resident and commercial. DPU uses customer data to anticipate changing product and service requirements such as use of net promoter score data to enhance website and social media access. This systematic approach may help DPU retain its core competency of strategic planning for sustainability which supports a vision to explore diversified and innovative solutions.
<i>Product Offerings</i>	s3	DPU determines customer and market needs and requirements for its product offerings and services through citizen committees like the Future Energy Resources Committee (FERC). FERC provides a detailed analysis and review of requirements and provides specific input for how to best set a direction for carbon neutrality. FERC evolved into a continuous process to determine changing customer needs and new markets and to create opportunities to expand relationships with current customers. This approach may help DPU in continuing to build on its core competency of accountable management.

OPPORTUNITIES FOR IMPROVEMENT

<i>Immediate and Actionable Feedback</i>	01	While DPU describes daily interactions with customers through social media, email, community events, etc., a systemic approach to gathering immediate and actionable feedback was not described. An integrated approach may help to strengthen the value of being service-oriented for customers.
<i>Potential Customers Competitors</i>	02	There is no description of DPU's process for listening to competitors' customers. A systematic method for listening to competitors' customers may assist DPU in reflecting its code of ethics by being collaborative, progressive, and innovative.

Item 3.2 – Customer Engagement

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

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| <i>Customer Access and Support</i> | S1 | DPU enables customers to conduct business, seek information and support, and communicate with DPU across its customer segments through key support and communication methods. (Figure 3.2-3) This approach may help DPU meet its customers' requirements of excellent customer service and online/in-person access. |
| <i>Satisfaction Dissatisfaction and Engagement</i> | S2 | DPU uses a biennial customer survey, feedback from communications with the Customer Care Center and field crews, emails, phone calls, social media and public meetings to determine customers' satisfaction and dissatisfaction. Feedback is examined and weighed against other strategic objectives, long-term goals, available resources, revenues, and alignment with Mission, Vision, and Values. Results are segmented by customer group and discussed through the Strategic Planning Process. This systematic approach may allow DPU to attain its vision of being a high performing utility matched to its community. |
| <i>Satisfaction Relative to Other Organizations</i> | S3 | In order to determine satisfaction relative to competitors, customers of other organizations and industry benchmarks, DPU compares commercial and residential Net Promoter Scores with utility industry scores through the Tempkin Group. Using promoter/passive/detractor and 'heat map analysis', DPU determines where it needs to focus improvements. This process may demonstrate the organization's performance improvement system of continuous improvement initiatives. |
| <i>Voice-of-the-Customer</i> | S4 | DPU uses voice of the customer methods such as citizen committees and market data to build a more customer-focused culture and to support operational decision-making by making it an integral part of the strategic planning process. Senior leaders evaluate how the voice of the customer and market data align with the Mission, Vision, and Values, other strategic objectives and long-term goals to arrive at various initiatives. The strategic planning process also weighs resources and available revenues with the benefits to prioritize such initiatives, which ultimately changes products, services and delivery mechanism. This approach may assist DPU in fulfilling its customer requirement of quality performance. |

OPPORTUNITIES FOR IMPROVEMENT

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| <i>Complaint Management</i> | O1 | DPU does not describe a process to manage complaints. Having such a process could benefit DPU's customer requirement of excellent customer service. |
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*Customer
Relationship
Management*

- 02 DPU markets, builds, and manages relationships with customers trust, efficiency, reliability, and excellence in publishing quarterly and annual reports, budget and audit performance, dashboard reviews of reliability, customer satisfaction, and ad hoc committees. However, customer relationship management is not integrated into other processes throughout the organization. Having an integrated approach to customer relationship management may mitigate DPU's strategic challenges of reliance on LANL and rate increases for infrastructure.

Category 4 – Measurement, Analysis, and Knowledge Management

Item 4.1 – Measurement, Analysis, and Improvement of Organizational Performance

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

<i>Performance Measures Selection</i>	s1	DPU selects data and information to use in tracking daily operations and overall organizational performance based on use and intent of the reporting. Selection is based on reporting for three key purposes: 1) Informational for the Board of Public Utilities (BPU), Council and the public; 2) Budgetary for staff and development of annual budgets, cost control and rate structure; and 3) Operational for staff in tracking performance, response to changed conditions, problem detection, operations realignment or reprioritization. This approach may help DPU leverage its core competency of accountable management.
<i>Comparative Data</i>	s2	Comparative data and information are selected from a variety of external sources by identifying comparisons needed and selecting comparative data from available sources. (Figure 4.1-2) It assesses variability of data, establishes performance benchmarks, compares performance to benchmark in performance reviews, and periodically reassess. (Figure 4.1-3) This approach may support DPU's core competency of strategic planning for sustainability to support its vision to explore diversified & innovative solutions.
<i>Measurement Agility</i>	s3	DPU ensures that its performance measurement system can respond to rapid or unexpected organizational or external changes and provide timely data by reviewing key performance measures for relevance annually as part of the strategic planning and budgeting processes. Dashboard measures are reviewed during the strategic planning process and their relevance is considered during monthly discussions. New measures may be developed in response to management or operational concerns or regulatory changes. If needed, an action plan is developed and deployed. This approach may demonstrate DPU's strategic advantage of supportive management and its close-knit culture.
<i>Future Performance</i>	s4	DPU projects its future performance through asset management teams and the 10-year financial plan. Findings are compared to the performance goals and benchmarks established in the strategic plan. Comparative and competitive data are used in DPU's annual budget projections, using comparative and competitive data and reviewing projected budget versus actual sales volumes. This systematic approach could strengthen DPU's value of being service oriented and fiscally responsible.

OPPORTUNITIES FOR IMPROVEMENT

Continuous Improvement and Innovation

- 01 While DPU deploys its priorities for continuous improvements and opportunities to suppliers, partners, and collaborators to ensure organizational alignment based on its individual relationships, there is no refinement of the relationship process. Evaluation and improvement of this process may fulfill the stakeholder requirement of its community partners by being innovative.

Item 4.2 – Management of Information, Knowledge, and Information Technology

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

<i>Quality</i>	s1	DPU verifies and ensures the quality of organizational data and information, safeguarding and improving information and knowledge, through use of a Data Quality Management Program. (Figure 4.2-1) DPU and the entire County manage electronic and other data and information to ensure accuracy, validity, integrity, reliability and timeliness. Enterprise resource planning for the municipality's software has a robust approach to management of this organizational knowledge. This process may help to enhance the value of being an ethical organization.
<i>Availability</i>	s2	DPU ensures the availability of organizational data and information through the use of its Data Needs and Availability System that provides a comprehensive approach to determining the key requirements and delivery of the data and information to all users. (Figure 4.2-2) It ensures availability of organizational data and information by emphasizing system reliability and employing a wide variety of information distribution methods to make sure the users of the data including the workforce, suppliers, partners, collaborators and customers have access to their needed data at all times. This approach may assist DPU in realizing its vision of being a high performing utility.
<i>Knowledge Management</i>	s3	DPU systematically builds and manages organizational knowledge through the utilities, including customers, workforce, partners/suppliers and other key stakeholders. The value of knowledge is increased through knowledge transfers and sharing of knowledge within DPU and with stakeholders, promoting collaboration, transparency and diverse perspectives related to the evaluation of knowledge and data-driven decisions supported with knowledge. This systematic approach may assist DPU in continuous improvement and delivery of its product offerings.
<i>Best Practices</i>	s4	DPU systematically shares best practices through multiple approaches, both internally within DPU and externally through communication methods. (Figure 1.1-5) DPU identifies external organizations that are high performing by comparing results to its key performance measures. This systematic approach may help DPU achieve its vision, to contribute to its future with diversified and innovative utility solutions.

Item 4.2 – Management of Information, Knowledge, and Information Technology

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

Organizational Learning 55 DPU uses knowledge and resources to embed learning in the way it operates using its organizational learning system. (Figure 4.2-3) It shows the elements of 1) Data & Knowledge, 2) Performance measurement systems, 3) Performance review system, 4) Learning & innovation, and 5) Continuous improvement and Plan, Do, Study, Act. It aligns with its Leadership System and capitalizes on its culture of innovation and PDSA. This approach may demonstrate its process evaluation and evaluation approach for strategic planning of focus area, goals, and action plans.

OPPORTUNITIES FOR IMPROVEMENT

Availability 01 DPU does not have a process to ensure the reliability of its information technologies system. Having a process could help DPU meet the customer requirement of reliability.

Category 5 – Workforce Focus

Item 5.1 – Workforce Environment

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

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| <i>Workforce Accomplishment</i> | s1 | DPU organizes and manages the workforce with established divisions. The Utilities Manager sets the tone for the year outlining the strategic goals and objectives at the all-hands meeting. The first of the Asset Management Team's quarterly meetings is a Governance meeting which includes the Senior Management Team. The work is then scheduled for the workforce during performance, planning, and appraisal sessions. DPU's goals and objectives are translated into budget, staffing, resources, scheduling of work, timing and milestones. Adjustments are made as needed. Development and training opportunities are provided to ensure success after meeting informally with staff to provide feedback, coaching, progress reports and other guidance throughout the year. This process may enhance DPU's core competency of employee development. |
| <i>Workforce Change Management</i> | s2 | DPU describes a process for addressing workforce change management which includes "inplacement" of current staff. This process, as demonstrated by the re-education of the meter reader resources in anticipation of the industry's move toward Advanced Metering Infrastructure, demonstrates DPU's value of its employees and supports workforce engagement. |
| <i>Workplace Environment</i> | s3 | DPU addresses workplace health, security, and accessibility through processes developed in DPU's Quarterly Safety Committee, strategic challenges, Los Alamos County Risk Department, and Employee safety and health training provided by the Risk Department. DPU tracks employee training through an employee training data base. The data base automates the processes, including enrollment for training, and sends reminders to supervisors when the employee's training is about to expire. These processes may help DPU fulfill its employee stakeholder requirement of a safe workplace. |
| <i>New Workforce Members</i> | s4 | DPU utilizes Los Alamos County's standardized recruiting and hiring process using local and area newspapers and posting on DPU's website. (Figure 5.1-2) DPU ensures the fit of new workforce members with its organizational culture through Mission, Vision, Values, and Code of Ethics. It provides mentors as demonstrators of desired behaviors who monitor new hires during the probationary period where an assessment for the fit of new hires with the culture is included, and emphasized in employee orientation. This process may relate to DPU's culture through hiring of qualified staff. |

Item 5.1 – Workforce Environment

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

<i>Capability and Capacity Needs</i>	S5	DPU assesses its workforce capability and capacity needs with its Strategic Planning Process and Asset Management Team process. During the budgeting process, each division evaluates how staffing needs can be met based on the department goals, Capital Improvement Plan projects and maintenance needs using regular staff, contracted help, or temporary staff. This approach may complement DPU's core competency of strategic planning for sustainability by supporting its vision to explore diversified & innovative solutions.
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OPPORTUNITIES FOR IMPROVEMENT

<i>Workforce Growth</i>	O1	While DPU utilizes its on-call contractor to perform work if the workload exceeds its workforce capability, it does not appear to have a process to prepare for and manage any periods of workforce growth. Having such a process may mitigate DPU's strategic operations challenge of flat or declining sales.
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Item 5.2 – Workforce Engagement

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

<i>Key Drivers of Workforce Engagement</i>	s1	DPU determines the key drivers of workforce engagement as part of setting Workforce strategic goals: Establish goals; survey workforce; update and revise goals; communicate feedback; analyze results and feedback to meet goals. DPU improved the process by switching to the Gallup survey in 2016. This approach may be an example of DPU's process evaluation and improvement with embedded improvement cycles for workforce development training.
<i>Assessment of Engagement</i>	s2	For indicators to assess and improve workforce engagement, DPU sets targets, and monitors and tracks them via dashboards. Indicators include voluntary and total turnover, grievances, sick leave and safety by division. For all but safety, DPU sets targets better (lower) than Bureau of Labor standards. Indicator tracking may help DPU further develop its core competency of employee development to support employee value.
<i>Performance Management</i>	s3	DPU's workforce performance management system supports high performance with its annual Performance Planning and Approval process and informal performance feedback opportunities which encourages and motivates employees for high performance to utilize their full potential. Performance Management includes: 1) Clarify expectations, aligning individual performance goals with Mission Vision Values, the Strategic Planning Process, and KPI, 2) Assess performance continually, and 3) Raise the bar by recommending improvements and improving the process. This process may demonstrate DPU's employee and partner values of being a safe, ethical, and professional organization that encourages continuous learning.
<i>Performance Development</i>	s4	DPU learning and development system supports personal development with Performance Planning and Approval where employees are asked to include a goal for their professional and personal improvement. Employees are encouraged and supported to solve customer problems, make or recommend changes and offer improvement suggestions. Staff is coached and new employees are mentored to ensure that their learning and development is reinforced. This process may be an opportunity to sustain the key workforce engagement driver by allowing the opportunity for employees to do what they do best.

Item 5.2 – Workforce Engagement

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

<i>Learning and Development Effectiveness</i>	S5	DPU evaluates the effectiveness and efficiency of learning and development processes through review of organizational measures, customer surveys and in many dashboards and reports. Certifications are an essential part of learning and development in the public utilities industry. In April 2018, DPU implemented LITMOS, a cloud-based learning management system. LITMOS allows managers to author, distribute and track web-based training courses, as well as schedule and track instructor-led courses. This approach may help DPU strengthen the employee value of being a safe, ethical organization that encourages continuous learning.
<i>Career Development</i>	S6	DPU manages career development for its workforce by having supervisors and employees discuss and plan for future growth and training opportunities and then providing financial support. DPU also uses a critical skills matrix, which defines the key skills required for management and leadership positions. This approach to developing employees may demonstrate DPU's value of encouraging continuous learning.
<i>Organizational Culture</i>	S7	To ensure that its organizational culture supports its vision and values, and benefits from the diverse ideas, cultures, and thinking of its workforce with its workforce satisfaction and engagement process, DPU 1) supports Workforce to achieve goals and work on career progression through the Performance Planning and Appraisal, 2) encourages idea sharing, suggestions for improvements and participation in lessons learned, 3) involves those who do the work in planning, design and budgeting of projects and 4) empowers employees to solve customer problems. This approach may help DPU sustain its core competency of employee development to support employee value.

OPPORTUNITIES FOR IMPROVEMENT

<i>Segmented Key Drivers of Employee Engagement</i>	O1	While DPU assesses employee engagement using the Gallup Employee Engagement Survey, and reviews segmented results, the key drivers of employee engagement are not segmented. Not segmenting the key drivers may result in some employee groups being less engaged or disengaged - a key workforce engagement driver.
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Category 6 – Operations Focus

Item 6.1 – Work Processes

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

<i>Key Product and Process Requirements</i>	s1	DPU identifies its key work processes and key requirements for each key work process. (Figure 6.1-2) DPU determines key product and work process requirements from customers' needs and expectations. Process owners identify stakeholder requirements, collected through several listening and learning methods. The process owner designs and develops procedure, implements deployment and training, and performs the work. This approach may help DPU achieve its vision to be a high performing utility matched to the community, contributing to its future with diversified and innovative utility solutions.
<i>Work Process Design</i>	s2	DPU designs its products and work processes to meet requirements by assembling teams of subject matter experts to ensure that organizational knowledge is leveraged. Process owners have the authority to evaluate risk and build agility into their processes. When the analysis indicates a necessary opportunity for improvement exists, a redesign is completed using PDSA. This refined approach may help DPU to enhance its value of managing natural resources through innovative and progressive solutions.
<i>Process Implementation</i>	s3	DPU ensures that day-to-day operation of work processes meet key process requirements by 1) designing procedures to guide the workforce in meeting identified requirements when completing the work and 2) tracking and analyzing in-process performance measures and adjusting work processes or retraining staff as necessary. End-of-process performance measures track product or service quality. This approach may help DPU fulfill its mission of providing safe and reliable utility services in an economically and environmentally sustainable fashion.
<i>Support Processes</i>	s4	DPU's key support processes are determined based upon the support needed to sustain the overall operations of DPU. (Figure 6.1-3) These are essential to supporting key work processes and services in DPU's day-to-day operations and are determined by how they provide value to customers, enhance financial return, or leverage organizational success. This process may help DPU in fulfilling its key customer requirement of providing excellent customer service.
<i>Innovation Management</i>	s5	DPU leverages its Innovation Management System, following the PDSA steps, to guide its pursuit of innovation. Opportunities for innovation are assessed based on unmet needs and intelligent risk before resources are dedicated and an implementation plan is created. This approach may help to strengthen the core competency of strategic planning for sustainability.

OPPORTUNITIES FOR IMPROVEMENT

Supply-Network Management

- 01 DPU selects suppliers using the State Procurement Code. However, there is little evidence of supplier feedback and performance management processes. Having a systematic vendor performance management approach may support DPU's core competency of building partner relationships.

Product and Process Improvement

- 02 Although DPU uses PDSA as its primary approach to improve overall process effectiveness (Figure P.2-3), it is not apparent that this approach is deployed to all products and processes. For example, while improvement ideas are brought to management or the process owners' attention for consideration so the Standard Operating Procedures (SOPs) can be updated, SOPs are not being consistently updated in a timely manner. Having a systematic approach to do so may help to strengthen DPU's core competency of accountable management.

Item 6.2 – Operational Effectiveness

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

<i>Process Efficiency and Effectiveness</i>	s1	DPU incorporates efficiency and effectiveness factors into its work processes and prevents defects, service errors, and rework through its dashboard reviews, operating procedure reviews, its asset management program, and standardized methods and procedures. Having this systematic approach may aid DPU in meeting its key workforce engagement driver of the opportunity to do what its employees do best.
<i>Security and Cyber Security</i>	s2	DPU ensures security and cyber security of sensitive or privileged data and information by deploying the County's defense-in-depth network approach and remains aware of emerging security threats using a variety of resources and vendors. This systematic approach may help DPU in fulfilling its stakeholder requirements of its community partners to be trustworthy.
<i>Safe Operating Environment</i>	s3	DPU seeks to create a safety culture where employees practice safety every hour on the job, while no one is watching, because employees want to, not because employees have to. In support of this culture of safety, DPU employs multiple approaches. (Figure 6.2-1) This approach may help DPU demonstrate its values of being a safe, ethical and professional organization.
<i>Business Continuity</i>	s4	DPU ensures its preparedness for disasters or emergencies by developing preparedness plans for the Dam and hydroelectric generating plants (regulatory requirement) and electric, gas and water curtailment plans. It uses the PDSA approach designating Safety and Emergency Response as a key work process, using its key work process design process to identify performance requirements and develop processes. This delivers the desired level of service for all utilities and all stakeholders, considering prevention, continuity of operations and recovery, vulnerabilities and threats, risk mitigation. This also includes ways to ensure the availability of a well-prepared workforce, reliable suppliers and partners. This approach may help DPU meet its customer requirement of reliability.

OPPORTUNITIES FOR IMPROVEMENT

<i>Cost of Operations</i>	o1	There is no evidence of an approach to managing operational costs - 1) minimization of inspections, test, and process and performance audits and 2) balancing of need for cost control and efficiency with the needs of customers. Having an approach to managing costs may increase the ability of DPU to provide evidence to support the need for rate increases, which is a strategic challenge.
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OPPORTUNITIES FOR IMPROVEMENT

Integration of Cybersecurity Practices

- 02 While DPU ensures the security of sensitive or privileged data and information by requiring all employees, vendors and partners with access to its data to sign a confidentiality and data usage agreement, it is unclear how the process is aligned with other work processes. Integration and alignment of process may help DPU demonstrate its employees and partners value of being a safe, ethical, and professional organization.

Category 7 – Results

Item 7.1 – Product and Process Results

This Results Item scored in the 30%-45% Range. Please refer to Appendix B for the Results Scoring Guidelines for description of this Range.

STRENGTHS

<i>Average System Availability Index</i>	s1	Average System Availability Index (ASAI) (ED) shows good performance levels for DPU's system reliability. (Figures 7.1-3) Levels are well above the APPA benchmark from 2013 to 2018, showing a beneficial trend from 2013 to 2018. These results may help DPU mitigate its key strategic operations challenge of an aging infrastructure that makes it hard to maintain reliable service.
<i>Main Pipeline Leaks</i>	s2	For its gas distribution product, DPU shows good performance levels and a beneficial trend for Reportable Main Pipeline Leaks per 100 Miles of Pipeline below the APGA national standard benchmark for FY 2015 to FY 2018 (Figure 7.1-6) The number of gas leaks per 100 miles of main pipeline is a measure of the overall quality and reliability of the gas distribution system. Good performance in this area may help to fulfill the key customer requirement of reliable utility services for the gas customer segment.
<i>Emergency Exercises Completed</i>	s3	The percent of required emergency exercises completed shows good performance from FY2014 to FY2018. (Figure 7.1-26) Good results in this area may assist DPU in meeting its customer requirement of reliability.

OPPORTUNITIES FOR IMPROVEMENT

<i>Electric System Interruption</i>	01	DPU lacks beneficial trends for interruption measures for its electric products. Figure 7.1-2 Electric System Average Interruption Duration Index (SAIDI), Figure 7.1-4 Customer Average Interruption Duration Index (CAIDI) and Figure 7.1-5 System Average Interruption Frequency Index (SAIFI) have some years with good performance levels but show varying historic performance and some adverse trends. Having good performance levels and beneficial trends in its interruption measures may help DPU to sustain its mission of providing reliable utility services.
<i>Water Distribution</i>	02	DPU does not show good performance levels in water distribution products. Figure 7.1-11 Water Main Breaks per 100 Miles and Figure 7.1-12 Water Service Affordability show levels above the AWWA Benchmark or the AWWA benchmark modified for New Mexico for the years FY2016 through FY2019. Having good performance could help DPU in its customer requirement of affordability and value.

<i>O&M Expenditures</i>	03	O&M Expenditures per All Accounts (ED) (Figure 7.1-16) and Expenditures per 100 Miles of Main Pipeline (Figure 7.1-24) show adverse trends for both the amount of money spent on operations and maintenance per customer (for FY 2018) and expenditures per 100 miles of main pipeline (from FY 2015 through FY 2018). Having good performance may help to leverage DPU's key strategic operations advantage of excellent maintenance and CIP execution.
<i>Abandoned Call Rate for All Customer Segments</i>	04	Abandoned Call Rate for All Customer Segments (Figure 7.1-25) shows the beginning of an adverse trend as the abandoned call rate increased from FY 2016 through FY 2019. Adverse trends in this area might impact the ability of DPU to meet the requirements of its customers such as online/in-person access.
<i>Safety and Emergency Preparedness Results</i>	05	There are no safety and emergency preparedness results which differ by location or process type. Having these segmented results may help DPU to achieve its vision to be a high performing utility matched to the community, contributing to its future with diversified and innovative utility solutions.
<i>Supply Network Performance</i>	06	While Major Supplier Survey Satisfaction (Figure 7.1-28) includes current performance levels for supplier satisfaction, results for key measures or indicators of the performance of DPU's supply network, including its contribution to enhancing DPU's performance are not provided. If DPU had these results, it may be able to improve management of supplier network requirements, which mirror the customer requirements such as quality performance and reliability, enabling DPU to provide reliable and adequate utilities.

Item 7.2 – Customer- Focused Results

This Results Item scored in the 30%-45% Range. Please refer to Appendix B for the Results Scoring Guidelines for description of this Range.

STRENGTHS

<i>Customer Satisfaction and Dissatisfaction Results</i>	S1	The results for DPU's key measures of customer satisfaction and dissatisfaction are illustrated in its biennial customer satisfaction survey by customer; Customer Satisfaction (Commercial) (Figure 7.2-2) and Customer Satisfaction (Residential) (Figure 7.2-3). The results in both residential and commercial customers show its overall measures approaching goal or a Good Rating with segmentation by electric, gas, water, wastewater, overall, field crews, and CCC. This good performance may help DPU realize its vision of being a high performing utility matched to the community.
<i>Public Communication</i>	S2	Results for customer engagement from public communications such as press releases, bill inserts, advertisements, radio interviews, reports, and public meetings show its highest performing levels for Public Communication in CY 2018. (Figure 7.2-4) This good performance may help DPU to leverage its key strategic workforce advantage of quality staff with expertise.
<i>Customer Engagement</i>	S3	Results for Social Media Engagement and Online Forum Posts show the beginning of a beneficial trend for FY2016 - FY2018, with current performance levels well above target. (Figure 7.2-5) This beneficial trend may assist DPU in addressing its customer requirement of online/in-person access.
<i>Commercial Net Promoter Score</i>	S4	Net Promoter Score (Commercial) provides good current performance levels for likely to recommend question for its commercial customer segment on the customer survey. (Figure 7.2-6) This good performance may help to mitigate DPU's key business strategic challenge of rate increases for infrastructure.

OPPORTUNITIES FOR IMPROVEMENT

<i>Residential Net Promoter Score</i>	O1	The Overall Net Promoter Score (Residential) shows current performance below goal and a decrease in performance for the likely to recommend question for its residential customer segment on the customer survey. (Figure 7.2-7) If DPU had good performance in this area, it may be better able to mitigate the operations key strategic challenge of flat or declining sales.
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Item 7.3 – Workforce-Focused Results

This Results Item scored in the 30%-45% Range. Please refer to Appendix B for the Results Scoring Guidelines for description of this Range.

STRENGTHS

<i>Workforce Capability and Capacity</i>	s1	Results for capability and capacity, required as part of employee job requirements, show good performance levels for Competency Levels & Compliance with Certification/License Training Requirements. (Figure 7.3-1b) This good performance may allow DPU to leverage its workforce strategic advantage of having quality staff with expertise.
<i>Workforce Engagement Results</i>	s2	DPU exceeded the industry target for engagement on the Gallup Engagement Survey questions that captured whether employees have the equipment to do their work in 2016 and 2018 (Figure 7.3-2) and whether they have the opportunity to do what they do best every day in 2018 (Figure 7.3-6). These good performance levels may aid DPU in fulfilling the workforce requirement of job satisfaction/engagement.
<i>Workforce Climate</i>	s3	As a measure of workforce climate (integrity and ethics), DPU's results for involuntary separations (when the employee is not a good fit) show very good performance. There have been 0% involuntary separations for fiscal years 2015, 2016, 2018, and 2019. Such good results may assist DPU in sustaining the workforce strategic advantage of having a close-knit culture.

OPPORTUNITIES FOR IMPROVEMENT

<i>Workforce results</i>	o1	The lack of historical performance data in several areas regarding workforce results precludes any trend analysis. Examples include Materials and Equipment to Do my Work Right (Figure 7.3-2), Overall Satisfaction (Figure 7.3-5), "I have the opportunity to do what I do best every day" (Figure 7.3-6) and Employee Engagement (Figure 7.3-8). Having beneficial trends in these areas may assist DPU in enhancing its workforce strategic advantage of quality staff with expertise.
<i>Workforce Development</i>	o2	There is a decline in performance levels for workforce development for FY 2015 - FY 2018. (Figure 7.3-10) Specifically, results show that four (4) people completed the county academy training starting in FY 2015 to 3 people completed the training in FY 2018. Having beneficial trends may help DPU strengthen its core competency of employee development.

Item 7.4 – Leadership and Governance Results

This Results Item scored in the 30%-45% Range. Please refer to Appendix B for the Results Scoring Guidelines for description of this Range.

STRENGTHS

<i>Leadership</i>	s1	DPU shows good performance levels related to leadership. The survey question, "I know what is expected of me at work" shows good performance levels and exceeds the industry benchmarks in 2016 and 2018. (Figure 7.4-1) This may aid DPU in enhancing the employee value of being a safe, ethical, and professional organization.
<i>Governance System</i>	s2	Results for the governance system show consistently high-performance levels for FY 2016, FY 2017, and FY 2018 for key aspects of its governance system. The aspects include Accountability for Strategy and Senior Leader Actions, Fiscal Accountability, Independence & Effectiveness & Audits, Transparency in Operations, Selection of Governance Members, Protection of Stakeholders & Rate Payers, and Succession Planning for Senior Leaders. (Figure 7.4-4a) These good results may help DPU achieve its vision of being a high performing utility matched to its community, contributing to its future with diversified & innovative utility solutions.
<i>Drinking Water Compliance</i>	s3	Regulatory results for Drinking Water Compliance shows consistently high-performance levels between FY 2013 and FY 2018. (Figure 7.4-5) DPU meets the American Waterworks Association's target of 100% during this time period. Such very good performance may help DPU fulfill its mission of providing safe and reliable utility services.
<i>Ethics</i>	s4	Results related to ethics show consistently high-performance levels for Code of Ethics Training for FY 2016, FY 2017, FY 2018, and FY 2019. (Figure 7.4-9) This good performance may help to fulfill the stakeholder requirement of being trustworthy.
<i>Power Derived from Renewable Sources</i>	s5	Results for societal contributions show performance levels better than the state of New Mexico for CY2013 - CY2016 for percentage of power derived from renewable sources. (Figure 7.4-10) Good performance levels may support DPU's valuing of natural resources through innovative and progressive solutions.

OPPORTUNITIES FOR IMPROVEMENT

<i>Measuring Two-Way Communication</i>	o1	DPU does not have results for encouraging two-way communication. Having these results may help DPU to sustain the key workforce engagement driver of talking about progress.
<i>Regulatory Compliance</i>	o2	DPU shows an adverse trend in WWTP Compliance for FY2013 - FY2017. (Figure 7.4-6) However, the performance level for FY2018 shows improvement to 99.84%. Being able to demonstrate good performance levels and beneficial trends may support DPU's mission of providing safe and reliable utility services.

Item 7.5 – Financial and Market Results

This Results Item scored in the 30%-45% Range. Please refer to Appendix B for the Results Scoring Guidelines for description of this Range.

STRENGTHS

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| <i>Average Residential Gas Bill</i> | s1 | Results for marketplace performance shows good performance. The results for Average Residential Bill (Gas) show a beneficial trend for FY 2014 through FY 2018. (Figure 7.5-10) Bills have consistently decreased from \$61 in FY 2014 to \$41 in FY 2018 below the target benchmark from NM Gas Company. These good results may contribute to DPU's ability to strengthen its customer value by being service oriented and fiscally responsible as well as being communicative, organized and transparent to the community. |
| <i>Strategy Achievement</i> | s2 | DPU shows 13 of its 21 strategic objectives results with consistent "At or Above Goal" performance for FY 2016 through FY 2018. (Figure 7.5-13 Strategy Achievement) These results are monitored and measured with multiple KPMs. This excellent performance may strengthen DPU's strategic operations advantage of good utilization of funds. |

OPPORTUNITIES FOR IMPROVEMENT

- | | | |
|--|----|---|
| <i>Financial Performance - Past Due Receivables</i> | s1 | The is no evidence of a beneficial trend in this area. While FY2018 performance for DPU's past due receivables reflects improvement in working with customers to get their bills paid on time, the results from FY 2016 and FY 2017 show a decline, with the amount past due increasing from \$5,421 to \$7,032. (Figure 7.5-8) Longer term good performance and beneficial trends in this area may aid DPU in demonstrating its core competency of accountable management. |
| <i>Financial Performance - Average Residential Electric Bill</i> | s2 | Financial performance for DPU's average residential electric bill shows decreased performance levels (i.e., increased bills) for the years 2015-2019. (Figure 7.5-9) Having good performance for these results may help to mitigate DPU's strategic operations challenge of flat or declining sales. |
| <i>Financial Performance - Average Residential Water Bill</i> | s3 | Although performance levels are consistently better than its benchmark comparison, DPU's Average Residential Bill (Water) from FY2013 to FY2015 shows an adverse trend. (Figure 7.5-12) Beneficial trends may be able to enhance DPU's core competency of building customer relationships. |

SCORING BAND DESCRIPTORS APPENDIX A

Band Score	Band Number	PROCESS Descriptor
0-150	1	The organization demonstrates early stages of developing and implementing approaches to the basic Criteria requirements, with deployment lagging and inhibiting progress. Improvement efforts are a combination of problem solving and an early general improvement orientation.
151-200	2	The organization demonstrates effective, systematic approaches generally responsive to the basic Criteria requirements, with some areas or work units in the early stages of deployment. The organization has developed a general improvement orientation that is forward-looking.
201-260	3	The organization demonstrates effective, systematic approaches responsive to the basic requirements of most Criteria items, with areas or work units still in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved.
261-320	4	The organization demonstrates effective, systematic approaches generally responsive to the overall Criteria requirements. Deployment may vary in some areas or work units. Key processes benefit from fact-based evaluation and improvement, and approaches are being aligned with overall organizational needs.
321-370	5	The organization demonstrates effective, systematic, well-deployed approaches responsive to the overall requirements of most Criteria items. The organization demonstrates a fact-based, systematic evaluation and improvement process and organizational learning, including innovation, that result in improving the effectiveness and efficiency of key processes.
371-430	6	The organization demonstrates refined approaches generally responsive to the multiple Criteria requirements. These approaches are characterized by the use of key measures, good deployment, and innovation in most areas. Organizational learning, including innovation and sharing of best practices, is a key management tool, and there is some integration of approaches with current and future organizational needs.
431-480	7	The organization demonstrates refined approaches responsive to the multiple Criteria requirements. It also demonstrates innovation, excellent deployment, and good-to-excellent use of measures in most areas. There is good-to-excellent integration of approaches with organizational needs, with organizational analysis, learning through innovation, and sharing of best practices as key management strategies.
481-550	8	The organization demonstrates outstanding approaches fully responsive to the multiple Criteria requirements. Approaches are fully deployed and demonstrate excellent, sustained use of measures. There is excellent integration of approaches with organizational needs. Organizational analysis, learning through innovation, and sharing of best practices are pervasive.

Band Score	Band Number	RESULTS Descriptor
0-125	1	A few results are reported responsive to the basic Criteria requirements. These results generally lack trend and comparative data.
126-170	2	Results are reported for several areas responsive to the basic Criteria requirements and the accomplishment of the organization's mission. Some of these results demonstrate good performance levels. The use of comparative and trend data is in the early stages.
171-210	3	Results address areas of importance to the basic Criteria requirements and accomplishment of the organization's mission, with good performance being achieved. Comparative and trend data are available for some of these important results areas, and some trends are beneficial.
211-255	4	Results address some key customer/stakeholder, market, and process requirements, and they demonstrate good relative performance against relevant comparisons. There are no patterns of adverse trends or poor performance in areas of importance to the overall Criteria requirements and the accomplishment of the organization's mission.
256-300	5	Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Improvement trends and/or good performance are reported for most areas of importance to the overall Criteria requirements and the accomplishment of the organization's mission.
301-345	6	Results address most key customer/stakeholder, market, and process requirements, as well as many action plan requirements. Results demonstrate beneficial trends in most areas of importance to the Criteria requirements and the accomplishment of the organization's mission, and the organization is an industry* leader in some results areas.
346-390	7	Results address most key customer/stakeholder, market, process, and action plan requirements. Results demonstrate excellent organizational performance levels and some industry* leadership. Results demonstrate sustained beneficial trends in most areas of importance to the multiple Criteria requirements and the accomplishment of the organization's mission.
391-450	8	Results fully address key customer/stakeholder, market, process, and action plan requirements and include projections of future performance. Results demonstrate excellent organizational performance levels, as well as national and world leadership. Results demonstrate sustained beneficial trends in all areas of importance to the multiple Criteria requirements and the accomplishment of the organization's mission.

* "Industry" refers to other organizations performing substantially the same functions, thereby facilitating direct comparisons

Process Scoring Guidelines (For Use with Categories 1-6)

SCORE	DESCRIPTION
0% or 5%	<ul style="list-style-type: none"> No SYSTEMATIC APPROACH to item requirements is evident; information is ANECDOTAL. (A) Little or no DEPLOYMENT of any SYSTEMATIC APPROACH is evident. (D) An improvement orientation is not evident; improvement is achieved by reacting to problems. (L) No organizational ALIGNMENT is evident; individual areas or work units operate independently. (I)
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> The beginning of a SYSTEMATIC APPROACH to the BASIC REQUIREMENTS of the item is evident. (A) The APPROACH is in the early stages of DEPLOYMENT in most areas or work units, inhibiting progress in achieving the BASIC REQUIREMENTS of the item. (D) Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L) The APPROACH is ALIGNED with other areas or work units largely through joint problem solving. (I)
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the BASIC REQUIREMENTS of the item, is evident. (A) The APPROACH is DEPLOYED, although some areas or work units are in early stages of DEPLOYMENT. (D) The beginning of a SYSTEMATIC APPROACH to evaluation and improvement of KEY PROCESSES is evident. (L) The APPROACH is in the early stages of alignment with the basic organizational needs identified in response to the Organizational Profile and other process items. (I)
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL REQUIREMENTS of the item, is evident. (A) The APPROACH is WELL DEPLOYED, although DEPLOYMENT may vary in some areas or work units. (D) A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING, including INNOVATION, are in place for improving the efficiency and effectiveness of KEY PROCESSES. (L) The APPROACH is ALIGNED with your overall organizational needs as identified in response to the Organizational Profile and other process items. (I)
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the MULTIPLE REQUIREMENTS of the item, is evident. (A) The APPROACH is well DEPLOYED, with no significant gaps. (D) Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING, including INNOVATION, are KEY management tools; there is clear evidence of refinement as a result of organizational-level ANALYSIS and sharing. (L) The APPROACH is INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I)
90%, 95%, or 100%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, fully responsive to the MULTIPLE REQUIREMENTS of the item, is evident. (A) The APPROACH is fully DEPLOYED without significant weaknesses or gaps in any areas or work units. (D) Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING through INNOVATION are KEY organization-wide tools; refinement and INNOVATION, backed by ANALYSIS and sharing, are evident throughout the organization. (L) The APPROACH is well INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I)

Results Scoring Guidelines (For Use with Category 7)

SCORE	DESCRIPTION
0% or 5%	<ul style="list-style-type: none"> There are no organizational PERFORMANCE RESULTS, or the RESULTS reported are poor. (Le) TREND data either are not reported or show mainly adverse TRENDS. (T) Comparative information is not reported. (C) RESULTS are not reported for any areas of importance to the accomplishment of your organization's MISSION. (I)
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> A few organizational PERFORMANCE RESULTS are reported, responsive to the BASIC REQUIREMENTS of the item, and early good PERFORMANCE LEVELS are evident. (Le) Some TREND data are reported, with some adverse TRENDS evident. (T) Little or no comparative information is reported. (C) RESULTS are reported for a few areas of importance to the accomplishment of your organization's MISSION. (I)
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> Good organizational PERFORMANCE LEVELS are reported, responsive to the BASIC REQUIREMENTS of the item. (Le) Some TREND data are reported, and most of the TRENDS presented are beneficial. (T) Early stages of obtaining comparative information are evident. (C) RESULTS are reported for many areas of importance to the accomplishment of your organization's MISSION. (I)
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> Good organizational PERFORMANCE LEVELS are reported, responsive to the OVERALL REQUIREMENTS of the item. (Le) Beneficial TRENDS are evident in areas of importance to the accomplishment of your organization's MISSION. (T) Some current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or BENCHMARKS and show areas of good relative PERFORMANCE. (C) Organizational PERFORMANCE RESULTS are reported for most KEY CUSTOMER, market, and PROCESS requirements. (I)
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> Good-to-excellent organizational PERFORMANCE LEVELS are reported, responsive to the MULTIPLE REQUIREMENTS of the item. (Le) Beneficial TRENDS have been sustained over time in most areas of importance to the accomplishment of your organization's MISSION. (T) Many to most TRENDS and current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or BENCHMARKS and show areas of leadership and very good relative PERFORMANCE. (C) Organizational PERFORMANCE RESULTS are reported for most KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I)
90%, 95%, or 100%	<ul style="list-style-type: none"> Excellent organizational PERFORMANCE LEVELS are reported that are fully responsive to the MULTIPLE REQUIREMENTS of the item. (Le) Beneficial TRENDS have been sustained over time in all areas of importance to the accomplishment of your organization's MISSION. (T) Industry and BENCHMARK leadership is demonstrated in many areas. (C) Organizational PERFORMANCE RESULTS and PROJECTIONS are reported for most KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I)



Alternatives to Baldrige

November 18, 2020

Facilitated by Humans Strategies, LLC

BPU Meeting Objectives

1. Review and set conservation objectives (50 min)
2. What did we learn from Zia and Baldrige (20 min)
3. Baldrige (Zia) alternatives (20 min)
4. Affirm MVV (20 min)
5. Input to and prioritization of FY2022 Focus Areas and Goals and Objectives(50 min)

2. What Have We Learn From the Zia Application Baldrige Process?



Why Baldrige? Past recipients have seen improvements in:

- Revenue
- Market Share
- Employee involvement and engagement
- Cost/waste/error reductions
- ROA, ROI and ROE
- Product Reliability

"The [Baldrige] Criteria help you link your strategy, your human capital process, your leadership development process, all of your core operations together and help them focus on what your customers actually want." ~ Scott McIntyre, Managing Partner, Price WaterHouse Coopers

2. What Did We Learn From the Baldrige Process? Benefits & Improvements - Jack Richardson



- **Providing a framework for a culture of continuous improvement.** Following the Baldrige methodology for performance excellence has helped us demonstrate our value of being an “organization that encourages continuous learning.”
- **Becoming a more data driven organization.** Dashboards and graphics were created to include Key Operating Performance Measures and to measure year-to-year and multi-year comparisons of efficiency, reliability, safety and effectiveness.
- **Improved transparency in planning, budgeting and rate setting.** The presentations of 10-year and 20-year projections for rates, budgets and CIPs were improved by incorporating better visual graphics and creating simple stories to share with leadership, stakeholders and the community.
- **Operating Procedures Committee.** We have a better appreciation for the importance of well documented, easily available and regularly maintained Standard Operating Procedures for the benefit of current staff, but more importantly, for successful staff transitions and succession.

2. What Did We Learn From the Baldrige Process? Benefits & Improvements – Julie Williams-Hill



- **Strategic Planning.** A 2009 OFI flagged an undefined method to plan the future. As such, an annual strategic planning process was developed to align the plans with our MVV and stakeholder feedback and communicate these plans to employees via all-hands meetings, strategic plan posters and quarterly exchange meetings.
- **Deployment, Integration and Learning.** Each feedback report flags new areas where we have developed a procedure but it has not been *deployed* to the employees, *integrated* into our business model and reviewed so that we can *learn and improve*. This ties into the Plan/Do/Study/Act (PDSA) process. For example, we learned that our procedure for maintaining standard operating procedures had been developed, but not yet successfully deployed or integrated.
- **Tracking the right measures.** A 2014 OFI identified that our LA SCORES (measures being tracked and reported to BPU and Council quarterly) did not align to our MVV and strategic objectives. Therefore, they didn't help us to make decisions on the health of our department. Many of the measures have been refined to address this.
- **Monopoly.** The most recent feedback from the 2019 QNM team was that DPU should not be complacent in its position as a monopoly. Customers do have choices (e.g., rooftop solar with batteries, gray water systems, water harvesting, etc.). This has helped us to understand that our business model needs to be flexible and able to adapt.
- **Safety Culture.** The department has implemented several successful safety initiatives as a result of the Baldrige process. These include the creation of a written Safety Culture Vision, the DPU Safety Committee, the Safety Employee of the Quarter program, and regular monthly reporting on accidents and the OSHA incident rates.

2. What Did We Learn From the Baldrige Process? Challenges with Implementation – James Alarid



- **Right fit for DPU?** In the 2019 QNM site visit debrief, the lead examiner said that given DPU's structure and governance, we will never meet the criteria in certain areas.
- **Minimal actionable recommendations.** My observation after presenting the feedback to the Board was, they felt there were minimal actionable recommendations, and they questioned the applicability of a quality management program that does not fit our organization. (Only Customer Service Issues tracking software was budgeted.)
- **Staff effort.** The level of staff time and effort required to continuously track performance against the Baldrige criteria and then apply for recognition is huge. I believe using a consultant to prepare the application is a necessity.
- **Competing priorities.** As contributing member to three applications and supervisor of the DPU QNM lead for ten years, I have observed the needs of our daily work/schedule and quality management initiatives compete.
- **Need QNM Examiners.** To make our best effort on a future QNM application, we should have staff participating as QNM Examiners.
- **Low scores that are difficult to understand.** I felt that the 2019 Zia application was much better than the evaluation team's assessment of 30%-40% out of the 100% in all categories.
- **Management audit Charter requirement.** The next management audit will be due in four years and we need to pick a path now to work towards over the next four years. Recommend deciding now if QNM/Baldrige feedback report satisfies the management audit requirement.

3. Baldrige Alternatives - Philo



- Consider Hiring a Consultant to Perform a Management Audit
 - Charter identifies “at least every five years thereafter, the BPU shall employ a qualified consultant to review, comment and make recommendations as to the operation and condition of the County Utilities.”
 - The Baldrige Zia Application reviewed operations but did not review the condition of the Utilities
 - The last comprehensive condition assessment performed by a qualified consultant was performed in 2000.
 - This Fiscal Year \$50,000 was budgeted in each fund for a total of \$200,000 to perform a condition assessment by a qualified consultant.
 - A Comprehensive Management Audit by a qualified consultant to review, comment and make recommendations as to the operation and condition of the County Utilities would cost between \$300,000 to \$400,000.

3. Baldrige Alternatives - Philo



J.D. Powers Customer Service Survey

- Includes Utility benchmarking, performance improvement, and certifications and answers the following questions:
 - [1. How does your customer service organization stand up against others?](#)
 - [2. How are you performing in specific service channels?](#)
 - [3. What can you do to improve?](#)
 - [4. What are top performing call centers doing to excel?](#)
 - [5. What does it take to have a certified customer service program?](#)
- **2020 Utilities Climate Leadership Program and Benchmarks**
- **Customer Service Survey is Budgeted for \$50,000 this Fiscal Year**

3. Baldrige Alternatives - Philo



APWA Accreditation Program (Every Four Years)

- Create impetus for organization self-improvement and stimulate general raising of standards
- Offer a voluntary evaluation and education program rather than government-regulated activity
- Recognize good performance and provide motivation to maintain and improve performance
- Improve performance and the provision of services
- Increase professionalism
- Instill pride among agency staff, elected officials and the local community
- Cost is between \$10,000 and \$15,000 plus staff preparation time over two years on average and comes with a Management Practices Manual to use.

3. Baldrige Alternatives - Philo



APWA Accreditation Example:

What does APWA Accreditation mean for the City of Golden?

- Accreditation means our Public Works Department is one of the premier, best-managed, professional Public Works Departments in North America.
- Accreditation means the Public Works Department's management practices and policies have been tested against nationally-established practices through an independent review by public works professionals from across the nation.
- Accreditation means the residents of Golden can feel confident that their Public Works Department is committed to continuous improvement in providing responsible stewardship of the City's infrastructure.
- Accreditation means Golden's Public Works Department is providing services in the most efficient manner possible, ensuring its citizens good value for their dollar.
- Accreditation means that complying with the best available, nationally-recognized management practices provides protection against spurious law suits by unscrupulous attorneys.
- Finally, accreditation means that compliance with the established management practices ensures that Public Works is adhering to the most sustainable methods of conducting its business.

3. Baldrige Alternatives - Philo



APWA Accreditation Program (Every Four Years)

- Review of Los Alamos National Laboratory's APWA Accreditation Program Presented by Lawrence Chavez, Deputy Director for Utilities and Institutional Facilities

3. Baldrige Alternatives - Dawn



- Shingo
 - +Work culture, improvement, sustainability, focused on behaviors
 - No expertise in NM
 - Tuition \$45,000, consulting \$100k + /year; similar in length to Baldrige
- ISO
 - +World-wide standards, better products and services, productivity
 - More process than enterprise & culture oriented
 - \$60-80k/year; at least 3-4 year effort
- Human Strategies Alternative Assessment
 - +Tailored Baldrige-based assessments, significantly less than Zia in cost and effort
 - No true score or award
 - \$25k-50k

3. Baldrige Alternatives - Dawn

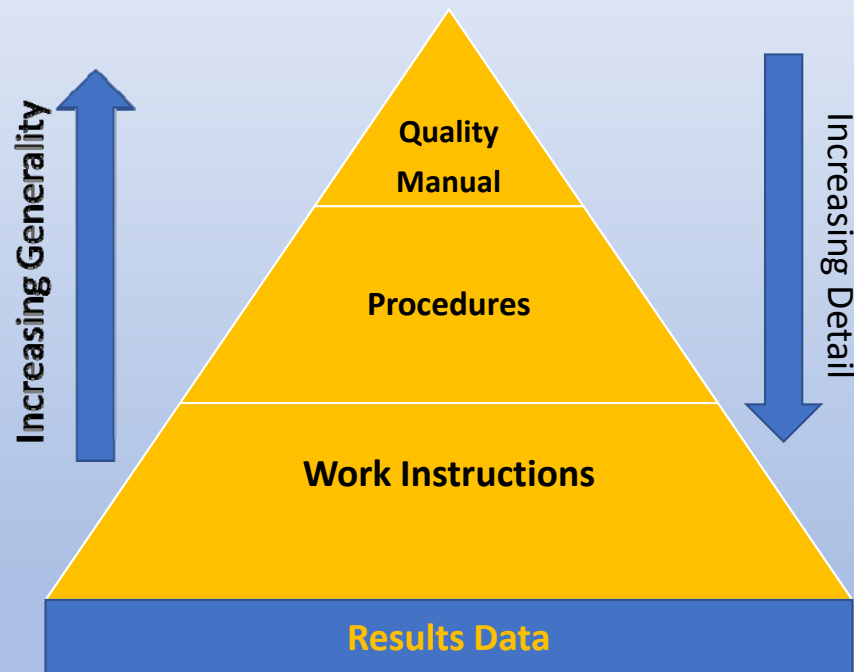


- Additional ISO presentation by Mr. Graham Barlett

Why Mess with a QMS?

- Why mess with a financial system? So you can plan and execute the best way to serve your customers!
 - Why mess with a QMS? So you can plan and execute the best way to serve your customers!
-
- The first tells you how well you are spending your financial resources to meet customer needs
 - The second tells you how well your resources are performing to meet customer needs

What does a Quality Management System look like?



- **Quality Manual** explains how your quality and business management systems integrate
- **Procedures** provide information on how to conduct general processes
- **Work Instructions** detail how to conduct specific processes
- **Results data** reveal how processes are performing

Performance

- Are your resources working effectively?
 - Do your people have the competence and the tools to do their job?
 - Are your work process functioning as they should?
 - How much “waste” is produced?
 - How do you know?
- Are you continually improving your operations, seeking innovative ways to provide services?
- Is your management team fully committed to answering the above questions and seeking higher and higher levels of operational excellence?

Learn to
crawl
before
you try
to run

- The ISO 9001 standard represents the minimum requirements for running a quality operation.
- Without the basics, being a Baldrige level organization can be almost impossible.
- Step-by-step learn how to set performance objectives, how to measure those objectives, how to analyze your processes, how to improve their effectiveness, and how to make your workforce proud and dedicated to making the organization the best it can be.

3. Baldrige Alternatives



Discussions, Questions, and Direction by BPU



County of Los Alamos

Staff Report

November 18, 2020

Los Alamos, NM 87544
www.losalamosnm.us

Agenda No.:	8.A
Index (Council Goals):	DPU FY2021 - 1.0 Provide Safe and Reliable Utility Services
Presenters:	Board of Public Utilities
Legislative File:	13553-20

Title

Status Reports

Body

Each month the Board receives in the agenda packet informational reports on various items. No presentation is given, but the Board may discuss any of the reports provided.

Attachments

A - Electric Reliability Report

B - Accounts Receivables Report

C - Safety Report

STATUS REPORTS

ELECTRIC RELIABILITY

Los Alamos County Utilities

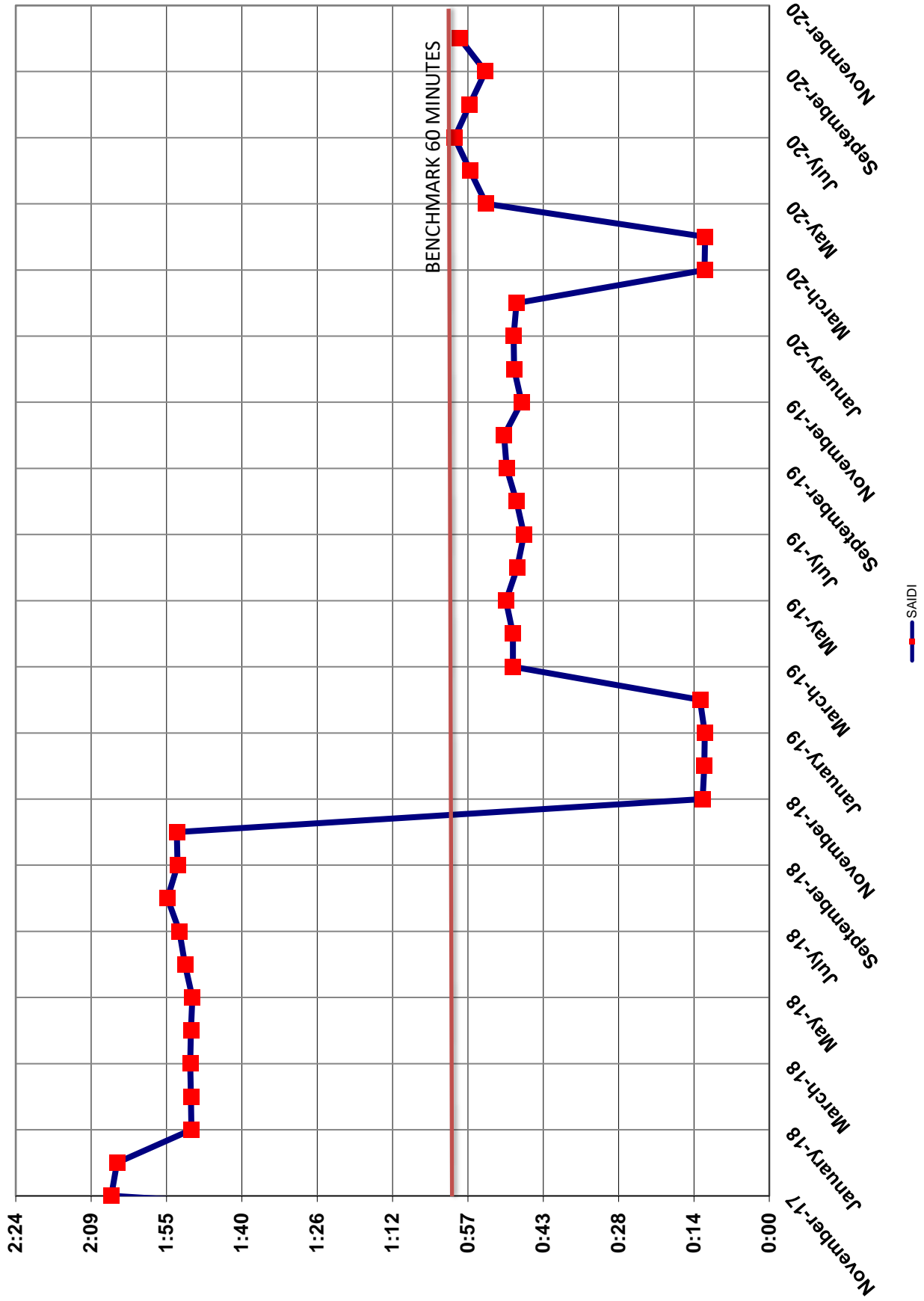


Electric Distribution Reliability

November 18, 2020

Alan Horton
Associate Engineer

EACH POINT IS A 12 MONTH SAIDI HISTORY
1:00 = APPA BENCHMARK SAIDI



Twelve Month History	OCT 2020	
Total # Accounts	9045	
Total # Interruptions	37	
Sum Customer Interruption Durations	8464:08:00	hours:min:sec
# Customers Interrupted	2899	
SAIFI (APPA AVG. = 1.0)	0.32	int./cust.
SAIDI (APPA AVG. = 1:00)	0:56	hours:min
CAIDI	2.55	hours:min/INT
ASAI	99.9996%	% available

- **SAIFI - System Average Interruption Frequency Index**
A measure of interruptions per customer (Per Year)

$$\text{SAIFI} = \frac{(\text{Total number of customer interruptions})}{(\text{Total number of customers served})}$$

- **SAIDI – System Average Interruption Duration Index**
A measure of outage time per customer if all customers were out at the same time (hours per year)

$$\text{SAIDI} = \frac{(\text{Sum of all customer outage durations})}{(\text{Total number of customers served})}$$

- **CAIDI – Customer Average Interruption Duration Index**
A measure of the average outage duration per customer (hours per interruption)

$$\text{CAIDI} = \frac{(\text{Sum of all customer outage durations})}{(\text{Total number of customer interruptions})} = \frac{\text{SAIDI}}{\text{SAIFI}}$$

- **ASAI – Average System Availability Index**
A measure of the average service availability (Per unit)

$$\text{ASAI} = \frac{(\text{Service hours available})}{(\text{Customer demand hours})} = \frac{8760 - \text{SAIDI}}{8760}$$

STATUS REPORTS

ACCOUNTS RECEIVABLES

Los Alamos County Utilities Department
Active Receivables Over 90 Days Past Due
November 1, 2020

Account	Customer ID	Acct Type	Comments	90 - 119	120 +
3003986	2215057	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 109.77	\$ -
3007621	2031718	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 116.50	\$ -
3004139	2113318	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 129.32	\$ -
3001312	2004853	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 133.16	\$ -
3004737	2119798	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 152.83	\$ -
3002353	2045248	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 158.27	\$ -
3005028	2082808	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 179.90	\$ -
3008057	2113408	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 202.66	\$ -
3002939	2215105	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 225.01	\$ -
3002420	2009001	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 255.90	\$ -
3001502	2106778	CM	Collection letter mailed 11/6/2020	\$ 256.64	\$ -
3005470	2017719	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 269.79	\$ -
3006274	2097578	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 331.36	\$ -
3007457	2136718	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 379.19	\$ -
3001509	2136448	CM	Collection letter mailed 11/6/2020	\$ 891.77	\$ -
3007378	2200139	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 214.63	\$ 1.00
3002374	2200096	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 214.71	\$ 2.19
3006102	2013630	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 136.16	\$ 9.60
3003818	2066808	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 183.61	\$ 17.04
3000175	2210204	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 97.50	\$ 18.93
3009699	2214764	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 79.38	\$ 25.12
3002354	2091608	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 212.75	\$ 49.34
3004947	2015985	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 152.48	\$ 56.86
3000153	2135978	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 92.26	\$ 60.63
3002367	2137648	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 186.54	\$ 63.51
3002279	2103128	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 33.03	\$ 69.78
3004204	2131208	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 242.93	\$ 72.08
3002295	2113348	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 32.16	\$ 79.99
3002277	2137728	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 37.85	\$ 88.31
3008287	2016070	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 259.63	\$ 103.85
3004217	2013317	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 290.77	\$ 109.36
3002424	2032538	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 203.72	\$ 111.54
3010128	2114898	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 14.11	\$ 118.92
3002452	2205589	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 312.85	\$ 123.58
3002323	2208833	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 44.90	\$ 125.47
3002505	2215041	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 336.79	\$ 157.62
3002285	2215330	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 23.38	\$ 165.88
3000751	2002516	CM	Collection letter mailed 11/6/2020	\$ 152.94	\$ 170.49
3008792	2121088	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 37.25	\$ 170.79
3004327	2087778	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 274.56	\$ 173.07
3007537	2214967	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 171.03	\$ 174.99
3000189	2131678	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 148.58	\$ 184.39
3002308	2098078	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 42.17	\$ 195.76
3005769	2018418	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 133.87	\$ 195.94
3005174	2215050	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 333.45	\$ 206.61
3009203	2118628	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 279.87	\$ 209.87
3005810	2132968	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 205.48	\$ 233.51
3007810	2014855	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 220.20	\$ 241.04
3004025	2094558	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 199.36	\$ 252.80
3000230	2032358	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 148.17	\$ 256.01
3007049	2021703	CM	Collection letter mailed 11/6/2020	\$ 176.97	\$ 276.08
3005368	2029278	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 222.00	\$ 278.00
3009794	2084728	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ 102.01	\$ 281.94
3003169	2215149	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$ -	\$ 285.79

3008040	2023776	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	443.99	\$	293.14
3002756	2135128	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	129.41	\$	297.64
3002334	2126448	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	273.30	\$	320.74
3002428	2089728	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	233.28	\$	325.30
3005372	2215225	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	140.97	\$	338.76
3000068	2113668	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	127.25	\$	341.46
3005246	2000373	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	176.91	\$	344.37
3007007	2215166	CM	Collection letter mailed 11/6/2020	\$	74.28	\$	378.92
3003990	2069638	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	233.91	\$	410.31
3006107	2026961	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	249.23	\$	427.25
3002328	2139618	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	58.86	\$	435.98
3007360	2015299	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	279.30	\$	467.85
3002389	2135428	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	221.50	\$	470.71
3008958	2034248	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	188.24	\$	495.45
3002803	2098438	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	75.61	\$	527.68
3004207	2012492	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	242.21	\$	531.20
3000673	2002547	CM	Collection letter mailed 11/6/2020	\$	260.70	\$	581.09
3008959	2127588	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	219.09	\$	601.43
3002412	2003472	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	133.94	\$	656.83
3004119	2215647	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	248.58	\$	664.44
3000633	2106478	CM	Collection letter mailed 11/6/2020	\$	64.57	\$	666.29
3004329	2069558	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	177.00	\$	702.34
3007047	2021698	CM	Collection letter mailed 11/6/2020	\$	190.97	\$	744.47
3004032	2126238	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	229.40	\$	816.93
3004702	2083378	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	151.70	\$	834.64
3003969	2012357	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	170.59	\$	878.93
3002768	2207065	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	154.10	\$	1,005.68
3004024	2004969	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	268.14	\$	1,046.25
3004459	2063338	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	292.89	\$	1,096.06
3002362	2008831	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	303.50	\$	1,230.38
3005523	2013427	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	167.14	\$	1,274.93
3004060	2085918	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	158.82	\$	1,278.51
3007663	2008610	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	319.00	\$	1,403.12
3002769	2009914	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	129.33	\$	1,420.18
3002379	2115288	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	225.95	\$	1,504.82
3005342	2069488	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	118.17	\$	1,515.04
3009369	2026665	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	269.29	\$	1,545.77
3004423	2130778	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	190.41	\$	1,634.88
3008505	2121958	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	236.81	\$	1,673.09
3006238	2072868	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	123.37	\$	1,723.83
3005737	2028518	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	288.90	\$	1,779.01
3006953	2053328	CM	Lien placed on property	\$	-	\$	1,884.25
3008846	2025446	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	196.63	\$	1,998.65
3002482	2068968	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	230.88	\$	2,049.40
3006881	2072868	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	143.63	\$	2,064.67
3006513	2036208	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	245.84	\$	2,365.51
3004678	2014731	RS	Email, robo call or letter sent regarding CARES Utilities Grant	\$	197.12	\$	2,391.35
				\$	19,296.83	\$	52,857.21
101 Accounts						\$	72,154.04

Los Alamos County Utilities Department
Receivables More than 60 Days Inactive Accounts
November 1, 2020

<i>YEAR</i>	<i>OUTSTANDING 11/1</i>	<i># OF ACCOUNTS</i>	<i>OUTSTANDING 10/1</i>	<i># OF ACCOUNTS</i>
FY16	\$ 24,483.69	67	\$ 24,483.69	67
FY17	\$ 14,813.55	63	\$ 14,813.55	63
FY18	\$ 26,010.27	85	\$ 26,010.27	85
FY19	\$ 52,862.02	204	\$ 54,480.09	205
FY20	\$ 52,775.12	214	\$ 54,331.17	220
FY21	\$ 2,886.73	30	\$ 4,338.00	31
TOTAL	\$ 173,831.38	663	\$ 178,456.77	671

Los Alamos County Utilities Department
Active Receivables Over 90 Days Past Due
November 1, 2019

Account	Customer ID	Acct Type	Comments	90 - 119	120 +
3005476	2017734	RS	Apply credit and deposit	\$ 157.42	\$ (157.42)
3004678	2014731	RS	Paid \$400 on 11/7/19	\$ 117.76	\$ -
3005246	2000373	RS	Paid \$470.17 on 11/6/19	\$ 152.59	\$ -
3002477	2009142	RS	Paid \$300 on 11/6	\$ 162.41	\$ -
3008923	2094088	RS	Door tag delivered 10/28 - shut off scheduled	\$ 175.78	\$ -
3003508	2124208	RS	Broken payment arrangement, called customer	\$ 179.27	\$ -
3009317	2201576	RS	Paid \$377.70 on 11/4, account paid in full	\$ 192.42	\$ -
3009203	2118628	RS	Paid \$184.62 on 10/30, payment arrangement on file	\$ 197.61	\$ -
3004207	2012492	RS	Paid \$300 on 11/12/19	\$ 232.84	\$ -
3000605	2002197	CM	Payment of \$3,151.42 on 11/4/19	\$ 4,049.86	\$ -
3000740	2108238	CM	Email to company on 10/28/19	s \$	20.00
3005247	2120668	RS	Payment arrangement on file	\$ 264.05	\$ 38.84
3006682	2020732	RS	Door tag delivered 10/28 - shut off scheduled	\$ 186.02	\$ 41.80
3001411	2126808	RS	Door tag issued 10/28, paid \$400 on 10/31	\$ 214.40	\$ 68.88
3005272	2119448	RS	Door tag delivered 10/28 - shut off scheduled	\$ 144.05	\$ 73.92
3004459	2063338	RS	Paid \$500 on 11/4/19	\$ 390.23	\$ 80.51
3009964	2038698	RS	Door tag delivered 10/28 - shut off scheduled	\$ 231.80	\$ 112.50
3008792	2121088	RS	Paid \$100 on 11/4 and \$40 on 11/12	\$ 42.99	\$ 130.69
3004458	2063338	RS	Two accounts, customer payments posted to other acct	\$ 14.24	\$ 174.63
3005198	2122088	RS	Door tag delivered 10/28 - shut off scheduled	\$ 167.77	\$ 186.47
3004025	2094558	RS	Paid \$687 on 11/7/19	\$ 166.83	\$ 186.63
3004271	2013520	RS	Old balance due, owner responsible 11/1/19	\$ -	\$ 281.11
3003701	2011615	SC	Door tag delivered to office 10/28	\$ -	\$ 295.23
3003685	2011599	CM	Working with accounts payable to get this acct paid	\$ -	\$ 338.82
3005273	2119448	RS	Door tag delivered 10/28 - shut off scheduled	\$ 226.31	\$ 630.40
3006123	2019390	RS	Paid \$767.54 on 11/6 & \$350 on 11/12	\$ 197.16	\$ 720.00
3001538	2005414	CM	Working with AP on misapplied payments	\$ -	\$ 737.87
3000118	2128758	RS	Email sent to owner requesting payment 10/28/19	\$ 35.01	\$ 929.81
3003969	2012357	RS	Door tag delivered 10/28 - shut off scheduled	\$ 248.34	\$ 932.13
3010273	2138308	CM	Will contact company on this past due balance	\$ -	\$ 1,016.99
3003698	2011615	SC	Door tag delivered to office 10/28	\$ -	\$ 1,059.22
3003703	2011615	SC	Door tag delivered to office 10/28	\$ -	\$ 2,009.19
3000096	2000380	RS	Email sent to owner requesting payment 10/28/19	\$ 117.51	\$ 2,077.83
3000222	2129908	RS	Door tag delivered 10/28 - shut off scheduled	\$ -	\$ 2,690.58
3003704	2011615	SC	Door tag delivered to office 10/28	\$ -	\$ 2,769.96
3006953	2053328	CM	All utilities shut off, property for sale and lien is on file	\$ -	\$ 16,882.19
				\$ 7,498.71	\$ 34,328.78
					<u>\$ 41,827.49</u>

Los Alamos County Utilities Department
Receivables More than 60 Days Inactive
November 1, 2019

<i>YEAR</i>	<i>OUTSTANDING 11/1</i>	<i># OF ACCOUNTS</i>	<i>OUTSTANDING 10/1</i>	<i># OF ACCOUNTS</i>
FY16	17,734.59	74	17,841.12	77
FY17	29,685.42	76	29,021.93	73
FY18	59,607.70	325	56,547.13	329
FY19	43,283.14	280	43,283.14	280
FY20	7,390.82	48		
TOTAL	\$ 157,701.67	803	\$ 146,693.32	759

STATUS REPORTS

SAFETY

DEPARTMENT OF PUBLIC UTILITIES CLAIMS

October 2020

(Information provided by the County Risk Department)

TORT CLAIMS

1. Claim involving Electrical Distribution: a claimant alleges that home appliances were damaged due to a failure of their neutral conductor, causing voltage overload in part of their electrical panel. ED has responded that the County has no way of knowing or predicting that a house service conductor will fail. Claim has been recommended for denial.

WORKERS COMPENSATION

None

COUNTY PROPERTY DAMAGE

None

OSHA INCIDENT REPORT

Attached

	Hours Worked	Hours Worked	Hours Worked	Hours Worked	Hours Worked	Hours Worked	Hours Worked	Hours Worked
MONTH	ADMIN	EL DIST	EL PROD	GWS	WA PROD	WWTP		
Jan - 2020	4108.0	2219.0	2374.0	5239.0	1692.0	1731.0		
Feb - 2020	2956.0	1663.0	1723.0	3796.0	1272.0	1373.0		
Mar - 2020	3216.0	1778.0	1881.0	4013.0	1333.0	1424.0		
Apr - 2020	3481.0	2016.0	1824.0	4464.0	1446.0	1468.0		
May - 2020	3441.0	2121.0	1780.0	4661.0	1353.0	1415.0		
June - 2020	3208.0	1979.0	1594.0	4002.0	1189.0	1372.0		
July - 2020	4877.0	2789.0	2471.0	6170.0	2026.0	1996.0		
Aug - 2020	3552.0	1897.0	1927.0	4080.0	1247.0	1355.0		
Sept - 2020	3150.0	1502.0	1929.0	3547.0	1189.0	1356.0		
Oct - 2020	3637.0	1663.0	1724.0	3769.0	1116.0	1349.0		
Nov - 2019	3065.0	1689.0	1700.0	3735.0	1242.0	1040.0		
Dec - 2019	2717.0	1631.0	1595.0	3935.0	1104.0	1276.0		
Total Hrs Worked ->	41408.0	22947.0	22522.0	51411.0	16209.0	17155.0		
Number of Recordable Injury and Illness Cases	0	2	0	1	0	0		
OSHA Recordable Injury & Illness Incidence Rate	0.00	17.43	0.00	3.89	0.00	0.00		
Number of OSHA Days Away Days Restricted (DART) cases	0	0	0	0	0	0		
OSHA Days Away Days Restricted (DART) Rate	0.00	0.00	0.00	0.00	0.00	0.00		