



LOS ALAMOS
where discoveries are made

2025 BOARD OF PUBLIC UTILITIES SELF-EVALUATION

(Five BPU Members completed the survey.)

Survey Results
FINAL

11/13/2025

Operations

Percent of votes per option:

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a. There is a board policy manual addressing meeting procedures, committee roles and structure, election and term of officers, new member orientation, and related matters.	67%	17%	0%	0%	0%	17%
b. Board members participate in a formal orientation.	17%	17%	50%	0%	0%	17%
c. Board procedures are adhered to regarding bylaws, open meeting requirements, compliance with legal regulations, etc.	67%	17%	17%	0%	0%	0%
d. Meeting packets are complete and published 72 hours prior to meetings.	67%	17%	0%	0%	0%	17%
e. The length of board meetings is appropriate.	17%	33%	17%	17%	0%	17%
f. There is an annual board meeting calendar.	67%	17%	0%	0%	0%	17%
g. The board receives sufficient information to make good decisions.	17%	50%	17%	17%	0%	0%
h. Decisions are made in a timely manner.	17%	67%	0%	17%	0%	0%

Expand all / Collapse all

Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know

a. There is a board policy manual addressing meeting procedures, committee roles and structure, election and term of officers, new member orientation, and related matters.	67%	17%	17%			
b. Board members participate in a formal orientation.	17%	17%	50%	17%		
c. Board procedures are adhered to regarding bylaws, open meeting requirements, compliance with legal regulations, etc.	67%	17%	17%			

d. Meeting packets are complete and published 72 hours prior to meetings.

67% 17% 17%

e. The length of board meetings is appropriate.

17% 33% 17% 17% 17%

f. There is an annual board meeting calendar.

67% 17% 17%

g. The board receives sufficient information to make good decisions.

17% 50% 17% 17%

h. Decisions are made in a timely manner.

17% 67% 17%

Do you have any additional comments regarding GENERAL BOARD FUNCTIONS or operations?

Text Responses:

There are orientation opportunities, rather than a formal orientation exclusively for new board members.

N/A

Accountability

Percent of votes per option:

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a. The board understands its obligation to see the organization acts in the best interests of utilities customers and citizens of the county.	50%	17%	17%	17%	0%	0%
b. The board acts with diligence and objectivity on behalf of utilities customers and the county.	50%	17%	0%	33%	0%	0%

Expand all / Collapse all

Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know

a. The board understands its obligation to see the organization acts in the best interests of utilities customers and citizens of the county.

50% 17% 17% 17%

b. The board acts with diligence and objectivity on behalf of utilities customers and the county.

50% 17% 33%

Responsibility

Percent of votes per option:

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a. Board members understand their roles.	17%	67%	0%	0%	0%	17%
b. Board members understand the difference between their policy role and management's administrative role.	17%	67%	0%	0%	0%	17%
c. Board members' actions reflect their understanding of these differences.	17%	67%	0%	0%	0%	17%

Expand all / Collapse all

Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know

a. Board members understand their roles.	17%	67%	17%
b. Board members understand the difference between their policy role and management's administrative role.	17%	67%	17%
c. Board members' actions reflect their understanding of these differences.	17%	67%	17%

Policy Direction

Percent of votes per option:

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a. Board members understand the mission, goals and strategies of the organization.	33%	50%	17%	0%	0%	0%
b. The board gives clear directions to management on the mission and goals of the organization.	17%	67%	0%	17%	0%	0%
c. The board spends appropriate time on policy consideration and direction versus operational issues.	17%	50%	17%	17%	0%	0%

Expand all / Collapse all

Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know

a. Board members understand the mission, goals and strategies of the organization.

33% 50% 17%

b. The board gives clear directions to management on the mission and goals of the organization.

17% 67% 17%

c. The board spends appropriate time on policy consideration and direction versus operational issues.

17% 50% 17% 17%

Monitoring

Percent of votes per option:

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a. The board has a system for receiving and monitoring information about the department's organizational performance.	33%	17%	17%	17%	0%	17%
b. There are systems in place for modifying policy, procedures, processes, and priorities when the department's organizational performance does not meet standards.	17%	17%	33%	17%	0%	17%
c. Organizational goal setting and achievements are considered during the Utilities Manager's evaluation.	50%	33%	0%	0%	0%	17%

Expand all / Collapse all

Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know

a. The board has a system for receiving and monitoring information about the department's organizational performance.

33% 17% 17% 17% 17%

b. There are systems in place for modifying policy, procedures, processes, and priorities when the department's organizational performance does not meet standards.

17% 17% 33% 17% 17%

c. Organizational goal setting and achievements are considered during the Utilities Manager's evaluation.

50% 33% 17%

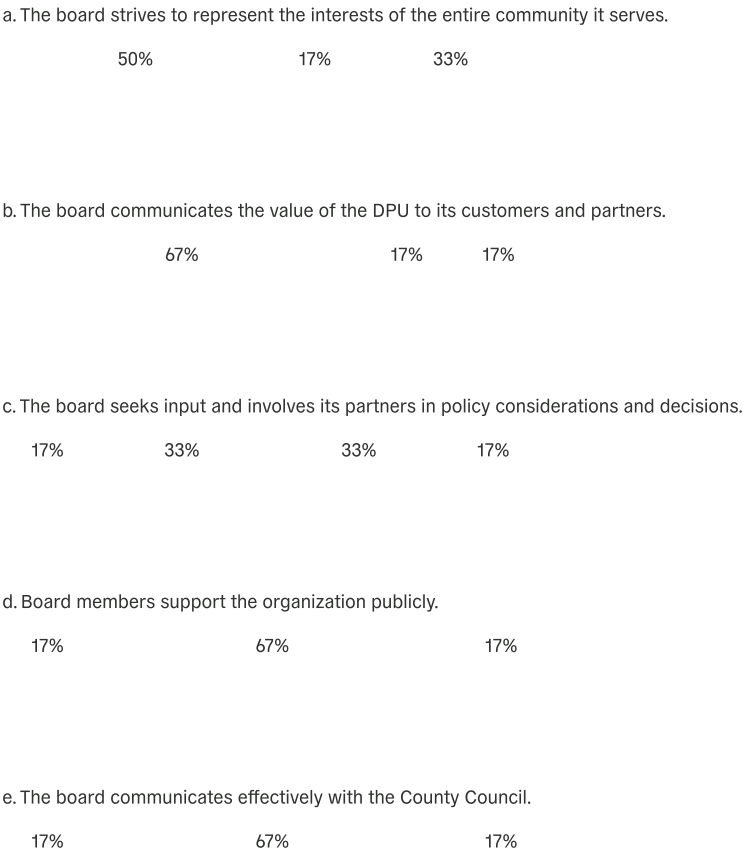
Communication and Advocacy

Percent of votes per option:

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a. The board strives to represent the interests of the entire community it serves.	50%	17%	0%	33%	0%	0%
b. The board communicates the value of the DPU to its customers and partners.	0%	67%	17%	17%	0%	0%
c. The board seeks input and involves its partners in policy considerations and decisions.	17%	33%	33%	17%	0%	0%
d. Board members support the organization publicly.	17%	67%	0%	0%	0%	17%
e. The board communicates effectively with the County Council.	17%	67%	0%	0%	0%	17%

Expand all / Collapse all

Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know



Do you have additional comments regarding any of the BOARD POLICY AREAS in the section above?

Text Responses:

Board could benefit from expanded interactions with other, relevant boards/commissions and more clearly identify nature of relationship with "partners". Are partners clearly identified and is the input BPU seeks from them clearly articulated?
N/A

Legal

Percent of votes per option:

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a. The board acts within the guidelines set by the county charter and policies and procedures.	50%	33%	0%	0%	0%	17%
b. There are written policies on board ethics and conflicts of interest.	33%	33%	0%	17%	0%	17%

Expand all / Collapse all

Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know

a. The board acts within the guidelines set by the county charter and policies and procedures.

50% 33% 17%

b. There are written policies on board ethics and conflicts of interest.

33% 33% 17% 17%

Financial

Percent of votes per option:

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a. The board approves the annual operating and capital budgets and receive periodic (at least quarterly) progress reports.	50%	33%	0%	0%	0%	17%
b. The board reviews a financial plan for the organization and receive sufficient information to monitor its financial strength and performance.	17%	67%	17%	0%	0%	0%
c. Financial goals are established and the board receives tracking information.	17%	67%	17%	0%	0%	0%
d. The the requirements for an annual audit are met and the board receives a report on the results.	50%	33%	0%	0%	0%	17%
e. The DPU and the board are indemnified sufficiently against insurable risk.	0%	33%	33%	0%	0%	33%
f. The board effectively recommends and advocates for rate increases with the County Council when these increases are necessary for the financial health of the department.	50%	33%	0%	17%	0%	0%

Expand all / Collapse all

Strongly Agree Agree Neutral Disagree **Strongly Disagree** Don't Know

a. The board approves the annual operating and capital budgets and receive periodic (at least quarterly) progress reports.

50% 33% 17%

b. The board reviews a financial plan for the organization and receive sufficient information to monitor its financial strength and performance.

17% 67% 17%

c. Financial goals are established and the board receives tracking information.

17% 67% 17%

d. The the requirements for an annual audit are met and the board receives a report on the results.

50% 33% 17%

e. The DPU and the board are indemnified sufficiently against insurable risk.

33% 33% 33%

f. The board effectively recommends and advocates for rate increases with the County Council when these increases are necessary for the financial health of the department.

50% 33% 17%

Planning

Percent of votes per option:

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree	Don't Know
a. The board is informed about the business environment in which the organization is operating.	17%	50%	33%	0%	0%	0%
b. The board reviews and approves the DPU's mission, vision, goals, and major strategic initiatives.	67%	17%	0%	0%	0%	17%
c. Board members participate in annual DPU strategy and planning meetings.	33%	33%	0%	0%	17%	17%

Expand all / Collapse all

Strongly Agree	Agree	Neutral	Disagree	Strongly Agree	Don't Know
a. The board is informed about the business environment in which the organization is operating.	17%	50%	33%		
b. The board reviews and approves the DPU's mission, vision, goals, and major strategic initiatives.	67%	17%	17%		
c. Board members participate in annual DPU strategy and planning meetings.	33%	33%	17%	17%	

Board/Management Relations

Percent of votes per option:

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a. There is a written job description and employment contract for the Utilities Manager.	50%	33%	0%	0%	0%	17%
b. The board conducts a formal, annual performance review of the Utilities Manager.	67%	17%	0%	0%	0%	17%
c. The Utilities Manager's compensation is linked to the results of this review.	33%	17%	17%	0%	0%	33%
d. The board makes resources available for the Utilities Manager's continued professional development.	33%	50%	17%	0%	0%	0%
e. There is a succession plan for the Utilities Manager, with exposure to the board of possible successors.	0%	17%	50%	17%	0%	17%
f. The board has established an effective working relationship with the Utilities Manager.	50%	33%	0%	0%	0%	17%
g. There is board/management cooperation on determining the future direction of the DPU.	50%	33%	0%	0%	0%	17%
h. Board members' and Utilities Manager's roles are clearly defined so the board focuses on policy considerations and does not direct DPU staff or become involved in daily operations.	33%	50%	0%	0%	0%	17%
i. The board provides overall staffing direction to the Utilities Manager without becoming involved in specific personnel matters.	33%	33%	0%	0%	0%	33%
j. The board is explicit about the information it needs from the Utilities Manager to fulfill its governance function.	0%	67%	17%	0%	0%	17%
k. Board members participate in educational opportunities recommended and offered by the county, department, or other entities that enhance their effectiveness as a board member.	0%	67%	0%	17%	0%	17%

Expand all / Collapse all

Attachment A

BPU Member Responses

Strongly Agree Agree Neutral Disagree **Strongly Disagree** Don't Know

a. There is a written job description and employment contract for the Utilities Manager.

50%

33%

17%

b. The board conducts a formal, annual performance review of the Utilities Manager.

67%

17%

17%

c. The Utilities Manager's compensation is linked to the results of this review.

33%

17%

17%

33%

d. The board makes resources available for the Utilities Manager's continued professional development.

33%

50%

17%

e. There is a succession plan for the Utilities Manager, with exposure to the board of possible successors.

17%

50%

17%

17%

f. The board has established an effective working relationship with the Utilities Manager.

50%

33%

17%

g. There is board/management cooperation on determining the future direction of the DPU.

50%

33%

17%

h. Board members' and Utilities Manager's roles are clearly defined so the board focuses on policy considerations and does not direct DPU staff or become involved in daily operations.

33%

50%

17%

i. The board provides overall staffing direction to the Utilities Manager without becoming involved in specific personnel matters.

33%

33%

33%

j. The board is explicit about the information it needs from the Utilities Manager to fulfill its governance function.

67%

17%

17%

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

67%

17%

17%

Do you have additional comments regarding BOARD RESPONSIBILITY AREAS in the section above?

Text Responses:

Board could benefit from more detailed discussion regarding how results of electrification study will be translated into financial planning.

N/A

What did the chair do well to support the board's mission?

Text Responses:

Guiding and facilitating the board meetings well. Helping to provide feedback to tighten up the agenda and meetings (more work to do here, but it is a challenge)

The Chair is always well-prepared for meetings, having studied reports in detail and being ready with insightful/detailed questions, challenging assumptions when necessary. His vision for DPU is consistent with County sustainability goals, and he has provided measured, yet compelling, public commentary in support of these goals.

Chair Gibson is extremely well-informed on the set of issues that come before the board. He also effectively elicits comments from Board members during meetings.

What could the chair have done that would have improved the board's effectiveness?

Text Responses:

N/A

What did the board accomplish during the past year?

Text Responses:

Raised electric rates to continue "catch up." Restructured electric rates, incorporating TOU and Demand charges. Critically reviewed distribution system study.

No comment

Provide guidance on Elk Ridge gas, monitor project maturation (Foxtail Flats), not neglect non-electric systems (annual water, gas,... reviews), begin closer scrutiny of hydro-production in light of repairs and drought

In addition to normal responsibilities, as well as helping to address emergency situations, such as the Elk Ridge issue, BPU supported necessary, though challenging, rate changes for electric and sewer services. In addition, it supported rate structure changes that would allow TOU and Residential Demand features.

That is a good question

After a number of years of no electric rate increases, we have put our electric rates where they need to be to sustain the financial health of the department.

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

Text Responses:

Was unable to influence pace of ECA or Foxtail Flats

No comment

LAPP ECA

BPU should do more to assist DPU in communicating to the public the need for the rate changes, as well as the rationale for TOU and Res Demand changes.

Another good question

We have not been able to act in any meaningful way to implement the recommendations of the Board's Integrated Resource Plan. That seems to be beyond our capabilities.

What did the board do well during the past year?

Text Responses:

Stayed reasonably well on top of all major issues which were ripe for board involvement

No comment

community engagement attempts (several meetings had good public comment, Farmer's Market participation, help w/ responsiveness to public emails)

Encouraged DPU Manager to think strategically and to envision his role beyond day-to-day operations, while simultaneously showing its strong support for DPU Management, fostering strong communication between operations and the Board.

see above

N/A

What did the board do poorly during the past year?

Text Responses:

Public interaction, both outreach and feedback, were weak.

No comment

no major deficiencies

N/A

who knows?

N/A

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

Text Responses:

Electric rates (addressed for now); ECA (Board still effectively out of loop); Distribution System Plan (study completed, planning just starting); Elk Ridge (on-going); Foxtail Flats Business Plan (just starting)

These are difficult economic times. There are many in Los Alamos who are struggling to pay the bills. 91% of the residents of Los Alamos are not willing to spend more than \$20 per month extra to pay for electrification. The board doesn't seem to pay any attention to these 91%.

Elk Ridge gas, Foxtail Flats (business plan), electrification, aging infrastructure across multiple-systems, delays related to federal gov (Jemez Mountain Fire Pro, foxtail, ECA), White Rock - board did a good job

Rate and rate structure changes...could do better in terms of communications. Elk Ridge...did well in showing support for community and following progress. Electrification study...need to continue to provide clarity/factual basis around costs associated with anticipated electrification versus asset aging. BPU needs to continue to request information regarding planning around Foxtail Flats (including updates re prioritizing of options) and issues around drought and infrastructure limitations of hydroelectric assets.

not sure

N/A

What changes could be made to make this self-evaluation more effective?

Text Responses:

Eliminate the need to create an account with Polco.

Do you have any additional comments?

Text Responses:

The charter of the board (article V) is to provide utilities at a cost that is commensurate with the surrounding areas. The charter does not include trying to influence people to change their ways of life.

Why is it so difficult to get permits and inspection on new construction, renovations and upgrades, solar systems, public lighting, and support for new business?

N/A

