

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

There were no Board expenses.

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

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

**Presenters:** Board of Public Utilities

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

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

**5. PUBLIC HEARING(S)**

There were no public hearings scheduled for this meeting.

**6. CONSENT AGENDA**

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

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

**Absent: 1 - Board Member Taylor**

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

**Presenters:** Board of Public Utilities

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

**7. BUSINESS**

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

**Presenters:** Board of Public Utilities

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

FINAL - APPROVED

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

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

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

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

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

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

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

**8. STATUS REPORTS**

**8.A 11469-18 Status Reports**

**Presenters:** Board of Public Utilities

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

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

**9. PUBLIC COMMENT**

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

**10. ADJOURNMENT**

The meeting adjourned at 6:56 p.m.

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APPROVAL

Jeff Johnson



LOS ALAMOS

County of Los Alamos  
Minutes  
Board of Public Utilities

1000 Central Avenue  
Los Alamos, NM 87544

*Carrie Walker, Chair; Jeff Johnson, Vice-chair; Paul Frederickson, Stephen McLin and  
Kathleen Taylor, Members  
Tim Glasco, Ex Officio Member  
Harry Burgess, Ex Officio Member  
Pete Sheehy, Council Liaison*

Tuesday, January 22, 2019

11:00 AM

1000 Central Avenue  
Council Chambers

**SPECIAL SESSION**

**1. CALL TO ORDER**

A special meeting of the Incorporated County of Los Alamos Board of Public Utilities was held on Tuesday, January 22nd, 2019 at 11:00 a.m. at 1000 Central Ave., Council Chambers. Board Chair Carrie Walker called the meeting to order at 11:05 a.m.

**Present 6 - Board Member Walker, Board Member Johnson, Board Member Frederickson, Board Member McLin, Board Member Taylor and Board Member Glasco**

**Absent 1 - Board Member Burgess**

Mr. Frederickson joined the meeting at 11:07 a.m.

**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**

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

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**Yes: 4 - Board Member Walker, Board Member Johnson, Board Member McLin and Board Member Taylor**

**Absent: 1 - Board Member Frederickson**

**4. BOARD BUSINESS**

**4.G. General Board Business**

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

**Presenters:** Board of Public Utilities

The Board began its annual self-evaluation at the December 19th, 2018 meeting. Action items were noted in the minutes of that meeting. At this special meeting, the Board focused on any items that were identified for further discussion and gave the Utilities Manager an opportunity to provide input.

If no action was identified, the question is not listed below. Of the questions discussed again at this meeting, the following had possible actions identified:

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

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

ACTION - Mr. Glasco discussed the timing challenges staff frequently encounter when trying to provide the Board with sufficient time and information to to make decisions. He also discussed the increased involvement of the Attorney's Office in Utilities issues and how this has considerably slowed the process of how and when information is presented to the Board. Councilor Sheehey noted that while it is important to Council that the Attorney's Office is conversant in legal issues related to Utilities, delays should be minimized. It was suggested that this could be an issue for the joint Board/Council subcommittee to discuss.

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

ACTION - The Board discussed the ongoing issue of the language in Chapter 40 of the County Code of Ordinances related to Board policies, rules and regulations being unclear and how it sometimes causes confusion between Council and the Board. It was suggested that this could be an issue for the joint Board/Council subcommittee to discuss.

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

ACTION - It was determined that there are, in fact, several effective mechanisms in place for the Board to review the performance of systems and take corrective action. The Board should continue with these practices. They include regular system updates, being involved in strategic planning and conducting Utilities Manager's performance appraisals. With regards to rewarding personnel for above standard performance, that falls more under the purview of the Utilities Manager, but the Board and Council will continue to approve or not approve raises as they think appropriate through the approval of budgets.

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

ACTION - It was noted that the evaluations are conducted in a way that is high-level and flexible enough to change if necessary. If the Utilities Manager is doing well overall at achieving organizational goals, then an assessment of leadership across broad goals may be appropriate. However, if the Board identifies specific issues needing to be addressed, the evaluation could be changed to be more detailed.

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

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ACTION - A member felt that the public meetings on specific important topics are a very effective way to get good feedback. He suggested that having multiple public meetings over time on the same topic is even better because it can sometimes take a lot of lead time for the public to sense that there is an issue, digest it and respond. It was also recommended that the Department continue to use the County's online Open Forum tool to receive higher quality discussions and constructive input when compared to input received through other forms of social media.

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

ACTION - The words "human resources" will be changed to "staffing" in this question so that it more accurately reflects the Board's role.

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

ACTION - The Board decided not to impose any sort of minimum training requirement on new members. However, if there is training or travel that would be beneficial, staff was asked to extend an invitation to notify both the Board and Council. For new members, facility tours and various utility organization webinars were recommended. It was suggested that perhaps a subcommittee of members could meet to put together a list of possible training opportunities for new members. Ms. Taylor expressed interest in touring the dispatch center and learning more about the Department's cybersecurity.

**5. PUBLIC COMMENT**

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

**6. ADJOURNMENT**

The meeting adjourned at 12:16 p.m.

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APPROVAL

Carrie Walker  
Board of Public Utilities Chair Name

Carrie Walker  
Board of Public Utilities Chair Signature

February 20, 2019  
Date Approved by the Board