



Colorado Springs Utilities

*It's how we're all connected*

**Date:** December 14, 2018  
**To:** Utilities Board  
**From:** Aram Benyamin, Chief Executive Officer  
**Subject:** **Communication to Utilities Board**

1. North Monument Creek Interceptor Project Update:

- Potential Participants are interested in moving the North Monument Creek Interceptor forward in conjunction with the United States Air Force Academy Visitor's Center utilities construction.
- Earl Wilkinson and Jenny Bishop met with the Monument Sanitation District Board of Directors who passed a resolution in support for the project.
- Colorado Springs Utilities staff have met with potential participants' technical staff to discuss potential connection points to the North Monument Creek Interceptor.
- The Routing Study currently underway will provide technical and permitting parameters for the easements and pipeline construction.
- Colorado Springs Utilities' Staff will be prepared to update Utilities Board on the financial participation for the Design study at the January 21, 2018 Financial Committee Meeting.

2. Cherokee Metropolitan District Wastewater Discussions Update:

- Cherokee Metropolitan District and Colorado Springs Utilities staff met to discuss conceptual arrangements that could result in wastewater solutions to address Cherokee's Total Dissolved Solids (TDS) issues.
- We will evaluate the potential solutions at a high level and meet again in the first quarter of 2019.

3. Proposed 2019 Chief Executive Officer (CEO) Competencies:

- At the December 17, 2018 Utilities Board meeting, the Board will consider for approval the Proposed 2019 CEO Performance Plan and Board Expected Results Scorecard.
- The Scorecard contains two components: 1) Enterprise Performance Targets and 2) CEO Competencies, with each component weighted at 50 percent of the CEO total performance score.
- The Personnel Committee developed and recommends new CEO Competencies for 2019.

- The Board will consider whether to continue with the current CEO Competencies or adopt the proposed CEO Competencies as described in the attached.

(See attachment)

4. November 14, 2018 Personnel Committee Meeting Minutes:

(See attachment)

5. Board Request Tracker:

(See attachment)

6. Weekly Water Update:

- 2018 Year-to-date Consumption: 23,997.5 million gallons, which is 5.8 percent more than at this point in 2017.
- There are 161 days of demand in local storage.
- There are approximately 2.7 years of demand in storage system-wide.

(See attachment)

7. Upcoming Volunteer Opportunities:

There are various upcoming volunteer opportunities including the following:

- **December 16, 2018** - Marion House Soup Kitchen, 7:00a.m. – 11:00a.m.
- **December 17 – Dec. 20, 2018** - Salvation Army Red Kettle Bell Ringing: Downtown Location
- **January 12** - Project Angel Heart Meal Delivery; 9:30a.m. – 12:00p.m.

(See attachment)

Attachments:

- Attachment 1 (Proposed 2019 Chief Executive Officer (CEO) Competencies)
- Attachment 2 (November 14, 2018 Personnel Committee Meeting Minutes)
- Attachment 3 (Board Request Tracker)
- Attachment 4 (Weekly Water Update)
- Attachment 5 (Upcoming Volunteer Opportunities)

c: Officer Team

## 2019 Chief Executive Officer Performance Plan and Expected Results Scorecard

### 2018 Competencies

- Business Insight
- Customer Focus
- Develops Talent
- Financial Acumen
- Instills Trust
- Motivation/Interpersonal Skills
- Safety
- Strategic Mindset

### Proposed 2019 Competencies

- Balances Stakeholders
- Board Interaction
- Courage
- Decision Quality
- **Develops Talent**
- Drives Engagement
- Ensures Accountability
- **Instills Trust**
- **Motivation/Interpersonal Skills**
- **Safety**

(**Bold** indicates continued competency from 2018)

### Proposed Competency Definitions

<p><b>Balances Stakeholders</b></p>	<ul style="list-style-type: none"> <li>- Understands internal and external stakeholder requirements, expectations, and needs.</li> <li>- Balances the interests of multiple stakeholders.</li> <li>- Considers cultural and ethical factors in the decision-making process.</li> <li>- Acts fairly despite conflicting demands of stakeholders.</li> </ul>
<p><b>Board Interaction</b></p>	<ul style="list-style-type: none"> <li>- Positions views and arguments appropriately to win support.</li> <li>- Convinces others to take action.</li> <li>- Negotiates skillfully in tough situations.</li> <li>- Wins concessions without damaging relationships.</li> <li>- Responds effectively to the reactions and positions of others.</li> </ul>
<p><b>Courage</b></p>	<ul style="list-style-type: none"> <li>- Readily tackles tough assignments.</li> <li>- Faces difficult issues and supports others who do the same.</li> <li>- Provides direct and actionable feedback.</li> <li>- Is willing to champion an idea or position despite dissent or political risk.</li> </ul>
<p><b>Decision Quality</b></p>	<ul style="list-style-type: none"> <li>- Makes sound decisions, even in the absence of complete information.</li> <li>- Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions.</li> <li>- Considers all relevant factors and uses appropriate decision-making criteria and principles.</li> </ul>
<p><b>Drives Engagement</b></p>	<ul style="list-style-type: none"> <li>- Creates a climate where people are motivated to do their best to help the organization achieve its objectives.</li> <li>- Structures the work so it aligns with people’s goals and motivators.</li> <li>- Empowers others.</li> <li>- Makes each person feel his/her contributions are important.</li> <li>- Invites input and shares ownership and visibility.</li> <li>- Shows a clear connection between people’s motivators and the organizational goals.</li> </ul>
<p><b>Ensures Accountability</b></p>	<ul style="list-style-type: none"> <li>- Follows through on commitments and makes sure others do the same.</li> <li>- Acts with a clear sense of ownership.</li> <li>- Takes personal responsibility for decisions, actions, and failures.</li> <li>- Establishes clear responsibilities and processes for monitoring work and measuring results.</li> <li>- Designs feedback loops into work.</li> </ul>

<b>Overlap: Current and Proposed CEO Competencies</b>	
<b>Develops Talent</b>	<ul style="list-style-type: none"> <li>- Places a high priority on developing others.</li> <li>- Develops others through coaching, feedback, exposure and stretch assignments.</li> <li>- Aligns employee career development goals with organizational objectives.</li> <li>- Encourages people to accept developmental moves.</li> </ul>
<b>Instills Trust</b>	<ul style="list-style-type: none"> <li>- Gains the confidence and trust of others easily.</li> <li>- Honors commitments and keeps confidences.</li> <li>- Expresses self in a credible and transparent manner.</li> <li>- Models high standards of honesty and integrity.</li> </ul>
<b>Motivation/ Interpersonal Skills</b>	<ul style="list-style-type: none"> <li>- Proactively develops relationships with a wide variety of people across levels, functions, culture and geography.</li> <li>- Acts with diplomacy and tact.</li> <li>- Builds immediate rapport in an open, friendly and accepting way, even when facing difficult or tense situations.</li> <li>- Engages input from others constantly and listens with empathy and concern.</li> </ul>
<b>Safety</b>	<ul style="list-style-type: none"> <li>- Openly supports and communicates with their employees the value and possibility of an Incident and Injury-Free Environment.</li> <li>- Shows personal interest and enthusiasm relating to safety success stories, is often heard sharing stories and examples of excellent safety awareness/behavior and expressing appreciation for safety accomplishments.</li> <li>- Clearly supports and communicates the employees' authority to take action to stop job tasks that are unsafe.</li> <li>- Demonstrates leadership and accountability for all efforts associated with attaining an Incident and Injury-Free Environment.</li> <li>- Consistently uses an effective approach such as —Leadership by Walking Around or face-to-face meetings to proactively obtain and act on employee inputs on safety hazards and improvement ideas.</li> <li>- Actively and frequently coaches employees resulting in demonstrated safety improvements,</li> <li>- Makes positive and influential statements about safety as part of everyday activities and conversations, challenges employees to set individual goals to enhance their safety commitment.</li> </ul>



**MINUTES**  
**Personnel Committee**  
**Colorado Springs Utilities Board**  
**November 14, 2018**  
**11:30 a.m. to 1:00 p.m.**  
**Cabin Creek Conference Room, 5<sup>th</sup> Floor**  
**Plaza of the Rockies South Tower, 121 S. Tejon**

Personnel Committee Members Present: Committee Chair Merv Bennett and Committee Members Tom Strand and Bill Murray

Committee Members Excused: Yolanda Avila

Staff Members Present: Dan Noble; Dave Grossman; Marcy Hudson; Renee Adams; Al Wells and Toni Bircher

**1. Call to Order and Welcome**

The meeting convened at 11:33 a.m.

**2. Review of Minutes**

The October 16, 2018 Personnel Committee minutes were reviewed for posting.

**3. ER: 1-3 Board Expected Results Scorecard**

Mr. Dave Grossman, Strategic Planning and Governance Supervisor, summarized the third quarter results on the 2018 Board Expected Results Scorecard and reported that data for the bill comparison indicator results is provided annually and would be provided to the Utilities Board at the March 20, 2019 Utilities Board Meeting.

**4. Proposed 2019 Board Expected Results Scorecard**

Mr. Al Wells, Senior Analyst, Strategic Planning and Governance, presented information on the proposed 2019 Board Expected Results Scorecard and discussed the 2019 Indicator Change proposals including changes to rates comparisons, Days Cash on Hand, Debt Ratio, Water SAIDI – interruptions in minutes per year, Wastewater – Failures per 100 miles of mainline, additions to major projects and the proposed change from Safety Employee Recordable Incident Rate to Safety Index.

Discussion Items

- Bill comparisons reporting decimal places
- Considering investigations in safety index
- Safety maturity
- Environmental stewardship

## 5. Excellence in Governance Compliance Report - E-2.8 Emergency Chief Executive Officer Succession Plan Review

Ms. Marcy Hudson, Acting Human Resources General Manager, presented the Excellence in Governance Compliance Report - E-2.8 Emergency Chief Executive Officer Succession for Committee review.

The Committee reviewed the report and suggested that the Chief Executive Officer coordinate with the Board Chair on the emergency successors listed in the plan.

## 6. Draft 2019 Strategic Plan

Mr. Grossman provided an overview of the draft Strategic Plan and pointed out that the Strategic Planning Committee is leading the effort and described the milestones on development of the plan. He reported that the Workforce Plan and the Safety Maturity strategic initiatives are monitored by the Personnel Committee. Mr. Grossman discussed the Strategic Initiatives and the format of the Initiative pages. The Committee discussed the highlighted strategic initiatives and the Strategic Response – Strategy Map.

### Discussion Items

- Energy Markets and Transmission Plan
- Combined long-term plans for Gas and Electric
- New Technology Integrated Resource Plan (TIRP)
- Customer Experience Program
- Customer expectations
- Demographics
- Balancing portfolios
- On-the-spot safety recognition

Ms. Hudson discussed details of the Strategic Initiative - Workforce Plan and Mr. Dan Noble, Regulatory and Compliance General Manager, discussed goals of the Strategic Initiative - Safety Maturity Plan. The Committee discussed the initiatives and the term, Safety Maturity.

Committee Member Tom Strand requested that more Safety Recognition items be included in the Utilities Board meetings.

Mr. Grossman communicated the planning timeframe, implementation plan and next steps. He reported that the draft Strategic Plan would be presented to the Committees in November and was posted internally and externally for employee and customer feedback. He indicated that plan feedback would be presented to the Strategic Planning Committee at the December 7, 2018 meeting and included on the December 17, 2018 Utilities Board Agenda for discussion.

**7. 2018 Committee Work Plan Accomplishments**

Ms. Hudson presented information on the 2018 Committee accomplishments.

**8. Draft 2019 Committee Work Plans**

Ms. Hudson provided an overview of the focus areas and ongoing responsibilities for the Committee on the 2019 Work Plan. The Committee requested that Safety Maturity and Utilities Board Member Orientation be added to the work plan.

Committee Chair Merv Bennett indicated that he and other Committee members had a time conflict for the scheduled December 13, 2018 meeting and requested that the time of the meeting be scheduled from 9:30 a.m. to 11:00 a.m.

The Committee supported continuing to schedule the 2019 monthly meetings on the Tuesday before the monthly Board Meeting from 11:30 a.m. to 1:00 p.m.

**9. Adjournment**

The meeting adjourned at 12:49 p.m.

Upcoming Meetings:

Thursday, December 13, 2018

9:30 a.m. – 11:00 a.m.



**Utilities Board Member Direction and Request Tracker  
as of 12/12/2018**

Request Code (date/requestor)	Request Description	Staff Lead	Method of Response	Date of Response	Requestor Close
02152018_Board_dknight	Centennial Glen Drive - large depression/small sink hole. Compaction around valve clusters and settlement. Trench compaction requirements inside and outside the Right of Way.	Earl Wilkinson; Brian Whitehead	PPRTA is currently in process of repair.	12/4/2018	
02212018_Board	Contact Colorado College department of GIS to discuss collaboration with the Pikes Peak Geospatial Alliance	Phil Tunnah; Mike Herrmann	Relationship with CC continues to grow and a long term digital data sharing agreement between CC and CSU is being developed.	4/3/2018 6/12/18	
03212018_Board	Schedule Joint Utilities Board/UPAC Regional Collaboration Workshop	Earl Wilkinson	Special Meeting held to update the Board on the North Monument Creek Interceptor project and Discussion with the Cherokee Metropolitan District. The Joint UB/UPAC Regional Collaboration Workshop has not been rescheduled.	10/30/2018	
06202018_Board	Follow-up with the Woodman/I-25 water main leak issue to minimize interference in the future and review if there is a warranty issue.	Earl Wilkinson			
09192018_Board	Affordable Housing: Follow-up with potential program rules to address keeping rents in affordable space; Provide efficiency improvement data and impacts to other DSM programs regarding effects of dollars open and savings achieved.	Eric Tharp; John Romero	Proposed program rules in draft form and will be presented to the Leadership Team at an upcoming meeting.	10/26/2018	
10172018_Board	Keep the Board informed of the date and location for signing event for the U.S. Forest Service MOU.	Earl Wilkinson; Abby Ortega	Meeting with U.S. Forest Service to determine MOU signing date.	11/15/2018	
10172018_Board	Begin recruitment of a new alternate member for UPAC.	Melissa Kellione; Dave Grossman	Alternate member has been selected by the Board Chair and Vice Chair. Being submitted for approval at the December Board meeting.	11/9/2018; 12/7/2018	
11152018_Board	Afternoon workshop for New Energy Vision prior to May 2019 approval	John Romero; Michael Avanzi			

**Utilities Board Member Direction and Request Tracker  
as of 12/12/2018**

Request Code (date/requestor)	Request Description	Staff Lead	Method of Response	Date of Response	Requestor Close
11142018_dknight	Information requested on a sign	Melissa Kellione			
11142018_dknight and tstrand	Customer complaint	Melissa Kellione			
11192018_dknight	Customer assistance - water invoice	Melissa Kellione			
12052018_dknight	Bill increase message from customer	Melissa Kellione			
Ongoing Items					
07202016_dknight	Provide staff support for DOD Resiliency Summit follow up - energy plan	Melissa Kellione/ Eric Tharp	Ongoing		
03302017_Board	Industry micro/mega trends	Dan Noble	Periodically		
03302017_Board	Elected bodies meetings as appropriate	Dan Noble	Ongoing		

Weekly Water Update as of December 09, 2018:

**CONSUMPTION:**

**WEEKLY:**

Week of December 03 through December 09, 2018: 297.4 million gallons, average temperature: 28 deg F, precipitation: 0.01 in.

Week of December 03 through December 09, 2017: 302.3 million gallons, average temperature: 35 deg F, precipitation: 0.00 in.

Week of December 03 through December 09, 2016: 294.0 million gallons, average temperature: 23 deg F, precipitation: 0.10 in.

Week of December 03 through December 09, 2001: 328.4 million gallons, average temperature: 37 deg F, precipitation: 0.00 in.

**MONTH-TO-DATE:**

December 09, 2018: 382.0 million gallons.

December 09, 2017: 388.1 million gallons.

December 09, 2016: 377.8 million gallons.

December 09, 2001: 423.3 million gallons.

**YEAR-TO DATE:**

December 09, 2018: 23,997.5 million gallons, precipitation was: 15.34 in.

December 09, 2017: 22,685.1 million gallons, precipitation was: 18.43 in.

December 09, 2016: 22,745.5 million gallons, precipitation was: 13.80 in.

December 09, 2001: 29,457.1 million gallons, precipitation was: 14.91 in.

**LOCAL STORAGE:**

December 09, 2018 volume is 10.17 billion gallons.

December 09, 2017 was 72.2% of capacity.

December 09, 2016 was 64.8% of capacity.

December 09 normal storage - 1997 to 2001 - is 64.8% of capacity.

December 09 average storage for 30 years - 1981 to 2010 - is 70.9% of capacity.

There are 161 days of demand in local storage.

**SYSTEM STORAGE:**

As of December 02, 2018, system wide storage volume is 61.6 billion gallons.

There are approximately 2.7 years of demand in storage system-wide.

System storage is at 73.6 % of capacity.

System storage for December 02, 2017 was 84.9 % of capacity.

System storage for December 02, 2016 was 78.0 % of capacity.

Average system storage - 1981 to 2010 - for December 02 is 74.2 % of capacity.

## Upcoming CFF Volunteer Opportunities

**December 16, 2018:** Marion House Soup Kitchen, 7:00a.m. – 11:00a.m.

**Salvation Army Red Kettle Bell Ringing:** Downtown Location; Dec 17 – Dec 20, 2018

**January 12, 2018:** Project Angel Heart Meal Delivery; 9:30a.m. – 12:00p.m.

**January 20, 2018:** Marion House Soup Kitchen; 7:00a.m. – 11:00a.m.

**January 26, 2018:** Ronald McDonald House Bi-Monthly Clean Up; 9:00a.m. – 11:00a.m.

**January 26, 2018:** Bridge Building – National Society of Professional Engineers  
8:00a.m. – 12:00p.m.

**Don't forget to support Ronald McDonald House Charities by turning in your Pop Tabs to April  
Speake, MC950.**

All volunteer opportunities, additional project information and registration, can be found at  
<http://intranet.csu.org/Pages/VolunteerOpportunities.aspx>