



AGENDA

Monday, August 19, 2024

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Or call in (audio only)

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10:00 a.m.	<p>Call to Order</p> <p>Statement: Pursuant to the Colorado Open Meetings Law and the City Charter, since three or more members of the Utilities Board may be attending this public meeting, it is noticed and open to the public. Pursuant to the Utilities Board Bylaws, this Committee of the Utilities Board has determined not to accept public comment at this meeting.</p>	<p>Yolanda Avila, Committee Chair</p> <p>Renee Adams, Chief Human Resources Officer</p>
10:05 a.m.	Review minutes from July 15, 2024 meeting	Committee
10:10 a.m.	2024 - 2025 Labor and Benefits Monitoring and Planning Presentation	Tara Russell, Total Rewards Supervisor
11:00 a.m.	Review CEO Leadership Competencies	Natalie Watts, Strategic Planning and Governance Supervisor
11:15 a.m.	ER: 1-3 Board Expected Results Scorecard (semi-annual): Workforce Index and Occupational Injuries and Incidents	Natalie Watts, Strategic Planning and Governance Supervisor
11:25 a.m.	<p>Plan future agenda</p> <ul style="list-style-type: none"> • Next meeting: Monday October 14, 2024 <p><i>NOTE: The September meeting is cancelled due to the Chamber DC Fly In</i></p>	Committee
11:30 a.m.	Adjournment	Yolanda Avila, Committee Chair

MINUTES
Personnel Committee
Colorado Springs Utilities Board
July 15, 2024

Committee members present via Microsoft Teams or Rosemont Conference Room:
Yolanda Avila and Michelle Talarico

Staff members present via Microsoft Teams or Rosemont Conference Room:
Travas Deal, Renee Adams, Tristan Gearhart, Somer Mese, Jay Anderson, Andrew Colosimo, Marcela Espinoza, Heather Harvey, Michael Myers, Jacqueline Nunez, Gail Pecoraro, Bethany Schoemer, Jennifer Valdois, Al Wells and Natalie Watts

City staff present via Microsoft Teams or Rosemont Conference Room:
Elli Harris-Mevis and Matthew Vanlandingham

1. Call to Order and Welcome

Committee Chair Yolanda Avila called the meeting to order at 9:59 a.m. Ms. Renee Adams, Chief Human Resources Officer, read a statement regarding the Colorado Open Meetings Law and City Charter and stated that public comment would not be a part of the meeting.

Everyone attending introduced themselves by name and title.

2. Review of Minutes

The May 20, 2024, Personnel Committee minutes were approved for posting.

3. Enable Employee Empowerment: Workforce Development and Training

Ms. Jennifer Valdois, Manager of Workforce Development, identified the three areas within the University of Springs Utilities (USU): Instructional Design Section, Technical Craft Development, and Organizational and Professional Development.

The University of Springs Utilities' Organizational and Professional Development department offers multiple leadership development opportunities. Due to high turnover in leadership, the organization has been left with large knowledge gaps. USU has focused on developing curriculum to develop leadership skills to fill these gaps.

Ms. Valdois reviewed the following leadership classes:

Emerging Leaders

A class for individual contributors to prepare them for a leadership role where they learn how to transition from a peer to a supervisor.

Leader Fundamentals

For newly promoted supervisors, to teach them the knowledge and skills to be successful, to promote consistency among leaders, and to provide leaders with ongoing resources.

Leader Essentials

For current leaders, to help develop the fundamental skills every leader needs to be successful. To achieve results, leaders must effectively manage people and processes as well as navigate the organizational and political arenas. This class exposes leaders to essential leadership competencies and practical knowledge to aid them in balancing these priorities.

Leader Business Acumen

This is a new requirement for all managers (new and currently hired). It focuses on business acumen topics. Managers learn about budgeting, legal requirements and expectations, utility fundamentals, strategic planning, and procurement processes. It will be implemented in Q4 2024.

4. Enable Employee Empowerment: Safety Maturity, Safety Summit Review, and Workzone Safety Initiative

Mr. Mike Myers, Safety and Health Manager, said that the organization is promoting a proactive and collaborative safety culture within all levels of the organization. Safety maturity is how an organization's safety and health programs, along with shared beliefs and values, combine to continually improve the safety culture. The goal is a proactive and collaborative safety culture that promotes engagement at all levels of the organization.

Board Member Talarico asked how contractors are held responsible for proper training and activities when performing work for Springs Utilities. There is a third-party contractor that reviews specific safety requirements and then provides a rating before the contractor begins performing work for the organization.

Safety Blitz

In 2023, Springs Utilities began holding bi-monthly Safety Blitz activities. Employees sign up to go to a project and look at that location to look at it "with a new set of eyes". These are also networking activities. This opportunity is open to employees at all levels throughout the organization.

Safety Leadership Summit

A recent Safety Leadership Summit took place on April 24, 2024. This was a leadership event held to discuss specific safety and risk-related topics. Updates were provided on organizational safety initiatives.

Two Safety Leadership Summit Topics were discussed: Safety by Design and Lightning Safety. A video was shown for lightning safety that highlighted two employees whose lives were directly impacted by lightning.

Work Zone Traffic Safety

A communication plan has been kicked off that highlights work zone safety and a short video was shared.

Facility Emergency Action Plan (FEAP)

The FEAP training was implemented in Q1 2023. Facility committees are being formed with a designated General Manager. This initiative is a combination of facility drill/alarm testing combined to help employees evacuate their work locations.

Safety Scorecard

The Safety Scorecard was reviewed. Springs Utilities scores are well below the U.S. Bureau of Labor Statistics Benchmark for Lost time because of the focus on Pre Job and Job Hazard Analysis (JHA) – individual and crew safety; Energy Wheel –severity of injury; Active Case Management--Occupational Health Medical Clinic.

5. 2024 Mid-Year CEO Evaluation

Ms. Adams stated that the mid-year CEO evaluation will be moved up to August 2024 due to the cancellation of the September Board meeting. Board Members will be sent the link to complete their evaluation on July 19, 2024. Completion is due by Aug. 2. An Executive Session will be held after the August 2024 Board Meeting to discuss the CEO's mid-year evaluation.

The CEO Lunch and Learn will take place Wednesday, July 17. Gallagher will be presenting the Employee Climate Survey results. Completion was at 79%, not quite meeting the goal of 80%. The meeting will begin promptly at 11:30 a.m.

6. Plan Future Agenda – Next meeting: Aug. 19, 2024

Ms. Adams reviewed agenda items for the August Personnel Committee meeting.

7. Adjournment

The meeting adjourned at 11:27 a.m.



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Personnel Committee

Workforce Planning and 2025 Labor and Benefits Budget

August 19, 2024

Colorado Springs Utilities Strategy Map

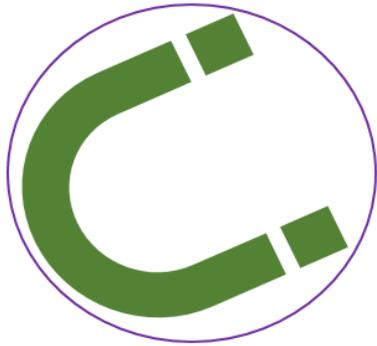
Utilities Board Focus Areas: Rates, Reliability, Relationships

OUR MISSION	Provide safe, reliable and competitively-priced utilities to our customers.				
OUR VISION	Ready for today, prepared for a sustainable future.				
OUR VALUES	Safety, People, Trust, Responsibility, Collaboration, Continuous Improvement.				
STRATEGIC OBJECTIVES	Deliver quality utilities	Focus on the customer	Financial accountability	Support our community	Enable employee empowerment
2024 STRATEGIC INITIATIVES	Implement business management systems.	Develop a five-year action plan to improve customer experience.	Align long-term financial plans with business needs and future resource growth.	Increase volunteerism.	Develop future leaders. Promote safety maturity excellence. Promote total worker health.



Workforce Planning

Our Workforce



ATTRACT



DEVELOP



RETAIN



People are the foundation of our success

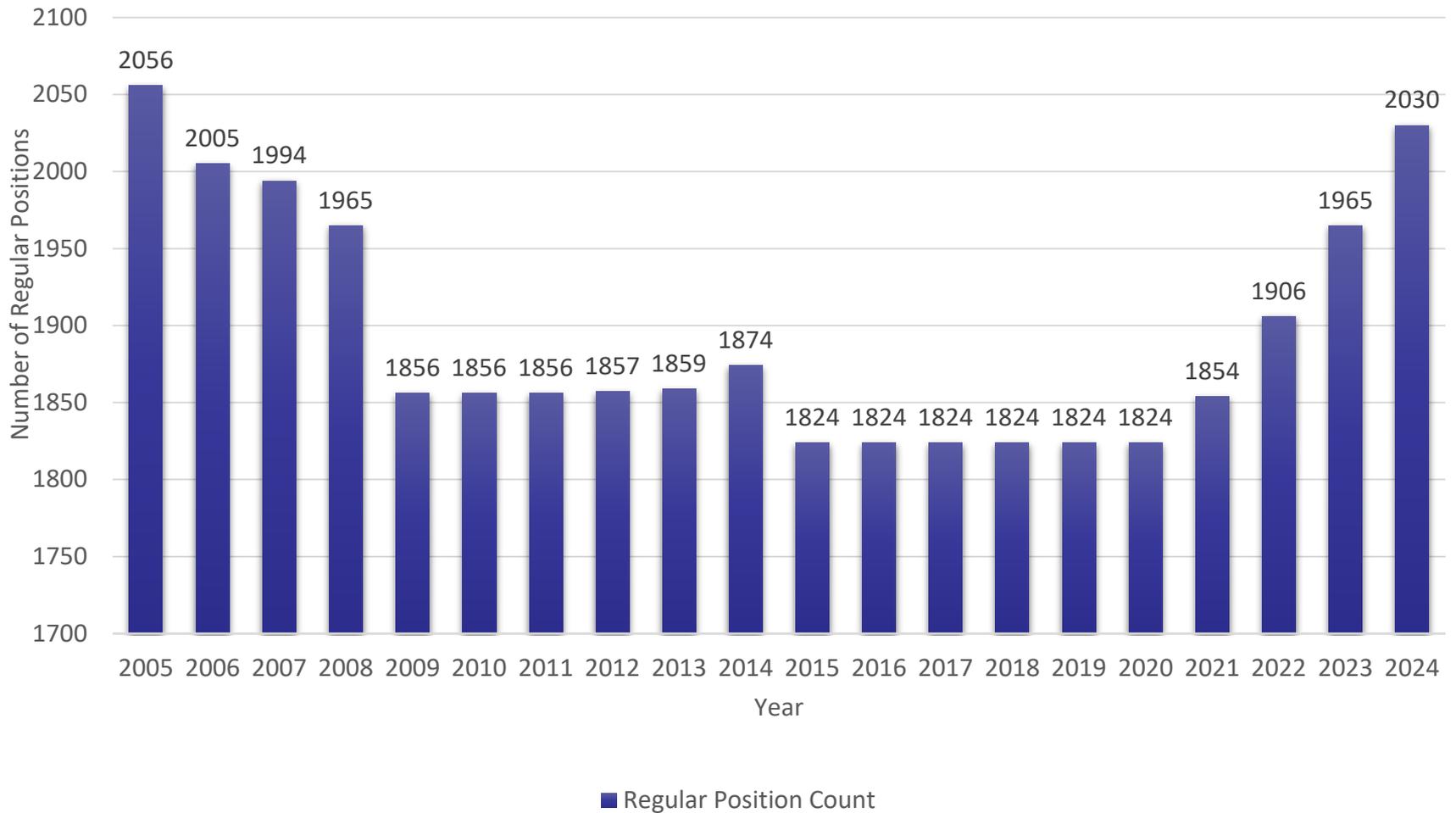
Strategic Workforce Planning



- Strategic workforce planning is an ongoing process that seeks to analyze, forecast, and plan workforce supply and demand, assess gaps, and aligns the needs and priorities of the organization to the number of staff required of its workforce.
- It is all about having the right people with the right skills in the right place at the right time to get the work accomplished for both short- and long-term needs.

Workforce History

Regular Positions Budgeted 2005 - 2024



Our Challenges

- ✓ Growth Challenges
- ✓ Fiscal Management
- ✓ Critical Capital
Projects
- ✓ Aging Infrastructure
- ✓ Evolving
Technology



- ✓ Retirements
- ✓ Competitive Labor
Market for Skilled
Trades
- ✓ Competitive Total
Rewards
- ✓ Rising Medical Costs
- ✓ Retention of Key
Positions

Labor

Compensation

Our commitment is to be market competitive, enabling us to attract and retain a competent, engaged and customer-focused workforce to effectively and efficiently support the needs of the community.



Compensation Strategies



Attract and retain an engaged and customer-focused workforce



Address market competitiveness



Reward for job performance (*temporarily suspended*)



Communicate annual pay programs and changes



Implement programs that address the needs of the organization



Adhere to enterprise budgets



Monitor the impact of legislative changes

Benefits

Benefits

Our commitment is to offer market competitive benefits to attract and retain a high performing workforce, with a continued focus on cost management strategies as we manage our self-insured medical and dental plans and follow a consumer directed health care strategy.



Benefits Strategies



Provide market competitive benefits while managing plan costs



Promote healthcare consumerism and steer members towards cost effective options



Create a culture of Total Worker Health



Maximize offerings to support behavioral and mental health and wellbeing services



Evaluate health fund levels, plan designs, cost sharing and premium structures



Balance benefit premium increases with base pay adjustments



Track healthcare legislation and impacts



Monitor benchmark trends and evaluate plan coverage

2025 Benefits Planning

- National healthcare spending is projected to increase by 8%
- Planning for moderate medical and dental premium increases
- Health fund reserves have a surplus
- Maintaining current premium cost sharing between employer and employee
- Promoting convenient and low-cost telehealth options for primary care and behavioral and mental health services
- Exploring additional options for common services with zero out of pocket for members (i.e. labs, imaging, orthopedic surgery, physical therapy and more)
- Monitoring GLP-1 prescription drug coverage



Questions



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2024 Mid-Year CEO Competency Review

Natalie Watts

Manager, Strategic Planning and Governance

2024 CEO Leadership Competencies

- Balances Stakeholders
 - Build Effective Teams
 - Drives Engagement
 - Drives Results
 - Strategic Mindset
- Based on the recommendation from the Personnel Committee.
 - Competencies were approved at the November 2023 Utilities Board meeting.
 - The CEO competencies comprise 50% of the CEO Performance Plan. The other 50% is the Balanced Scorecard.



Balances Stakeholders

Definition:

Anticipating and balancing the needs of multiple stakeholders. Creates flexibility in the organization that is needed to respond to varied stakeholder needs. Demonstrates foresight about how stakeholder priorities will change and evolve.

Optimizes decisions across the varied needs of internal and external stakeholders. Serves as a role model for considering cultural and ethical factors in balancing the needs of stakeholders.



Builds Effective Teams

Definition:

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals. Builds a cohesive leadership team that drives the goals and success of the organization.

Creates a culture with systems and processes that enable cross-functional teamwork. Instills a common mindset and team spirit across the organization. Models teamwork by working effectively with other leaders throughout the organization.



Drives Engagement

Definition:

Creating a climate where people are motivated to do their best to help the organization achieve its objectives. Motivates others by appealing to deeply held values and goals.

Creates a climate that makes work gratifying and enjoyable. Ensures that people in the organization feel their contributions are valued. Energizes the organization by clarifying the broader purpose and importance of the work.



Drives Results

Definition:

Consistently achieving results, even under tough circumstances. Creates an organization that pushes forward in difficult circumstances. Eliminates obstacles that affect organizational performance. Gets results that have a clear, positive, and direct impact on business performance. Drives the organization to achieve results.



Strategic Mindset

Definition:

Seeing ahead to future possibilities and translating them into breakthrough strategies. Leverages the organization's key differentiators to develop a viable long-term strategy. Explores future scenarios and possibilities to help the organization respond to change and shape the future.

Revisits and updates business strategies in response to evolving market dynamics and organizational needs. Develops and integrates organizational strategies to achieve and sustain competitive advantage.



Next Steps

- All Utilities Board Members submitted ratings.
- Results will be reported out to all Board Members at the Aug. 21, 2024, Utilities Board executive session. Discussion to follow.



Mid-Year Scorecard Results: Enable Employee Empowerment

Board Focus Area: Relationships

2 measures:

- Safety: Occupational Injuries and Illness Rate
- Workforce Index

Results:

- Safety: Occupational Injuries and Illnesses rate is 79% below benchmark for a rating of 5 or “Far Exceeds Expectations”
- Workforce Index: Rating is a 3.96 or “Exceeds Expectations”



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