Xcel Energy®

XTRA

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New unit on line in Texas to help meet demand

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Hereford company sends thanks for restoration effort

Dear Xcel Energy:

I am writing to commend your company and your employees for coming to our assistance during a recent equipment failure at our plant. We suffered a complete substation transformer failure at our Hereford Renewable Energy (HRE) ethanol refinery in Hereford, Texas.

Complicating the matter was the fact the HRE owns the substation. I got on the phone and Internet in hopes of finding a transformer large enough to handle our needs.

I have a friend, David Chapman, who works for your company in Amarillo and provided the number for another employee, Carla Hicks. Carla scoured the Xcel Energy system looking for an available transformer.

Carla then began calling suppliers around the country, providing each one with my number. One of her suppliers contacted a Houston firm, which had the transformer we needed.

However, as that company was commissioning the unit at HRE, its vacuum truck broke down. A replacement truck couldn't arrive until Sunday morning, so Xcel Energy's Tommy Smith, who is HRE's account manager, called fellow employees Alan Bellinghausen and Gary McBride, who put together a crew that night.

More than a dozen Xcel Energy employees were involved in this effort, and the crew that completed the work came early, stayed late and worked tirelessly to get our substation back on line.

Had it not been for the dedicated efforts of these people, and Xcel Energy's willingness to help, HRE would have been weeks behind in production, a potential loss of millions of dollars.

We are amazed that Xcel Energy employees responded to our crisis well beyond regular working hours, and that they would devote so many of their resources to our restoration effort. We are proud to know and be associated with them, and with Xcel Energy.

–Harley Baker, planning/purchasing manager, HRE

MONTICELLO OPEN HOUSE

The Monticello Nuclear Generating Plant recently hosted an open house to brief the community on its operations and preparedness to handle potential emergencies. More than 500 people from Monticello and surrounding communities attended the event, held at the Monticello Training Center. Above, a young attendee gets a chance to learn about plant operations at the training center.

Editor's Note: *"Photo Op" is a standing feature in Xtra. Each issue, a photo submitted by a reader or produced by a member of Public Policy and External Affairs will be published. Please submit high-resolution digital photos to the editor at the e-mail address listed on the back page of this publication. By submitting images for "Photo Op," employees give Xtra permission to run the photos.*

CO_2 GOAL

Wind energy, efficiency programs and power plant improvements keep company on track

Xcel Energy recently announced an 18 percent reduction in carbon dioxide emissions since the company began a reduction strategy across the service territory in 2005.

The goal is to achieve a 20 percent CO_2 reduction by 2020. And with the announcement of President Obama's recent plan to address climate change, the company is well positioned for the future, said Ben Fowke, chairman, president and CEO.

"As an industry leader in carbon reduction and renewable energy, Xcel Energy has prepared for future climate regulation," he said. "We were pleased to see that the President's plans reflect on the work we have been doing with the states and communities we serve."

An effective climate plan should give the states the ability to rely on clean-energy programs such as emission reduction programs, renewable energy standards and energy efficiency programs, he added, while rewarding early action that has already resulted in emission reductions across the nation.

"We look forward to working with the Administration, our states and other stakeholders to assure that any federal climate policy makes sense for our customers and the environment," Fowke said. "We all share the goal of satisfying the country's energy needs in the least expensive, most reliable and cleanest way possible.

"We will continue to successfully pursue a strategy that reflects our customers' desire to protect the environment," he said, "working to produce clean energy while maintaining reliable service at an affordable price."

Xcel Energy's emissions-reduction strategy is built on three components:

- Renewable Energy – The American Wind Energy Association named Xcel Energy the No. 1 provider of wind energy in the nation. Xcel Energy has held that spot for nine consecutive years.
- Efficiency Programs – For 30 years, Xcel Energy has provided its residential and business customers with efficiency and rebate programs to help them save energy and money.
- Power Plant Upgrades and Repowering – Xcel Energy pursues power plant emission-reduction initiatives that address environmental concerns efficiently.

Fuel diversity is an important part of the company's overall strategy, Fowke said. Xcel Energy

provides power from sources including coal, natural gas, nuclear, wind, hydro, biomass and solar.

At the end of 2012, Xcel Energy had nearly 4,900 megawatts of wind electricity generating capacity on its system, enough to power 1.5 million homes and at least 600 megawatts more than the next leading utility. Wind power currently represents about 12 percent of the energy the company supplies to its customers, and additional wind resources are being sought in Texas, Colorado and the Upper Midwest.

Xcel Energy's efficiency programs have had a significant impact as well, he added. Since 1992, enough electricity has been saved through the company's efficiency programs to avoid the need to build nearly 13 medium-sized power plants.

Xcel Energy was one of seven utilities that first set goals for reducing carbon emissions and developed strategic plans back in 2004.

In his recent speech, President Obama outlined a national plan for addressing climate change that includes increasing energy efficiency standards, permitting renewable energy projects on public lands and – for the first time ever – setting carbon dioxide standards for new and existing power plants.

"We need time to learn the details of the President's proposal and to determine the impacts for our customers, company and the environment," said Frank Prager, vice president of Environmental and Public Policy. "However, based on our initial review, we are pleased to see that the President plans to build his effort on successful clean energy initiatives already under way in the states.

"Based on our experience, we had advocated for this approach and asked that policymakers also reward early action that already has resulted in emission reductions across the country," Prager added.

Xcel Energy has worked with states in its service territory to achieve significant reductions in carbon dioxide, the company's primary greenhouse gas emission, he said. Through state renewable energy, energy efficiency and power plant emission-reduction programs, such as the Minnesota Emission Reduction Program and Colorado's Clean Air-Clean Jobs Act, the company is projected to achieve a 27 percent reduction by 2020.

"Our clean-energy strategy has worked for our customers and the communities we serve because we balance cost and environmental improvement with operating a reliable utility system," Prager said.

JONES FOUR COMES ONLINE

Economic growth and higher electricity demand drive investment

With the completion of its new Unit Four, Jones Generating Station is now capable of producing nearly 850 megawatts of electricity.

The new unit at Jones, located southeast of Lubbock, became operational in May. And last month, Xcel Energy officials joined local and regional leaders in celebrating a project that was completed safely, ahead of schedule and millions of dollars under budget.

The new unit is a near twin of Jones Unit Three, which was completed a year ahead of schedule and brought into service in the summer of 2011. Like Jones Three, the new Jones unit is a natural gas-fueled combustion turbine capable of producing, on average, 170 megawatts of electrical power.

The success of Jones Four bodes well for plans to meet the needs of regional electricity customers while minimizing the impact on future rates, said Riley Hill, president and CEO of SPS.

"We have a long history of building efficient, cost-effective power plants in this region, and Jones Three and Four are carrying that legacy forward," he said. "Our new generating facilities use fuel more efficiently, which helps hold down costs in the long term and provides the best value to our growing customer base."

An additional benefit derived from the Jones units is the ability to ramp up and down quickly in response to changes in the region's wind energy production. Because wind is an intermittent resource, it must be balanced with other types of power generation, he said, and gas-combustion turbines are the most effective generators for balancing wind.

"We expect the new Jones units to enhance our ability to integrate additional wind generation into our mix, which in turn helps our region further develop its most abundant natural resource," Hill said.

Both new units also have fast-start capability and can achieve 150 megawatts output in about 10 minutes. This will help the company balance its ever-growing portfolio of wind energy resources, said Alan Davidson, director of Regional Capital Projects.

Jones Unit Four is considered an emergency and peaking unit, meaning it will be brought on line only after electricity demand nears its peak. It primarily will operate in the summer months when air conditioning and irrigation loads rise.

"The region's electricity demand has risen sharply over the past decade," Davidson said. "We need this resource to help us meet our reserve requirements and to bolster our power supply with a clean, reliable source of locally produced energy.

"It's another sign of the health of our regional economy," he added, "and is the result of careful, timely investment on behalf of this company."

The project came in about a month ahead of schedule and – at a cost of approximately $82 million – well under the $103.7 million initial price tag, he said.

Both of Jones' new units were built by TIC and employ Siemens gas-combustion generators. They are designed to be coupled in the future with heat recovery units that could fire an additional steam-generating unit if power needs continue to grow, Davidson said.

Jones Generating Station dates back to 1971 when the first steam unit was completed. A second steam unit came online in 1974, bringing the plant's capacity to 486 megawatts. With the addition of Unit Three and Unit Four, the plant's total production capacity will be approximately 850 megawatts.

"We want to extend appreciation to all of the employees who participated in making this project so successful," Davidson said. "This was a tremendous effort by many employees and departments to complete a project of this magnitude. They should be extremely proud of their accomplishment."

NEW UNIT

Nestled above the breaks of Ransom Canyon just southeast of Lubbock, Jones Generating Station recently celebrated the completion of its fourth unit, a 171-megawatt natural gas combustion turbine.

NEWS BRIEFS

Xcel Energy study examines future of Sherco Units 1 and 2

Xcel Energy recently filed a study with the Minnesota Public Utilities Commission analyzing the future of Sherco Generating Station's Units 1 and 2 in light of uncertainty regarding future environmental regulations.

The study, filed in response to a commission decision, examined the cost of investing in continuing to operate Sherco Units 1 and 2 – including adding additional pollution control equipment – or retiring the units and replacing their output with other types of generation.

"We believe the most prudent course is to leave options open until there is greater clarity and certainty on environmental regulations and the associated cost," said Dave Sparby, president and CEO of NSP-Minnesota.

"To ensure timely action when additional information becomes available, we are also recommending that the commission establish firm triggers for reevaluation and future decision-making concerning the two units."

Sherco Units 1 and 2 currently are in compliance with all environmental regulations and provide fuel diversity in the company's portfolio of energy resources, he said. The study concluded that without carbon regulation, Units 1 and 2 will continue to be very economical sources of electricity and should continue to operate, even if the company needs to install controls for nitrogen oxides.

Xcel Energy began implementing plans about six years ago to improve Sherco's efficiency and reduce emissions as part of a broad environmental strategy. The company is currently investing $50 million in improvements at Sherco Units 1 and 2 that will reduce the plant's emissions of nitrogen oxides 44 percent and sulfur dioxide by 56 percent. The study evaluated the possibility of additional controls to comply with future requirements.

The study also determined, however, that if future climate regulation imposes significant costs on carbon dioxide emissions, retirement and replacement of the units with natural gas-fired generation would make the most sense for customers, he said.

Specifically, Xcel Energy recommends reanalysis when air quality regulations establish a need for substantial new investment or when a carbon regulation framework takes shape.

"We look forward to ongoing discussions with all stakeholders on how we should address these and other issues in our resource planning," Sparby said. "We're proud that in Xcel Energy's Upper Midwest service territory, we're on track to reduce carbon emissions by 30 percent by 2020, from 2005 levels, and we've done so while maintaining rates below the national average."

STORM RESPONSE

Technology and hard work help restore power to 600,000-plus customers

A series of severe storms slammed the Twin Cities area for three days in late June, leaving in its wake more than 610,000 customers without power – one of the largest, if not the largest, outages Xcel Energy has ever experienced.

On Friday, June 21, the first storm left 200,000 customers out of service. After crews responded, and that number dropped to 40,000, a second storm that evening knocked out a whopping 400,000 more customers.

In some neighborhoods, stretching from one end of the metro area to the other and beyond, block after block was covered in fallen limbs and uprooted trees. And of course those trees took down a multitude of electric lines and poles as they fell.

"I have never seen anything to this extent before," said Troy Browen, director of NSP-Minnesota Control Center and Trouble. "I've been here 28 years, and I've not seen storms more widespread than these."

As crews worked Saturday to return service to the nearly half million customers left powerless, more trouble lay ahead. Starting Sunday morning around 4 a.m., the area was hit again by severe storms, pushing the total numbers for the weekend up to more than 610,000 outages.

The damage was widespread, covering large sections of Metro East, Metro West and Northwest, which reaches up and beyond St. Cloud, Minn. Thankfully, the company was proactive in its preparations for the impending storms, Browen said.

"The day before the first storm hit, we were working on preplanning, based on expectations and what could unfold if

it hit with the extent possible," he said. "When the storms hit, we worked the plan we had developed and it paid off."

That planning effort involved a series of determinations on resources available, Browen said, cascading from local Xcel Energy help to outer-ring company support available from neighboring states. Contractor support – both those currently working for the company and others – was then considered, followed by mutual aid requests.

"We had completed plenty of the restoration work from the first storm wave, then the second one hit," he added. "And then we reacted to that, called in for mutual aid and buckled down to keep at it until everyone had their power back."

In total, more than 1,000 linemen took to the streets to restore power, he said. They were joined by more than 200 tree-clearing personnel, as well.

Mutual aid came from 22 different utility companies, representing 15 states, and was on hand to help for five of the six days that the event covered. Included in that aid were Xcel Energy crews from both Colorado and Wisconsin.

Safety, of course, is a major component of the effort, he said. When outside groups arrive to help, an Xcel Energy safety consultant or area manager conducts an extensive and comprehensive safety briefing. And all crews are on high alert to work safely in difficult conditions.

"One tricky part about restoration is getting the right amount of crews to match up with the job numbers, so people aren't in each others way," Browen said. "And tree crews of course have to get out ahead of them to clear the way first."

Xcel Energy's work over the years in providing mutual aid in the wake of hurricanes, ice storms and other calamities in other parts of the nation comes in handy when the problems hit closer to home, he said.

"We find out how great our employees are when we deal with escalated operations and long, difficult hours are required to restore service," Browen said. "They just react and do their jobs, and we have learned a great deal from our previous mutual aid efforts. It's good for our customers to have that level of expertise at work for them in restoring power."

By Wednesday, June 26, all customers were back on line. The last outages were in areas where damage was extensive, and work became very labor intensive, said Kent Larson, senior vice president of Operations. For instance, a multi-person crew can work for half a day or more to put up a new pole and wires that serve only a handful of customers.

"I want to recognize everyone for a fantastic job," Larson said. "The leadership and execution was terrific, and I know our customers recognize and appreciate all of our hard work.

"I started my career in the Metro East Trouble Department as an operating engineer," Larson added. "If anybody would have told me, or any of the people I worked with 30 years ago, that someday we would restore power to more than 600,000 customers in six days, we all would have thought it impossible."

A new technology was implemented this year called "customer pinging," which aided the effort and cut at least a day off of the duration of the storm-restoration process, he said. Office-based employees can "ping" a customer's meter

STORM RESPONSE BY THE NUMBERS

- More than 610,000 customers without power.
- More than 1,000 linemen at work to restore power, joined by more than 200 tree-clearing personnel.
- Mutual aid from 22 different utility companies, representing 15 states.
- More than 705,000 customer calls handled by company employees and systems.
- Call volume exceeded the 1,700 ports available on the company's phone system at times and required call routing to a third-party IVR vendor.
- More than 295,000 feet of cable/wire used in the restoration effort.
- More than 430 poles needed.
- Nearly 20,000 splices required.
- 200 transformers needed.
- Miscellaneous hardware totaled more than $665,000.

to determine if it is energized. In doing so, company crews and trucks can eliminate hundreds of trips to customers who have already been restored, and lots of time and money is saved.

Supply Chain Logistics also played a key role in the effort, Larson said. Several days' worth of inventory was available when the storm hit, but over the course of the restoration process, materials were ordered from the company's partners to keep up with the growing demand. No availability issues arose to impact crew productivity or restoration efforts.

"We had great support from our Material Coordination team," he said. "In recent years, we have had some large storm events, and each year we have seen improvements with our material-availability response."

Overall, it was an impressive effort that involved a multitude of details and moving parts – both in the field and behind the scenes, said Larry Crosby, vice president of Distribution.

"Thanks to every one for their heroic efforts over that six-day stretch, and for taking care of our customers while dealing with the impact on their own personal lives," Crosby said. "This was a challenging event from the very beginning – from dealing with the mass destruction, to securing resources, to closing the last outage ticket.

"Once again this company has shined when we were needed most," Crosby added. "We moved with urgency, efficiency, and with safety always at the forefront. And many different business areas worked together to make this a successful effort. Thanks to all involved for a job well done."

RESTORING POWER VIDEO

In total, more than 1,000 linemen took to the streets to restore power after the recent Twin Cities storms, plus 200 tree-clearing personnel. On pages eight and nine, Colorado crews and trucks are lined up to depart Denver. On page 10 are some of the scenes of the damage, and on this page, crews at work. To see a video of the effort, scan this code with a smartphone app or visit Xcel Energy's video channel at YouTube.com.

Bill Forsythe

Anna Marie Meggitt

Customer Care Storm Response

Employees and systems handled more than 705,000 calls

Television cameras captured Xcel Energy crews, contractors and mutual-aid help hard at work on the front lines of the Minnesota storm restoration in June. What they didn't show was the behind-the-scenes effort of call center agents and other Customer Care teams.

Employees and systems handled more than 705,000 calls that came in on the company's toll-free lines from June 21 through June 26. At times, the volume of calls exceeded the 1,700 ports available on the company's phone system and required call routing to a third-party IVR vendor, contracted to help with extreme high-volume outage situations.

Agents answered more than 142,000 calls, and the company's automated phone system handled more than 545,000.

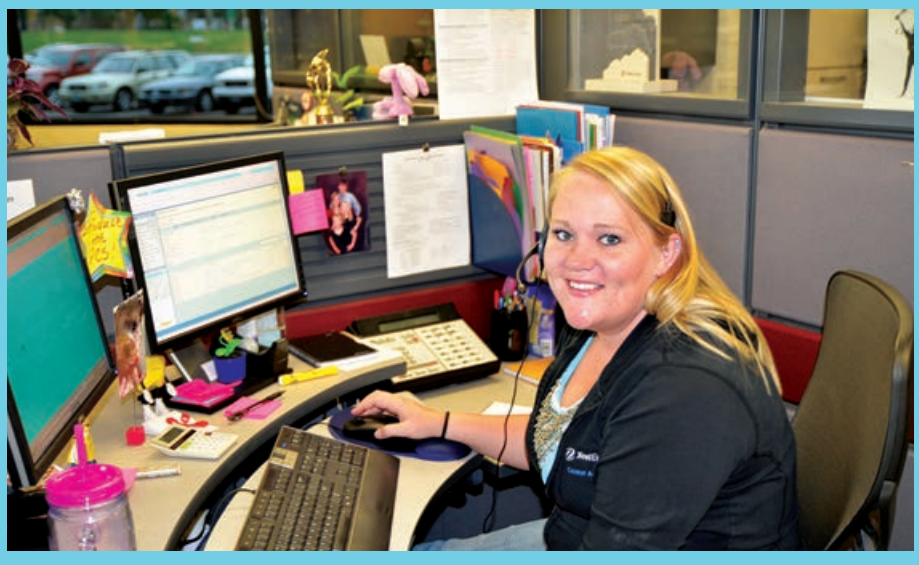
"It was definitely a team effort," said Michael Gersack, vice president of Customer Care. "Employees from across our organization jumped in to help with calls."

In addition, communication support provided agents with up-to-date information to assist them, he said, as well as upfront messages that were frequently updated for customers to hear when they called.

Many employees worked extended hours, logging a total 4,100 hours of overtime. To meet the extraordinary call volume, more than 450 agents and others were called in to assist customers. Many agents worked multiple 12-hour shifts throughout the event to ensure customers' calls would get answered.

"Our Customer Care team worked tirelessly to serve our customers throughout this outage," said Marvin McDaniel, senior vice president and CAO. "They were there when customers needed them most, and I'm grateful for that and know our customers are, too."

Of course, effectively responding to an event like the June outages takes a lot of work – much of it before the event even occurs, Gersack said. The Customer Operations



Risa Anderson

team plans for such events and works on every significant outage or emergency in every jurisdiction. The group compares notes with peer organizations, coordinates with other groups within the company, and invests in systems and technology to help carry the load.

"We take business continuity seriously and have been making investments in systems, while improving processes and coordination with peer organizations like Distribution Operations," said Michelle Edwards, director of Customer Operations. "Improved coordination and communication with partner organizations have really paid off. The result is better communication and service for our customers when they need it most."

The Customer Care team also was instrumental in engaging customers through social media, she said. The correspondence team specialists who serve on the social media team handled the lion's share of the 2,500 Twitter and Facebook messages sent to customers throughout the restoration efforts. For perspective, that's roughly one-third as many messages as the team responded to all last year – and all in six days.

> "Our Customer Care team worked tirelessly to serve our customers throughout this outage. They were there when customers needed them most..."

Thanks to them and the Advertising and Brand Strategy team, the Xcel Energy Minnesota Twitter feed has 2,372 new followers and 2,963 new fans are following the company on the Minnesota Facebook page, said Tim Laughlin, social media manager.

"The feedback we've received from our customers as a result of our efforts was unprecedented," Laughlin said.

Much of the social media feedback focused on the crews in the field – and rightly so. But the Customer Care team received a few "thank yous" on social media, as well.

"As we turn our attention to looking at lessons learned, we'll find some areas that need to be improved upon," Gersack said. "But certainly we can count the care we extended to our customers a success."

FROM PIPE TO LUMBER

Unique recycling effort closes the loop

A unique program to turn Xcel Energy's leftover waste polyethylene plastic pipe into a versatile plastic lumber product has kept more than 100,000 pounds out of landfills – helping the environment while also saving the company disposal costs.

"When we install residential gas pipe, a certain amount of pipe is left over," said Roger Clarke, manager of Environmental Services. "Typically in the past, that pipe was treated as waste material, ending up in landfills."

The recycle idea started with the Colorado region in 2009 as a way of reducing a need for disposal of used plastic pipe, said Ime Udo, category manager with Strategic Sourcing Services.

"The vendor was able to develop a market in Colorado for used non-contaminated pipe, reducing the volume that was sent to disposal at a landfill," he said. "Minnesota started working with same vendor in early 2011."

The idea to broaden the project to Minnesota was embraced by the recently retired manager of Gas and Electric Field Operations, Michael Clemens, who last year brought together a team of employees from Supply Chain, Gas Operations and Environmental Services to create a process for collecting the pipe.

The excess waste pipe generated from construction projects by Gas Operations in the Minnesota region is collected and put into recycle bins and consolidated at various company locations for shipment to the recycling facility, where the PE pipe is then transformed into plastic lumber. Over the past two years, roughly 106,000 pounds of plastic pipe has been successfully recycled in Minnesota alone.

"About 20,000 pounds of pipe were ultimately disposed in landfill due to excessive contamination, which is just 20 percent of total PE pipe waste produced over the past two years," Udo said. "But more than 100,000 pounds of PE pipe went to the production of plastic lumber and other new products."

There are logistical challenges involved, Clarke said, as the vendor and the various sites have to coordinate the pick-up of material to minimize transportation costs, save time and create efficiency.

Clarke's role in the pipe-recycling project involved evaluating the program in Minnesota for potential environmental and liability risks to Xcel Energy.

"It was clear that this was a low-risk product, since it involved the reuse of PE gas pipe," he said. "The Minnesota Pollution Control Agency (MPCA) has a strong waste hierarchy, with landfill disposal being the least preferred option.

"The highest value is placed on the prevention of generating waste in the first place," he added. "So obviously this project is supportive of MPCA objectives.

"We're taking material that had been targeted for disposal – the least preferred option – and reusing the pipe so that it can be made into a useful new product, in a way that is environmentally friendly and cost-effective."

There are added financial incentives for Xcel Energy, as well, including the avoidance of landfill disposal costs, which are currently at $.50 per pound, as well as the additional

income of $.20 per pound net gain from the recycler.

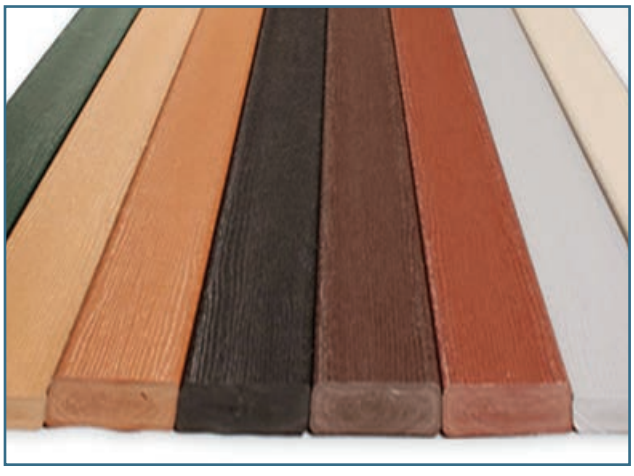
"Recycling is more than collecting waste products," Clarke said. "Everyone can recycle newspaper and aluminum cans, and that's good.

But what is important is to close the loop in the system through the manufacturing of a product that has a value in the marketplace," he added. "We're taking a waste byproduct from our construction process and using it to support the production of another very useful product."

That includes job creation for the processing of the material and the making of the plastic lumber, he said. There are also other aspects involved, such as sales and product development, etc.

"Any time that we can develop an opportunity to take excess materials and turn them into a beneficial product, we should," Clarke said. "Especially in this case, it was pretty straight-forward. Environmentally it just makes a lot of sense and is a good fit for us."

"I'm very excited that this project has now grown to the Minnesota jurisdiction," Udo added. "Recycling is a win-win situation, particularly when you are able to offset your cost and still have a net positive outcome."



RECYCLING

The excess waste pipe generated from construction projects by Gas Operations in the Minnesota region is collected and put into recycle bins and consolidated at various company locations for shipment to the recycling facility, where the PE pipe is then transformed into plastic lumber. Pictured below and on page 14 is a company collection location, and at left is the finished plastic wood product.

ENGs

Employee groups help promote culture of inclusion

Diversity affects how employees see the world, the company and each other. One way diversity is promoted at Xcel Energy is through Employee Network Groups (ENGs). These groups are designed to promote a culture of inclusion and connectedness among employees.

Diversity is a common bond that ties every employee together, allowing for new ideas and opportunities to flourish, and helping the company grow in the future, said Bev Brown, director, Inclusion and Engagement.

"A workplace that is inclusive provides every employee with equal access to professional opportunities and development," she said. "Employees work more efficiently and business results are improved when there is an inclusive and welcoming environment in which everyone feels respected and valued."

ENGs have grown in popularity in recent years, partly due to the addition of an eighth corporate value – "Promote a culture of diversity and inclusion." Although some groups are more geared toward one interest area, all groups are open for any employee to join or support.

"When people realize what diversity and inclusion means to the company, and how it is valued in the Xcel Energy culture, it can build a foundation that promotes camaraderie among employees," Brown said. "One way we try to do this is through our employee network groups."

Currently Xcel Energy has 11 ENGs, with five recently started in the last few years. The five new groups include:

- MOVE – Military Ombudsman for Veterans and Employees.
- NA-YGN – North American Young Generation in Nuclear.
- NEW – New Employee Network Group.
- Tribal Wind – Involving Native American employees and various education efforts.
- XE-WIN – Xcel Energy Women in Nuclear.

MOVE is committed to supporting the development of veterans' leadership and communication skills, as well as providing the opportunity for further education and networking.

"Building veterans' skills in these areas make them more useful to the company and more attractive for leadership positions," said Don Goble, foundational area manager in Nuclear, and chair of MOVE.

NA-YGN is dedicated to providing opportunities for young people to develop leadership and professional skills, while networking with other nuclear engineers.

"It provides an opportunity for interaction, education and brainstorming among people in the same industry," said John Biersdorf, nuclear engineer and leader of NA-YGN. All three Nuclear locations – the Monticello Nuclear Plant, the Prairie Island Nuclear Plant and Marquette Plaza – have chapters. (For NA-YGN, all employees with fewer than 10 years of experience in nuclear engineering are welcome to join.)

NEW is committed to helping new employees learn about the internal culture of Xcel Energy, as well as provide opportunities for employees to build relationships and get involved.

"Building connections with other people makes employees more engaged and productive, helping with employee retention and involvement," said Art Freitas, principal rate analyst and chair of NEW.

Tribal Wind is devoted to promoting networking among Native American employees, as well as to provide resources and education for employees and people in the community.

"Tribal Wind is a place where employees can step out of their normal role and engage in leadership opportunities," said Michelle Fix-Westall, strategic resource planner and leader of Tribal Wind.

Lastly, XE-WIN is committed to promoting nuclear power in communities, and to providing the opportunity for education and networking among nuclear professionals.

"We want to provide a platform for professional development, as well as a program to educate kids and adults about the benefits and dangers of nuclear power," said Stephanie Bruesehoff, nuclear engineer and leader of the Monticello XE-WIN chapter. (Both men and women are welcome to join the group.)

Other ENGs include:

- General Counsel Employee Excellence and Equality.
- SAGE – the Supportive Association for GLBTA Employees.
- SOURCE – the Strategic Organization Utilizing Resources for Career Enhancement.
- WIL – the Women's Information Link.
- XCELENTE – Xcel Energy's Latino Employee Network.

Membership is free to any group, and joining a group requires no long-term commitment. ENGs help solve business challenges and seek out opportunities to improve the company overall, Brown said.

For instance, the groups participate in job/career fairs, help in the development of a New Employee packet, and meet with high school and college students to encourage majors in engineering.

ENGs also participate in several events a year specific to the group's interest. These events are usually based on community service or raising awareness on a specific issue in the community, she said. Some groups give presentations in schools, while others raise money for charitable causes.

"When you have a passion, and you care about something, it brings people together," Brown said. "And that's what is great about our networking groups."

This year, the ENGs will participate in Xcel Energy's Knowledge Fair in the late summer and Diversity Week in the fall. At these events ENG representatives will be available to answer questions, promote their groups' efforts and encourage employees to get involved.

"ENGs help employees be more engaged and excited about the company," Fix-Westall said. "They help to recruit new employees, increase employees' cultural awareness and develop leaders for the future."

NETWORKS

On page 16, the Tribal Wind employee network group hosted an event at headquarters in Minneapolis where attendees listened to story telling and observed a pow-wow where the Prairie Island Indian Community dancers danced to drum beats in their authentic traditional native garments. At right, Ben Fowke, chairman, president and CEO, visits with the military-oriented MOVE employee network group at headquarters in downtown Minneapolis

FRIENDS WE'LL MISS

Harlyn E. Anderson
81, died on June 11, 2013. He worked for NSP from 1954 to 1988.

Ernie Austin
61, overhead working foreman, Operations, Alamosa Service Center, Alamosa, Colo., died on May 5, 2013. He worked for PSCo from 1975 to 2013.

J. Larry Bettis
75, patrol lineman, Transmission, Golden Warehouse, Golden, Colo., died on May 7, 2013. He worked for PSCo from 1967 to 2000.

Robert A. Buxton
95, customer service manager, Northern Division, Colorado, died on June 8, 2013. He worked for PSCo from 1946 to 1980.

James A. Cantwell
88, serviceman, Gas Shop, Colorado, died on May 24, 2013. He worked for PSCo from 1951 to 1986.

Cloyce E. Carter
86, engineering aid, Black Dog Generating Station, Burnsville, Minn., died on May 22, 2013. He worked for NSP from 1954 to 1985.

Donavon W. Dehn
71, foreman, Substations, Grand Forks Service Center, Grand Forks, N.D., died on June 2, 2013. He worked for NSP from 1962 to 2000.

Matthew C. Depew
30, lineman/journeyman/serviceman, Construction Maintenance and Operations, Carlsbad Service Center, Carlsbad, N.M., died on June 8, 2013. He worked for SPS from 2012 to 2013.

Elie Dubay
82, system relay specialist, Electric Protection, Chestnut Service Center, Minneapolis, Minn., died on May 24, 2013. He worked for NSP from 1949 to 1985.

Martin Eder Jr.
85, plant superintendent, Bay Front Plant, Ashland, Wis., died on June 2, 2013. He worked for NSP from 1948 to 1982.

F. Duaine Egan
83, standards specialist, Electric Distribution, Seventh Avenue Service Center, Denver, Colo., died on June 10, 2013. He worked for PSCo from 1966 to 1994.

Steven R. Ferdelman
53, machine operator, Construction Trucking and Hiring, Maple Grove Service Center, Maple Grove, Minn., died on June 8, 2013. He worked for NSP from 1985 to 2013.

Monroe Floyd
88, president & CEO, Amarillo, Texas, died on May 20, 2013. He worked for SPS from 1986 to 1990.

William P. Flynn
56, service fitter, Gas Operations, Pueblo Service Center, Pueblo, Colo., died on June 2, 2013. He worked for PSCo from 1982 through 2013.

Robert L. Foot
74, died on June 11, 2013. He worked for NSP from 1961 to 1996.

David C. Gazzaway
79, division stores supervisor, Controller, Amarillo, Texas, died on May 31, 2013. He worked for SPS from 1956 to 1996.

James W. Gedney
81, transportation analyst, Transportation, Chestnut Service Center, Minneapolis, Minn., died on June 1, 2013. He worked for NSP from 1957 to 1988.

Keith Hanrahan
53, designer, Operations, Chestnut Service Center, Minneapolis, Minn., died on May 27, 2013. He worked for NSP from 1990 to 2013.

Nancy L. Hinman
67, budget analyst, Support Services, Denver, Colo., died on June 7, 2013. She worked for PSCo from 1965 to 2002.

Merton L. Jones
77, shift unit manager, Pawnee Generating Station, Brush, Colo., died on May 30, 2013. He worked for PSCo from 1964 to 1994.

John A. Kiel
86, superintendent, Training and Technology, General Office, Minneapolis, Minn., died on May 24, 2013. He worked for NSP from 1947 to 1987.

Charles G. Koen
43, senior technical instructor, Field Safety and Training, Hugo Training Center, Hugo, Minn., died on June 23, 2013. He worked for Xcel Energy from 2011 to 2013.

C. L. Marrs
92, working trouble foreman, Electric Distribution Operations, Colorado, died on May 19, 2013. He worked for PSCo from 1948 to 1985.

Bernice McMillan
81, died on June 7, 2013. She worked for SPS from 1963 to 1995.

Rand A. Myers
57, working foreman, Eastern High Pressure Gas Operations, Arvada Service Center, Arvada, Colo., died on June 25, 2013. He worked for PSCo from 1982 to 2013.

Donald C. Olson
85, senior accountant, died on June 9, 2013. He worked for NSP from 1951 to 1985.

David E. Railsback
85, died on May 20, 2013. He worked for SPS from 1948 to 1990.

David L. Schwartz
74, customer service representative, White Bear Service Center, White Bear Lake, Minn., died on June 18, 2013. He worked for NSP from 1960 to 1994.

Richard V. Thompson
64, died on Dec. 1, 2012. He worked for NSP from 1973 to 2007.

Harold A. Tunnell
86, engineer, Engineering, Amarillo, Texas, died on April 21, 2013. He worked for SPS from 1951 to 1988.

Donald D. Vance
84, shift engineer, Black Dog Plant, Burnsville, Minn., died on Feb. 24, 2013. He worked for NSP from 1952 to 1990.

Robert L. Yoder
79, pilot, Denver, Colo., died on June 1, 2013. He worked for PSCo from 1985 to 1999.

RETIRING

Susan Arigoni
(sarigoni@aol.com), vice president, Fuels, 1800 Larimer, Denver, Colo., retired on July 15, 2013. She worked for Xcel Energy for 30 years.

Dean R. Fjeld
(dmfjeld@loretel.net), general foreman inspector, Transmission Construction Department, Maple Grove Transmission, Maple Grove, Minn., retired on June 3, 2013. He worked for Xcel Energy for 46 years.

Linda Follmer
(trumble9067@msn.com), supervisor, Remittance Processing, 414 Nicollet Mall, Minneapolis, Minn., retired on June 21, 2013. She worked for Xcel Energy for 37 years.

Paul V. Froiland
(paulfroiland705@gmail.com), communications representative, Corporate Communications, GO, Minneapolis, Minn., retired on June 30, 2013. He worked for Xcel Energy for 16 years.

Mark Holmes
(m6holmes@fnmmail.com), chemistry and environmental manager, Chemistry, Monticello Nuclear Plant, Monticello, Minn., retired on March 15, 2013. He worked for Xcel Energy for 29 years.

Larry A. Holmgren
materials and procurement specialist, Prairie Island Plant, Welch, Minn., retired on July 5, 2013. He worked for Xcel Energy for 33 years.

Lee Kenshalo
(wlkbkk@gmail.com), manager, Substations O&M, Colorado Geographic and System Testing, Summit County Operations Center, Silverthorne, Colo., retired on July 1, 2013. He worked for Xcel Energy for 43 years.

Marlowe Miller
(wildhogs55398@hotmail.com), foreman, Mechanical Maintenance, Black Dog Plant, Burnsville, Minn., retired on June 28, 2013. He worked for Xcel Energy for 43 years.

Robert Mitchell
(rmitchdenv@aol.com), distribution operations coordinator, Electric Dispatch, Lipan Distribution Center, Denver, Colo., retired on May 31, 2013. He worked for Xcel Energy for 18 years.

Vernon G. Roberts
(vmroberts2010@hotmail.com), respirator specialist, Maintenance, Pawnee Generating Station, Brush, Colo., retired on July 15, 2013. He worked for Xcel Energy for 31 years.

Thomas J. Roche
(rochelinda@gmail.com), loss control consultant, Hazard Insurance, Fort Collins Service Center, Fort Collins, Colo., retired on July 5, 2013. He worked for Xcel Energy for 11 years.

Patrick Roering
(proering@q.com), electric line crew foreman, OVDH, Glenwood, Minn., retired on July 5, 2013. He worked for Xcel Energy for 33 years.

Steven A. Ross
lead repairman, Maintenance, Sherco Plant, Becker, Minn., retired on July 30, 2013. He worked for Xcel Energy for 32 years.

Dianne Shinto
(d.shinto@aol.com), disability solution specialist, 1800 Larimer, Denver, Colo., retired on June 30, 2013. She worked for Xcel Energy for 35 years.

David Statz
(dnpstatz@gmail.com), foreman, Relay Department, 414 Nicollet Mall, Minneapolis, Minn., retired on June 28, 2013. He worked for Xcel Energy for 36 years.

Mark A. Swanson
repairman, Mechanical Maintenance, Praire Island Nuclear Generating Plant, retired on Aug. 2, 2013. He worked for Xcel Energy for 13 years.

Ted Weingarten
(twein@brucetel.net), senior designer, Design North, Rice Lake, Wis., retired on July 17, 2013. He worked for Xcel Energy for 46 years.

ANNOUNCEMENT

The 2013 NSP High Bridge Retiree Get-Together will be held on Thursday, Sept. 5 at 11 a.m. at Richard Walton Park at Hadley and 15th in Oakdale, Minn. Bring a dish to share and your favorite beverage, coffee will be provided. For more info contact: Bob Jackson at rnjaxon@yahoo.com or Lowell Bishop at lgbish@juno.com.

Xtra retiree web portal available on xcelenergy.com

The latest issue of *Xtra* is posted each month on a webpage on the company's website at: xcelenergy.com/retirees.

Retirees and employees are invited to visit the page to view the latest issue, as well as a number of back issues of *Xtra*. Links on the page also provide access to various utility shareholder groups.

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