

# 15 Years In

Although predecessors  
date back a century-plus,  
four companies joined  
as one in 2000



# XTRA

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# Content

**3 Ben's Blog**  
Chairman Ben Fowke shares his thoughts.

---

**4 Comanche Solar**  
Ground broken on new 120-megawatt solar project.

---

**6 Pollinator Pledge**  
Xcel Energy signs up to help reverse pollinator decline.

---

**8 15th Anniversary**  
A look back - way back - as Xcel Energy turns 15 years old this month.

---

**13 An Intervention**  
Quick public-safety action by a pair of employees could have saved a life.

---

**14 Registry**  
Xcel Energy the first U.S. utility to verify and register its greenhouse gas emissions data.

---

**18 People**  
The most recent Friends We'll Miss and Retirements.

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## On the Cover

In what looks to be a scene of electric apprenticeship work from long ago, or perhaps an early lineman's rodeo, employees work on poles in this undated photo from earlier times in Colorado.







## Taking stock

(Editor's Note: Ben Fowke, chairman, president and CEO, periodically writes a blog on XpressNet, as well as other articles and communications. *Xtra* will feature Fowke's comments on a recurring basis to share his thoughts with a wider audience.)

**If you participated in our recent CEO Webcast, you heard once again that our focus on customers is absolutely fundamental to our long-term strategy and success.**

As we move forward, we are discovering that our customer relationship needs to go beyond offering customers more energy options, although that remains a key component. We need to think of customers more broadly, as "consumers" of energy that we need to "win."

Winning the relationship requires us to:

- Not only restore service quickly after a storm, for example, but to respond quickly and communicate effectively.
- Not only excel at operations, but excel at creating and communicating value.
- And not only build infrastructure, but build brand, trust and reputational loyalty.

We do so many things well, and now we have to build on that good work. And because words matter, try to think about customers as consumers who have more choices than they did before and have their own ideas about what they want from an energy provider.

Related to this work for customers, you've also heard me say that we need to keep raising the bar on our own performance. Given new competitors, technological advancements and new policy frameworks, it's more important than ever.

We should ask ourselves every day what we can do to move the needle, work on what really matters and create value by doing things better. Perhaps it's shaving time off a process, going the extra mile for our customers or finding ways to get more done with less.

I know our employees are up to the task. In fact, many have told me they are excited to try new ways of doing their work.

Feedback from your leader is an important part of executing our strategies and operating our business effectively. I hope you took advantage of the mid-year IPAD conversations this summer to get this feedback and discuss how you can best contribute to accomplishing your team's goals.

Recognizing exceptional performance and identifying areas where improvement is needed are parts of the process, and frank and open conversations help ensure we take best advantage of this effort.

We are considering how to improve the IPAD process going forward, and I think the changes under consideration will be well received.

Our engagement survey results tell me that such changes are important. And employees consistently indicate we need to do a better job of dealing with underperformance to become both more productive and a better place to work.

No matter what performance management tool we use, it won't work unless we work at it. Raising the bar is more than just a slogan for high-performing companies – it is the way they operate. We can operate that way, too. ←



# COMANCHE SOLAR

## GROUND BROKEN ON 120-MEGAWATT PROJECT

**The largest solar project east of the Rocky Mountains is about to rise adjacent to the company's Comanche Generating Station in Pueblo, Colo.**

Last year, Xcel Energy signed a 25-year agreement with SunEdison, a leading renewable energy development company, to purchase power from a \$200 million solar installation. The soon-to-be-built, 900-acre Comanche solar facility will be composed of about 450,000 photovoltaic panels and will produce 120 megawatts of renewable energy.

Last month, with permits and financing in place, SunEdison hosted a groundbreaking ceremony that included David Eves, president of PSCo. Eves was joined at the speaker's podium by several Colorado dignitaries, including State Sen. Leroy Garcia and Jeff Ackerman, director of the Colorado Energy Office.

"It's wonderful to be with you today as we recognize Colorado's ongoing environmental leadership and this new, world-class facility neighboring our Comanche Generating Station, right in the heart of Pueblo," Eves said at the groundbreaking ceremony.

"In a changing and challenging energy marketplace, Xcel Energy is helping lead Colorado toward a more sustainable energy future," he added. "Achieving that goal means determining new and innovative ways to satisfy our customers and care for our communities – and to go above and beyond expectations.

"SunEdison, through the Comanche solar project, is helping move us in the right direction," Eves said. "It demonstrates that large-scale solar power can play an increasingly larger role in our customers' energy future at a competitive price. Our participation in this project demonstrates that Xcel Energy is committed to providing customers the clean energy they want at an affordable price."

When complete, Comanche Solar will be the largest solar array east of the Rocky Mountains, producing more than 300 gigawatt-hours of energy per year, enough to power 30,000 homes. It also will reduce carbon-dioxide emissions by 478 million pounds annually – the equivalent of taking more than 45,000 passenger vehicles off the road.

The Comanche solar project will employ tracker technology, which follows the sun's path to optimize energy production. Over a 25-year lifecycle, the facility is expected to produce 6 billion kilowatt-hours of clean energy and achieve a total reduction of 3.5 million tons of carbon dioxide.

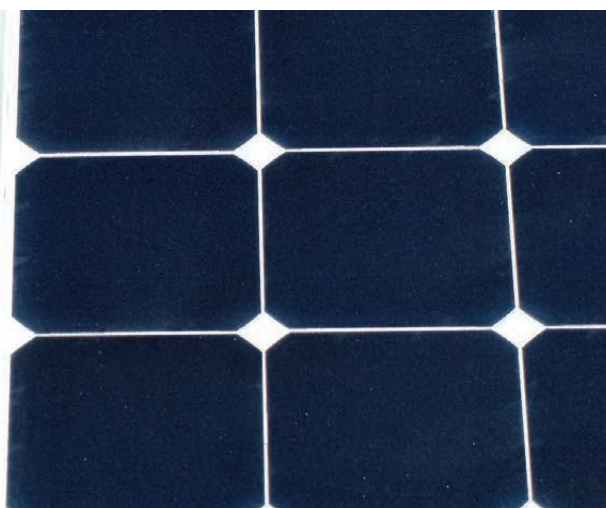
The 25-year purchase agreement will provide customers with solar power at rates competitive with the long-term forecast for natural gas, Eves said, helping to keep renewable energy choices affordable. The solar facility is expected to be completed in the first quarter of 2016, furthering Xcel Energy's mission to reduce carbon emissions in Colorado 35 percent by 2020.





## Groundbreaking

At a recent groundbreaking ceremony, heavy equipment began moving earth on land adjacent to Comanche Generating Station in Pueblo, Colo. At left, David Eves, president of PSCo who took part in the ceremony, signs a solar panel at the event. Below, solar panels produce power for the company near Alamosa, Colo.



"The Comanche solar project demonstrates SunEdison's ability to deliver renewable energy at a price competitive with conventional resources," said Paul Gaynor, SunEdison executive vice president.

SunEdison is the world's largest renewable energy development company. It develops, finances, installs, owns and operates renewable power plants, delivering predictably priced electricity.

Many of the nation's largest solar facilities have been built in states such as Nevada, Arizona and California. California hosts some of the largest solar facilities in the world, including three projects that top the 500-megawatt mark for solar-energy production.

While the Comanche facility will be the biggest solar farm in the United States east of the Rocky Mountains, Xcel Energy also purchases power from other large installations in Colorado's San Luis Valley in the south-central part of the state.

"The size of our solar portfolio will more than triple by the end of 2016 – and the Comanche solar plant will help us get there," Eves said. "These investments make solar power available at the lowest cost to the greatest number of people in the communities we serve."

"Many customers are looking for cleaner energy options and expanded choices when it comes to their energy use, and we are committed to giving our customers the kinds of energy choices they want and value," he added. "That means providing a variety of renewable energy options for our customers – from wind power, hydroelectric power and even biomass, to utility-scale solar, community solar gardens and rooftop solar programs.

"Investing in solar power is an opportunity to further diversify our energy supply and meet customer interest in clean energy," Eves said. "As a result of power plant modernization efforts, coupled with our growing renewable and cleaner energy mix, Xcel Energy is on track to reduce carbon emissions in Colorado by 35 percent by 2020 compared to 2005 levels."

"SunEdison, through the Comanche Solar project, is helping move us in the right direction. It demonstrates that large-scale solar power can play an increasingly larger role in our customers' energy future at a competitive price point," said David Eves, president of Public Service Company of Colorado, an Xcel Energy company. "Our participation in this project demonstrates that Xcel Energy is committed to providing customers the clean energy they want, at an affordable price." ←



# Partners for Pollinators

**Pollinators such as bees and butterflies play a crucial role in food security and a healthy environment. They make diets filled with nuts, fruits and vegetables possible.**

Unfortunately, numerous species of pollinators are in serious decline. With three-quarters of all native plants in the world requiring pollination, it's a decline in need of halting.

A new set of public/private partnerships, however, is now working to reverse these pollinator declines. And Xcel Energy has joined the effort.

One example is the St. Croix Valley Pollinator Partnership. More than 75 people recently gathered in Bayport, Minn., at an event to formally announce the collaboration.

More than 50 public and private organizations, including Xcel Energy, Andersen Corp. and three federal agencies signed the Pollinator Pledge to reverse the decline of pollinators – especially the monarch butterfly – in the St. Croix Valley.

"We are proud to have signed the Pollinator Pledge," said Laura McCarten, regional vice president, at the event. "Xcel Energy is working with the U.S. Fish and Wildlife Service to create or restore at least 50 acres of pollinator-friendly habitat near our facilities in the St. Croix Region, including outside our King Plant here in Bayport."

"Congress, the U.S. Forest Service or the National Park Service can't do this alone," added U.S. Rep. Betty McCollum. "We can only do this together because together we share this planet."

Experts believe the decline of pollinators is due to a perfect storm of habitat loss, climate change, disease and changing agricultural practices.

"We're here today because time is running out to secure the future of the monarch butterfly," said Tom Melius, regional director of the U.S. Fish and Wildlife Service. "In the span of less than two decades, the once abundant monarch has experienced a steep decline."

Xcel Energy's commitment to the St. Croix region dates back decades. In the 1970s, the company donated more than 23,000 acres to the federal and state government, helping to create the National Upper St. Croix Riverway.

Siting and Land Rights at Xcel Energy has been assessing ways the company can become more involved with the nation's overall Pollinator Initiative, set in motion by President Obama last year, said Sage Tauber, senior agent with Siting and Land Rights.

"Taking part in the Pollinator Initiative is an opportunity for Xcel Energy to be a utility leader in these efforts and a model for other companies across the country," she said. "There is a lot of national focus on utility rights-of-way because they are ideal for restoring habitat for monarchs and other pollinators."

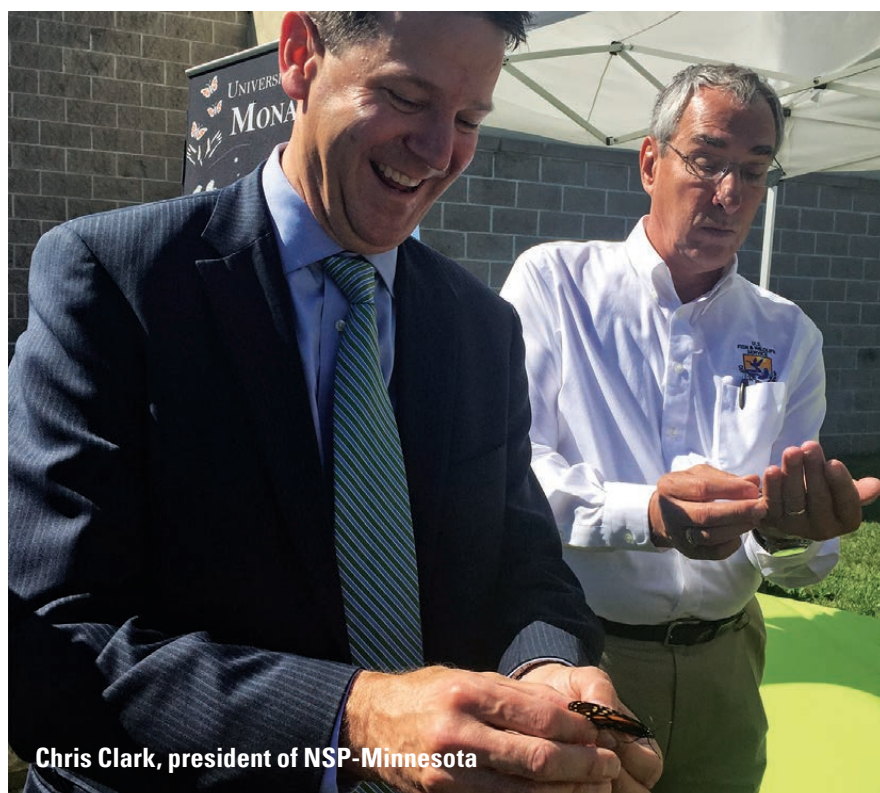
The effort involves creating opportunities to plant milkweed – a plant essential in the lifecycle of monarch butterflies – and other native nectar-producing plants along right-of-way corridors and on other lands owned by Xcel Energy, she said. This initiative also will include opportunities to educate interested customers and land-owners about what they can do to create pollinator habitat on their own property.

"This national initiative is compatible with our operations and can even result in cost savings due to less required maintenance associated with native plant species that attract pollinators," she said. "It's a natural fit for us to become a visible leader in the effort and play a major role."

"We are a long-time player in terms of conservation in the St. Croix River Valley," she added. "With our strong presence in the area, this makes for a great opportunity to work together with local groups and the federal government to make a difference." ←







Chris Clark, president of NSP-Minnesota

## Monarch event features 'tagging'

**The company also recently committed to be a key partner in monarch conservation efforts across Minnesota at another event.**

A celebration of monarch conservation at the Minnesota Valley National Wildlife Refuge in Bloomington was hosted by U.S. Senator Amy Klobuchar and U.S. Fish and Wildlife Service (FWS) director Dan Ashe last month. Chris Clark, president of NSP-Minnesota, attended the event to pledge Xcel Energy's commitment to the effort.

"Responsible environmental stewardship is one of our company's core values," Clark said. "Partnering with the FWS to use Xcel Energy property and rights-of-way to aide in the conservation of monarch butterfly habitat is just one of the many ways we do our part to preserve our natural environment."

Xcel Energy's northern service territory coincides with a significant portion of the Monarch Migration Corridor, which essentially parallels Interstate-35 from Minnesota to Texas. This provides tremendous potential for Xcel Energy to be a leading utility in creating and restoring monarch habitat, he said.

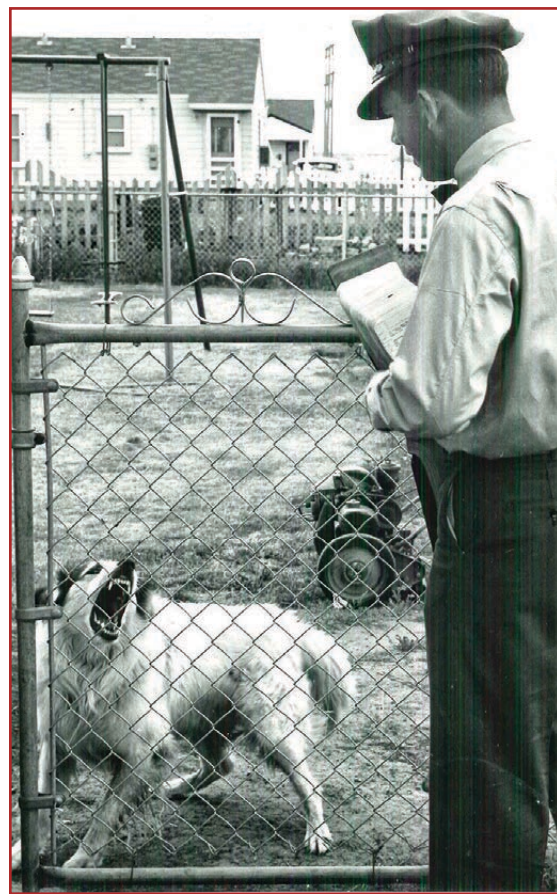
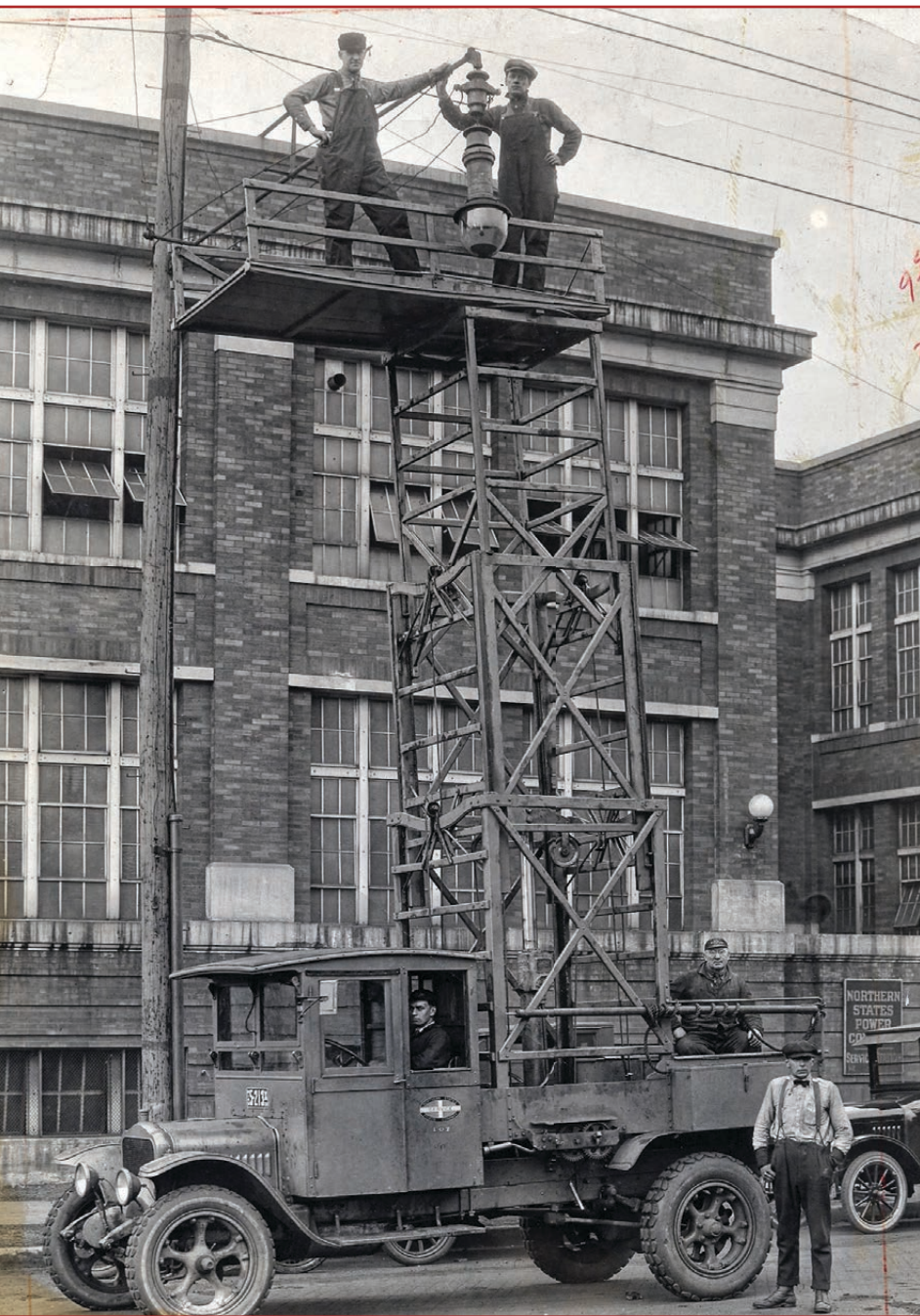
The University of Minnesota's Monarch Lab attended the event and provided a hands-on tagging demonstration, explaining how tagging is used to gather data on monarch migration patterns. Clark joined other attendees in tagging monarchs that had recently emerged from their chrysalis.

Several other examples of pollinator-related activities Xcel Energy is playing a role in include:

- The company returned seven acres to native prairie with pollinator-friendly wild flowers when High Bridge Generating Station in St Paul converted from coal to natural gas in 2008.
- Xcel Energy has supported the city of Cottage Grove in establishing native prairie with pollinator-friendly plants in large areas of right-of-way under Xcel Energy transmission lines that run through the city.
- The company is coordinating with the FWS to identify potential native-prairie planting areas within the grounds of Black Dog Generating Station in Burnsville, Minn. ←



# BORN 15 YEARS AGO. A LOOK BACK



**Four companies into one – SPS, PSCo, NSP-Wisconsin and NSP-Minnesota. The end result became one powerful combination, both literally and figuratively – a solid, high-performing electric and gas utility now 15 years into its new iteration.**

Xcel Energy came to life on Aug. 21, 2000, when the New York Stock Exchange opened and a new company with the symbol XEL began trading for the first time. Day One for employees arrived a few weeks later on Oct. 1.

Over the ensuing 15 years, the company and its employees have faced many challenges – and have created many successes along the way. The following are brief historical sketches of

the Xcel Energy family of companies as it celebrates its 15th anniversary:

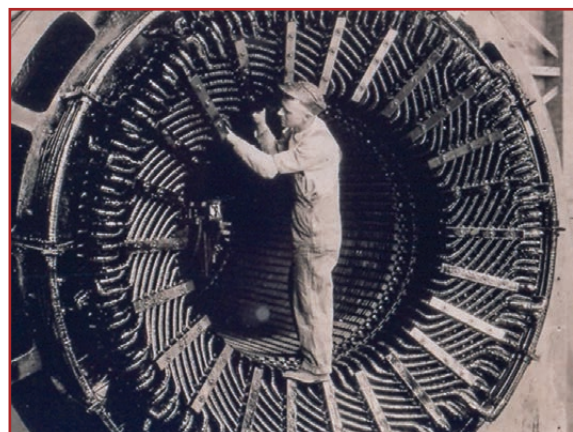
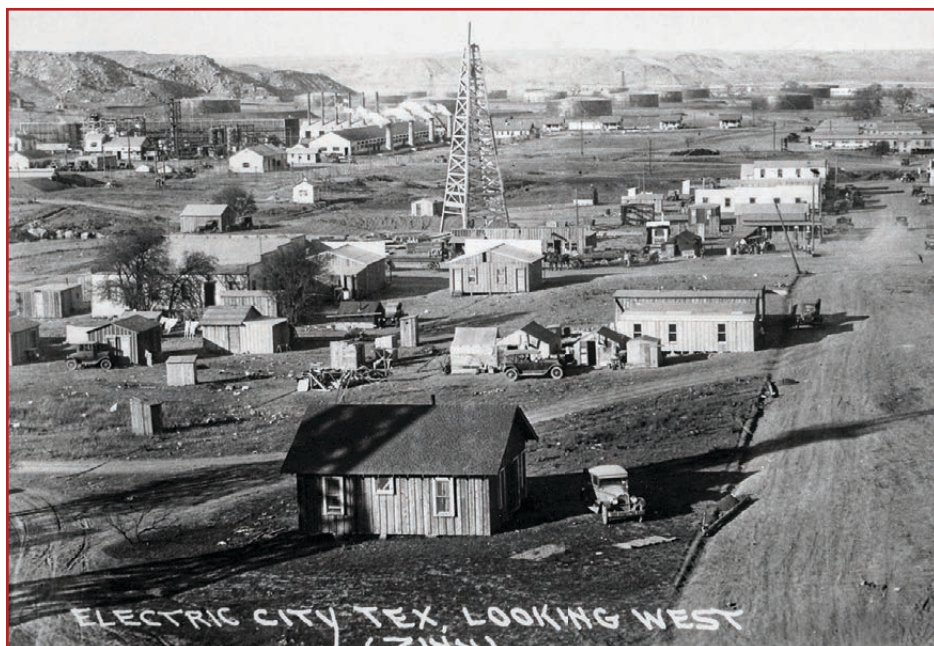
## **Northern States Power-Wisconsin**

Customers in the Eau Claire area have relied on the company for more than a century to fuel growth in the Chippewa Valley. Xcel Energy's Wisconsin and Michigan operating company trace its predecessor companies back to the Chippewa River Improvement and Log Driving Co., incorporated in 1872.

However, a historical highpoint came when Northern States Power Co. of Minnesota purchased the Wisconsin-Minnesota Light and Power Co. in 1923 to capitalize on hydroelectric power available in Wisconsin and in 1924 renamed the newly acquired



# KAS XCEL ENERGY FORGES AHEAD



## Historic Images

Pictured here and on the following pages is a mix of historic images from Minnesota, Texas, Colorado and Wisconsin. More specific information about the photos proved tough to find.

company Northern States Power-Wisconsin in 1924.

In Eau Claire, NSP-Wisconsin and its forerunners established electric generating facilities in 1877 and 1902, and did business on Barstow Street from 1923 to 1958. Employees also worked at the Farmers Store Building until 1993. The company's Wisconsin headquarters is still located in Eau Claire, and NSP-Wisconsin's power base includes 19 hydroelectric plants, including six on the lower Chippewa River.

### Southwestern Public Service Co.

Southwestern Public Service Co. dates its origins to the turn of the century in the Pecos Valley of southeastern New Mexico, and a common culture of ranching and farming.

In March 1904, Maynard Gunsell received an electric franchise for the city of Roswell and its 2,000 residents. However, the financial strain of creating this new enterprise soon overwhelmed him, and the franchise had to be sold to a local banker.

The banker named his new utility the Roswell Electric Light Co. and built a small power plant to serve his customers. When he ran into financial trouble himself in 1910, the company was sold to an investment firm that already owned the Roswell Gas Co. A decade later, the company was sold again – this time to a group of local investors, who renamed it Roswell Public Service Co.

During this same period, a utility company in Amarillo, Texas, was experiencing similar growing pains. By 1920, the City



Light & Water Co. was serving 15,000 Amarillo residents.

In 1925, SPS was born when a Chicago investment house bought the Roswell company, expanded service to the New Mexico towns of Artesia and Carlsbad, purchased the Texas utility, and moved operational headquarters to Amarillo.

#### **Public Service Co. of Colorado**

Colorado has always been a place where ambitious people came to get rich. And so it was with those who created a company in 1869 – an entity that would eventually become Public Service Co. of Colorado.

Even today, more than 145 years later, their names ring familiar in Colorado: Evans, Byers, Cheesman and Moffat. Yet the company they founded – the Denver Gas Co. – was a minor star in their universe of business interests. Cheesman was deep into railroads and water (as was Evans), Byers into publishing and Moffat into banking.

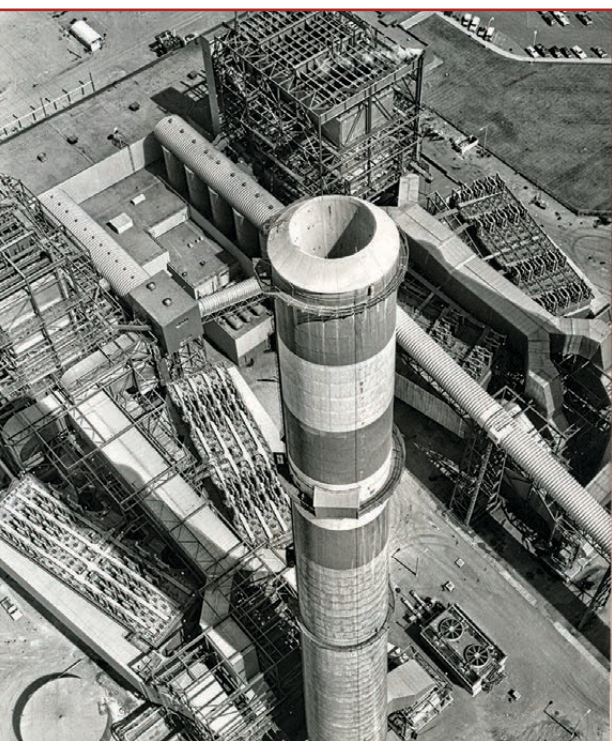
The company they and four others founded had three things

going for it: the influence and power of the founders; a 50-year franchise from the Denver City Council; and unlike earlier wannabes, the ability to manufacture and deliver gas. These critical factors started the company on a course that would eventually outlast nearly 150 competitors.

PSCo first came to life in a complicated three-part incorporation that began in August 1923. First DG&E and Western Power & Light merged to form PSCo. Soon, the company began accumulating the stock of Colorado Power Co. and its subsidiary Cheyenne Light, Fuel & Power in Wyoming. The companies came under the PSCo name on Sept. 3, 1924.

#### **Northern States Power-Minnesota**

The story of NSP really begins with Thomas Edison's protégé Henry Marison Byllesby, who in 1902 established H.M. Byllesby and Co. The Chicago-based conglomerate owned steamships, streetcars and utility companies from West Virginia to California.





In 1909, Byllesby came to Stillwater, Minn., and established Consumers Power Co. The organization had 19 employees, about 30 miles of electric lines serving 770 customers, and 10 miles of gas mains serving 480 customers. In future years, Byllesby would acquire additional properties and reorganize the company. In 1916, the company's name changed to Northern States Power Co.

Although NSP had electrified the cities in its service area by 1920, it would spend much of the next decade attempting to bring power to small farms in the region. The company played a major role in rural electrification when it built the world's first experimental farm lines in 1923 near Renner, S.D., and Red Wing, Minn.

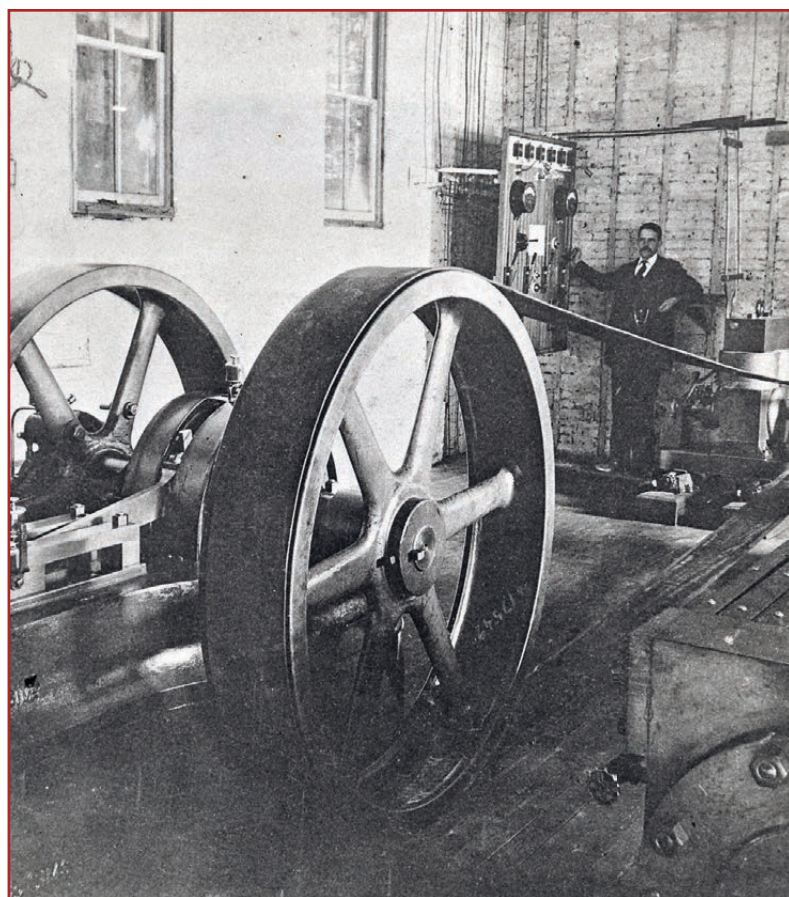
NSP has faced plenty challenges throughout its history. In 1919, federal prohibition agents arrested the company's switchboard operators in Minot, N.D., because they incorrectly believed the operators were telling bootleggers when raids were coming.

To meet surging demand, the company between 1947 and 1956 more than doubled its generating capacity. By 1960, customers used more than four times as much electricity as in 1945.

And for NSP-Minnesota – along with SPS, PSCo and NSP-Wisconsin – that trend has held over the decades since, as more electricity is needed to power modern society, and economic growth pushes the size of many cities, towns and businesses larger and larger.

On a more recent historical note, *Electric Light and Power* magazine named Xcel Energy its Utility of the Year in 2001, noting that the prestigious history of SPS, PSCo, NSP-Wisconsin and NSP-Minnesota had been preserved in today's hybrid company.

That company now moves forward into the next years and decades of its successful combination. ←





## First UAV mission accomplished

The skies around Amarillo were buzzing recently as a Substation Operations team conducted Xcel Energy's first unmanned aerial vehicle (UAV) mission since the company received Federal Aviation Administration approval this past spring.

The focus of this first mission involved using a small UAV (under 55 pounds) to conduct an inspection of five Amarillo-area

energized substations to validate equipment ratings. The aerial vehicle, equipped with a high-resolution camera, took still photographs of energized electrical equipment data located high off the ground. The data is needed to comply with NERC reliability standards.

In the past, validation inspections had to be conducted

by individuals inside the substation, using a bucket truck and camera stick to reach energized equipment.

"This mission successfully demonstrated that UAVs can be safely and effectively used to perform inspections of energized energy infrastructure, while also enhancing worker safety and saving time," said Chance Hedger, director of Regional Substation Operations and Maintenance and mission lead.

Additionally, the Texas effort provided valuable lessons learned that will be incorporated into future "proof of concept" UAV missions planned for later this year in other jurisdictions, he said.

Some of those upcoming missions include:

- Wind turbine blade inspections
- Gas pipeline bridge and river crossings
- Transmission line inspections
- Distribution post-storm assessment
- Volumetric coal-pile surveys

## News Brief

## Photo Op



## The Gas and Electric Building

Pictured is a postcard from the mid-1900s, found at a Denver antique shop. The title reads: "Famous Public Service Building by Night," although today the 1910 building is commonly referred to as the "Gas and Electric Building," with its 13,000 lights still lit up at night. The printed copy on the back states: "The Public Service Building is one of the striking features of Denver. It is of pure white, brilliantly reflecting the thousands of lights covering its surface in graceful designs so that it stands out even in Denver's brightly illuminated business section like a flashing diamond, justifying its title of the best-lighted building in the world."

The note on the back of the postcard – sent from a daughter in Denver to her father in Pueblo in 1957 – reads like an email or text: "We are in town attending to arrangements. Look in my drawer in chiffonier and get me a clean brassiere – one with hooks on bottom. Also bring all the asparagus you can gather. See you soon. Bring mail." The postcard cost two cents to mail.

**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 Corporate Communications will be published. Please submit high-resolution digital photos to the editor at the email address listed on the back page of this publication. By submitting images for "Photo Op," employees give Xtra permission to run the photos.



# An Intervention

Stop may have been a life-saving effort by employees



**Safety intervention plays a pivotal role in Xcel Energy's efforts to help employees have the right and the responsibility to make their work environment safer – and to intervene to help keep coworkers safe.**

Recently, it also played a critical role in perhaps saving the life of an unaware heavy equipment operator working along a road in Colorado.

Sam Waggoner, working foreman in Transmission, and Melinda Lee, agent with Siting and Land Rights, were more than a little alarmed when they noticed the operator working unsafely on the side of the road, directly under a transmission line.

Seeing an excavator with a large boom positioned underneath transmission lines with no spotter or evidence of locates, the pair pulled over and stopped the worker from continuing. The two had just left the Crowfoot Valley Substation, south of Denver, and noticed the work being done in a large drainage area beside the roadway.

"The guy was completely unaware of the danger," Lee said. "He could see we were both upset and worried, and that we needed him to understand how concerned we were for him."

After learning the scope of the operator's work, they told him to only work on the lower portion of the site and wait until an outage that was scheduled later in the week. They insisted he call the patrolman for the area to coordinate doing the work at the top of the slope during the outage.

"We were in shock," Waggoner said. "I told him, 'Don't come back up here.'"

The operator thought if he was no closer than 10 feet, he would be fine, they said. That, of course, is the rule for working around small distribution lines.

High-voltage transmission lines carrying heavy loads, however, are a whole other issue, requiring up to three times or more that space, Waggoner said.

"Melinda and Sam probably saved a young man's life by stopping work when they recognized a potentially deadly situation around one of our electric lines," said Michael Diehl, manager with Siting and Land Rights. "That is the epitome of safety awareness and accident prevention."

"It affected me the rest of the day, and I didn't talk about anything else," Lee said. "It was an experience that I hope I never have again."

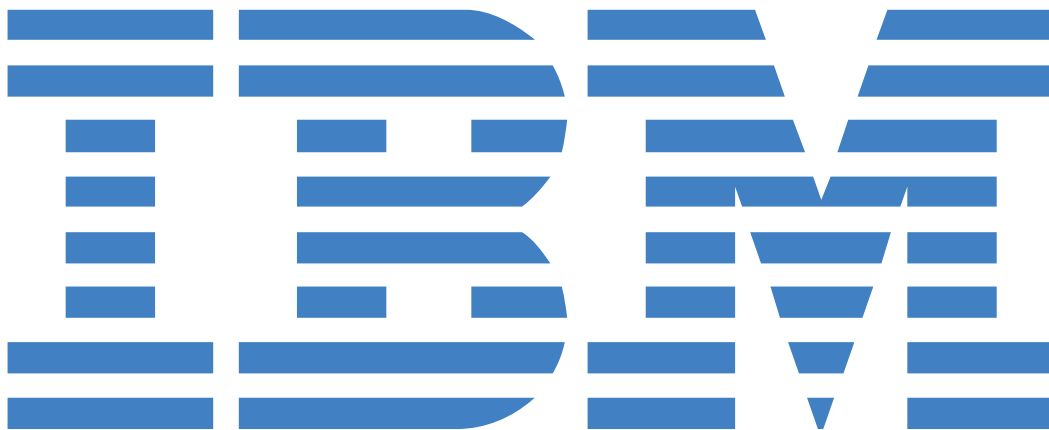
Ironically, the event took place within days of National 811 Day on Aug. 11. The day serves as a reminder to always call 811 to dig safely and lawfully.

Whether just planting a tree in a backyard or completing a major excavation project involving heavy equipment, it is essential to call before digging to have the approximate location of underground utilities and pipelines marked, said Lori Warner, public safety coordinator.

According to the Common Ground Alliance, there are more than 100 billion feet of underground utilities in the United States, equating to more than one football field's length of buried utilities for every person in the country. An underground utility line is damaged once every six minutes because someone did not call before digging.

Calling 811 is the law, and knowing where pipelines and underground utility lines are buried before digging helps protect everyone from injury, Warner said. It also helps prevent damage to utilities, service disruptions, potential fines and repair costs. ←





# Partnership hits 20-year mark

**Xcel Energy's strategic partnership with IBM recently hit the 20-year mark. The working relationship between the companies has remained intact through mergers, changes in regulatory requirements, workforce globalization and technological advancements.**

While Xcel Energy and the utility industry have changed a great deal in two decades, the company's commitment to work with IBM on the information-technology front has remained.

"Xcel Energy and IBM have shared countless accomplishments and changes over the years, which have meant a great deal to both organizations," said Dave Harkness, senior vice president of Business Systems and CIO. "It's rewarding to look back at how our partnership has grown, as well as how it will continue to grow in the future."

Xcel Energy and IBM have evolved together as their respective industries experienced tremendous change. Twenty years ago, dial-up connections were the thing, along with physical servers for each application and megabyte-sized storage.

Today, of course, things have grown beyond what anyone could have conceived two decades ago, including wireless functionality, cloud-based hosting, social media, mobile computing and more. Over the years, IBM has remained a flexible partner, Harkness said, and has provided Xcel Energy with innovative and cost-effective solutions, technology advancements, strong support and access to its global network of resources and knowledge.

"IBM is grateful for our longstanding partnership with Xcel Energy," said Allan Schurr, vice president and industry client leader with IBM. "Our relationship is unique among IBM clients

— with the duration, scope of services and business value all being exceptional.

"As the utility industry continues to evolve and transform, IBM's supporting role in helping Xcel Energy succeed is a responsibility we are committed to perform with excellence, innovation and overall value," he added. "We are looking forward to a continued exciting future with Xcel Energy."

Business Systems' outsourcing model with IBM took root in 1995, shortly before PSCo merged with SPS to form New Century Energies. The merger with NSP to form Xcel Energy then followed in 2000. The outsourcing model transformed again in 2005, with a contract extension that also included offshore support for the first time.

With the successful performance of offshore teams and the potential for significant cost savings, the contract was renegotiated in 2012. And in 2015, SAP support was added to the partnership, along with an extension of the contract through 2019.

These ongoing contracts are a testament to the quality of work and value Xcel Energy sees in its partnership with IBM, Harkness said.

"Without question, IBM continues to demonstrate a strong level of support and commitment to helping Xcel Energy address technology challenges, while simultaneously increasing our ability to deliver effective technology solutions," Harkness said. "We are committed to the IBM partnership because it continues to bring a strong level of utility and technology knowledge to our account, helping support our innovation and transformation." ←



dave HARKNESS



## New Carlsbad Service Center achieves LEED certification

The U.S. Green Building Council (USGBC) recently notified the company that the new Carlsbad Service Center, located in New Mexico, has achieved LEED certification.

The new facility serves the company's 37 full-time employees and outside contractor crews, and was opened in 2014 after operations moved from a 50-year-old facility. At the time of the service center's opening, Xcel Energy

announced it would seek LEED certification.

"Xcel Energy has a clear environmental policy that advocates for clean and renewable energy, biodiversity and energy efficiency," said David Franke, director of Project and Tenant Services. "We worked from the beginning to ensure the Carlsbad Service Center would be designed and built to meet LEED and Energy Star standards."

LEED, or Leadership in Energy and Environmental Design, is a nonprofit program under the U.S. Green Building Council. The international voluntary organization promotes environmentally responsible building solutions on four different levels: Certified, Silver, Gold and Platinum. LEED certification is dependent upon sustainable sites, water efficiency, energy and atmosphere, materials and resources and indoor environmental quality.

The 23,000 square foot Carlsbad Service Center features a high-efficiency HVAC system; LED lighting; building materials that contain more than 30 percent recycled content; a gravel yard that reduces heat absorption and absorbs moisture, minimizing run-off; drip irrigation; and low-flow restroom fixtures.

The Carlsbad Service Center joins the ranks of eight other LEED-certified company properties. Certification registration also has been submitted for Minnesota's Faribault, Red Wing and St. Cloud service centers; Hugo Training Center; the new 401 Nicollet Mall headquarters building; and the new Amarillo headquarters facility under construction in Texas.

## News Briefs



New Carlsbad Service Center

## Shikoku Electric execs visit Prairie Island

Senior leaders from the Shikoku Electric Power Co. met with leaders from Xcel Energy's Nuclear Department and the Prairie Island Nuclear Generating Plant to foster a technical exchange relationship that has been more than 24 years in the making.

Shikoku Electric owns the Ikata nuclear plant in Ikata, Japan, which also is a sister city to Red Wing, Minn. As a means of exchanging technical information related to nuclear power generation, the two organizations have developed and fostered an agreement to share operational and maintenance information.

During their visit, the officials met with Tim O'Connor, senior vice president and CNO, and other nuclear leaders to discuss the technical exchange program between the Ikata Plant and Prairie Island.

The Japanese visitors' three-day visit was filled with meetings, discussions of technical information and a tour of Prairie Island. Of importance was the discussion of the Ikata plant's response to the tsunami and earthquake that caused the Fukushima Daiichi disaster and the efforts under way at Prairie Island to implement the post-Fukushima safety improvements.

The Shikoku Electric executives also were interested in the Nuclear Department's risk assessment activities as they implement strategies to restart one of the three Ikata nuclear reactors shut down following the Fukushima Daiichi disaster more than three years ago.

"Nuclear operations is a worldwide industry, and what one plant does affects everyone else," O'Connor said. "I agree with the World Association of Nuclear Operators on the value that partnerships between countries and plants offer as a way to exchange best practices and to achieve excellence.

"I am proud that we have established a partnership with Shikoku Electric. Their three pressurized water reactors are similar to our two Prairie Island units, and their local community is similar to Red Wing," he added. "It is our responsibility as nuclear professionals to see top performance achieved. Fukushima was a learning event for all of us, especially with readiness efforts and mitigating strategies. I welcome ideas to improve safety, and I know the same holds true for Shikoku Electric."

The Shikoku Electric leaders also were interested in Xcel Energy's interface with community members and the local government to learn about external stakeholder outreach. A luncheon was held with the City of Red Wing mayor, council president and Chamber of Commerce president to highlight Prairie Island's partnership and the support provided by its host community of Red Wing.





# Trio of Knowledge Fairs



A trio of Knowledge Fairs, held recently in Denver, Amarillo and Minneapolis, attracted hundreds of employees to each event to learn more about some of their co-workers' endeavors. Pictured below, Marvin McDaniel, executive vice president, group president, Utilities, and CAO, addresses the gathering at the Denver fair.







**Climate Registered™**

# Company first to verify

**Xcel Energy has become the first U.S. utility to verify and register all of its greenhouse gas emissions data with The Climate Registry (TCR) for seven consecutive years.**

The company's emissions reporting validates Xcel Energy's more than 20 percent reduction in carbon dioxide emissions in the last decade, said Frank Prager, vice president of Policy and Federal Affairs.

"Xcel Energy pledged to begin reducing emissions in 2005, well before many other utilities in the country," Prager said. "Setting a standard to accurately measure these emissions was the first step in fulfilling our commitment."

"As a founding member of The Climate Registry, we contributed significant expertise and helped develop the protocol for counting emissions in the electric power sector, which ultimately helped us verify that we are meeting our goals."

Xcel Energy achieved "Climate-Registered" status by successfully measuring and reporting the company's emissions from 2005 to 2011.

The scope includes both direct

and indirect greenhouse gas emissions associated with providing utility energy service, as well as emissions that are considered optional to report under TCR's best-in-class Electric Power Sector Protocol. All of the emissions data has been third-party verified and reported on TCR's website.

"Not only is Xcel Energy reducing its carbon footprint, but our comprehensive, all-inclusive reporting and verification can provide customers with the information they need to be assured of their own emission reductions," Prager added.

In addition to TCR, Xcel Energy reports its emissions to local, state and federal entities, and provides the information publicly in the Carbon Disclosure Project and the company's annual Corporate Responsibility Report.

Xcel Energy is on track to achieve a 30-percent reduction in carbon dioxide emissions companywide by 2020 from 2005 levels. The company's clean energy strategy includes increasing the use of renewable energy and energy-efficiency programs, as well as modernizing and retiring plants.

"Xcel Energy has tangibly demonstrated its leadership and accountability over the years through its rigorous and high-quality greenhouse gas reporting," said David Rosenheim, executive director of TCR. "As countries from around the world gear up for the next UN Climate conference in November, and the United States embarks on measures such as the Clean Power Plan, Xcel Energy should be commended for its vision and foresight in addressing climate and energy issues."

Xcel Energy has publicly reported its emissions for 2012 to 2014 and is currently working with TCR to verify and register emissions for these years, as well.

The Climate Registry is a nonprofit organization that designs and operates voluntary and compliance greenhouse gas reporting programs throughout the world. It was established in 2007, and its predecessor was the California Action Registry. TCR assists organizations in measuring, verifying and reporting emissions in their operations to manage and reduce them. ←



## Letters

### Poem covers working life in the gas business

*(Editor's Note: We thought the poem below, written by retiree Bob Nielsen, captured parts of the natural gas world pretty well. Nielsen has helped host an annual gathering of Colorado Gas employees and retirees for years.)*

Dear Editor:

This is what happens when you have too much time on your hands:  
Nothing to do and all day to do it in.

I worked at all of the service centers at one time or another. That was the routine.

We would work about three months at a service center, then back to Lipan [Distribution Center in Denver] for a "hitch." That way we got to know the city and suburbs better.

Eventually, through seniority in certain job classifications, you could bid for a permanent service center. For me, Lipan was the last eight or so years.

—Bob "Sweed" Nielsen

### My Company

No one grabbed me by the arm  
and told me face to face  
No one told me that I'd have to work  
three decades at this place

My dad said, "The job you choose  
will put you to a test,  
Just go to work every day  
and do your very best"

I was one of many  
who worked out in the field  
Four times that number worked "out of sight"  
to increase our company's yield

My job wasn't stringing lines  
or climbing lengthy poles  
It was digging trenches  
and filling up holes

It was being called upon  
in days...and late at night  
To answer a firm request to  
"light our pilot lights"

It was going out of town  
for two weeks at a time  
Occasionally it was on holidays,  
not the best of times

I've worked in mountain valleys,  
other times near mountain peaks  
Temperatures at freezing  
went on for weeks and weeks

It was moving half-ton meters  
up stairways dark and bleak  
Using thirty-six-pound wrenches  
so the fittings wouldn't leak

I've cut and threaded two-inch pipe,  
twenty-five below and snowing  
I've worked in waist-deep water  
to keep the gas lines flowing

I've bellied in under houses,  
pushing soap and wrenches in my hat  
Dodging spiders, broken bottles,  
boards with nails, and lots of scat

In blizzards, floods and emergencies,  
it took a lot of grit  
We all worked for the "Company"  
and made the best of it

Some days I did just "pretty good,"  
most days I did my best  
Now that I'm retired,  
I think it's time to rest

Some, I'm sure, did more than I,  
on that I would agree  
But our collective goal throughout the years:  
To make a better company

For years and years, we all worked hard  
and mastered every task  
Would I do it all again?  
You wouldn't have to ask!

By Bob "Sweed" Nielsen

## Friends We'll Miss

### Andrew H. Anderson

83, division dispatcher, Distribution Engineering, Faribault Service Center, Faribault, Minn., died on Aug. 3, 2015. He worked for NSP from 1955 to 1981.

## People

### Howard E. Beasley

88, fitter serviceman, Colorado, died on July 26, 2015. He worked for PSCo from 1954 to 1986.

### Joseph F. Brehm

84, dispatcher, Boulder Service Center, Boulder, Colo., died on July 23, 2015. He worked for PSCo from 1954 to 1991.

### Roger E. Buege

87, operating clerk, General Services, White Bear Service Center, White Bear Lake, Minn., died on Aug. 23, 2015. He worked for NSP from 1949 to 1988.

### Harold W. Crowe

83, gas supply mechanic, Gas Operations, Fargo Service Center, Fargo, N.D., died on July 13, 2015. He worked for NSP from 1955 to 1993.

### William D. Fitzmaurice

85, public relations and corporate communications manager, Public Affairs, Headquarters Office Building, Denver, Colo., died on Aug. 1, 2015. He worked for PSCo from 1953 to 1991.

### James L. Funk

69, level 3 project director, AES Project Management, Chestnut Service Center, Minneapolis, Minn., died on July 30, 2015. He worked for NSP from 1966 to 2001.

### Jamie Gagnon

44, administrative assistant III, Direct Billing Services/Operations, Centre Pointe, Roseville, Minn., died on Aug. 9, 2015. She worked for Xcel Energy from 1999 until the time of her death.

### Kris E. Gormley

64, overhead working foreman, Electric Operations, Greeley Operations Center, Greeley, Colo., died on Aug. 5, 2015. He worked for PSCo from 1971 to 2009.



**Valgene A. Goulet**

96, foreman, Central Divison Stores, Eau Claire, Wis., died on Jun. 20, 2015. He worked for NSP from 1948 to 1979.

**Robert B. Greeno**

87, Colorado, died on Aug. 8, 2015. He worked for PSCo from 1964 to 1993.

**Daniel W. Horn**

58, billing analyst, Billing Operations/North, Centre Pointe, Roseville, Minn., died on Aug. 11, 2015. He worked for Xcel Energy from 1980 until the time of his death.

**William Klimstra**

85, accounting supervisor, Capital Asset Accounting, 414 Nicollet, Minneapolis, Minn., died on Aug. 9, 2015. He worked for NSP from 1954 to 1987.

**Gladys Munson**

94, accounting clerk, Metro Regional Operations, Customer Accounting/Metro West, died on May 1, 2015. She worked for NSP from 1952 to 1978.

**Robert W. Peterman**

93, special projects supervisor, Human Resource Development, died on July 22, 2015. He worked for PSCo from 1948 to 1988.

**Donovan J. Reidt**

64, Wisconsin, died on Aug. 5, 2015. He worked for NSP from 1973 to 1996.

**William M. Schaefer**

88, field engineer, Colorado, died on June 29, 2015. He worked for PSCo from 1953 to 1986.

**Reina M. Wallace**

59, associate II, Customer Contact Center/Operations, Amarillo Call Center, Amarillo, Texas, died on July 20, 2015. She worked for Xcel Energy from 2006 to 2015.

**Daniel D. Wunderlich**

80, operator, Dispatching, Cheyenne Service Center, Cheyenne, Wyo., died on Aug. 18, 2015. He worked for PSCo from 1959 to 1992.

## Retiring

**Gary Algien**

overhead working foreman, Electric Operations, Arvada, Colo., retired on Aug. 28, 2015. He worked for Xcel Energy for 37 years.

**Joe Edd Chandler**

foreman, Lubbock Station, Lubbock, Texas, retired on July 28, 2015.

**Joel Erickson**

principal pricing analyst, Pricing and Planning, 1800 Larimer, Denver, Colo., retired on Oct. 2, 2015. He worked for Xcel Energy for 33 years.

**Steve Erickson**

(sstn633g@comcast.net), system protection technician specialist, System Protection, Lookout Center, Golden, Colo., retired on July 24, 2015. He worked for Xcel Energy for 20 years.

**Steven P. Ganz**

foreman, Electric Trouble, Rice Street Service Center, St. Paul, Minn., retired on July 31, 2015. He worked for Xcel Energy for 32 years.

**Brenda R. Gee**

(bgee58@gmail.com), construction contract administrator, Transmission Construction, Amarillo Technical Center, Amarillo, Texas, retired on Sept. 24, 2015. She worked for Xcel Energy for 32 years.

**John Grage**

(Johnnnyg448@hotmail.com), locator, Damage Prevention, Rice Street Service Center, St. Paul, Minn., retired on Aug. 4, 2015. He worked for Xcel Energy for 35 years.

**Dick (Richard) Hanson**

(monsterdh@aol.com), revenue protection specialist, Revenue Assurance, Chestnut Service Center, Minneapolis, Minn., retired on Aug. 20, 2015. He worked for Xcel Energy for 39 years.

**Becky Harasyn**

(bharasyn@icloud.com), account executive, Gas Sales, White Bear Lake, Minn., retired on Sept. 8, 2015. She worked for Xcel Energy for 39 years.

**Douglas Jackson**

(douglas.jackson@comcast.net), manager, Investment Delivery and Project Control, Lipan Distribution Center, Denver, Colo., retired on Aug. 14, 2015. He worked for Xcel Energy for 33 years.

**Greg A. Johnson**

(johnsongreg50@msn.com), welder/mechanic, Maintenance, Black Dog Plant, Burnsville, Minn., retired on Aug. 14, 2015. He worked for Xcel Energy for 32 years.

**William Jones**

(bandajncr@live.com), principal engineer, Substation Engineering Design, 1800 Larimer, Denver, Colo., retired on Aug. 31, 2015. He worked for Xcel Energy for 45 years.

**Kathleen Loftus**

credit and collections specialist, Credit Call Center, Centre Point, Roseville, Minn., retired on Aug. 5, 2015. She worked for Xcel Energy for 35 years.

**Monte Mondragon**

(coachdragn@msn.com), meter man, Field Operations, Arvada Service Center, Arvada, Colo., retired on July 28, 2015. He worked for Xcel Energy for 38 years.

**Scott Rogers**

(sajarogers@gmail.com), control room supervisor, Operations, Prairie Island Nuclear Plant, Welch, Minn., retired on Sept. 2, 2015. He worked for Xcel Energy for 37 years.

**Norman Wilsher**

shift supervisor, Energy Supply, Jones Station, Lubbock, Texas, retired on Aug. 15, 2015. He worked for Xcel Energy for 40 years.

## Continuing Education

**Josh Fields**

product portfolio manager, Marketing, 414 Nicollet Mall, Minneapolis, Minn., received his MBA from Concordia University, St. Paul, Minn., during summer 2015.

## Online *Xtra* subscription now available

Employee readers of *Xtra* can now opt out of receiving the print version of Xcel Energy's employee and retiree publication, and instead read the online version on XpressNet or via a portal on the company's website at [xcelenergy.com](http://xcelenergy.com).

To complete the opt-out process, employees need to fill out a form on the *Xtra* homepage of XpressNet, providing their name, employee ID and company email address. Those who choose to opt out will receive an email when a new issue is available for online viewing.

The opt-out form and online versions of *Xtra* can be found by clicking on the "Xtra Online" link, located at the bottom of the XpressNet homepage. The online edition of *Xtra* also can be found at [xcelenergy.com/Xtra](http://xcelenergy.com/Xtra) – or from the homepage, look under Community/Community Involvement/Retiree Directory (or visit [xcelenergy.com/Retirees](http://xcelenergy.com/Retirees)).

## Retiree information

Retirees can opt out of receiving the print version, or request address changes regarding home delivery of the print edition, by calling Human Resources' Service Center at 800-689-7662.

They also are invited to visit the webpage noted above to view the latest issue, as well as a number of back issues of *Xtra*.

In addition, and as a reminder, Xcel Energy's main phone number is 800-328-8226. Just hit "0" for an operator to contact various departments and employees.



## **XTRA**

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communities.

The communities served by Xcel Energy are more than where we work...they're our hometowns. We're invested in our communities, and proud of the role our people play in making them the best possible places in which to live and work.



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