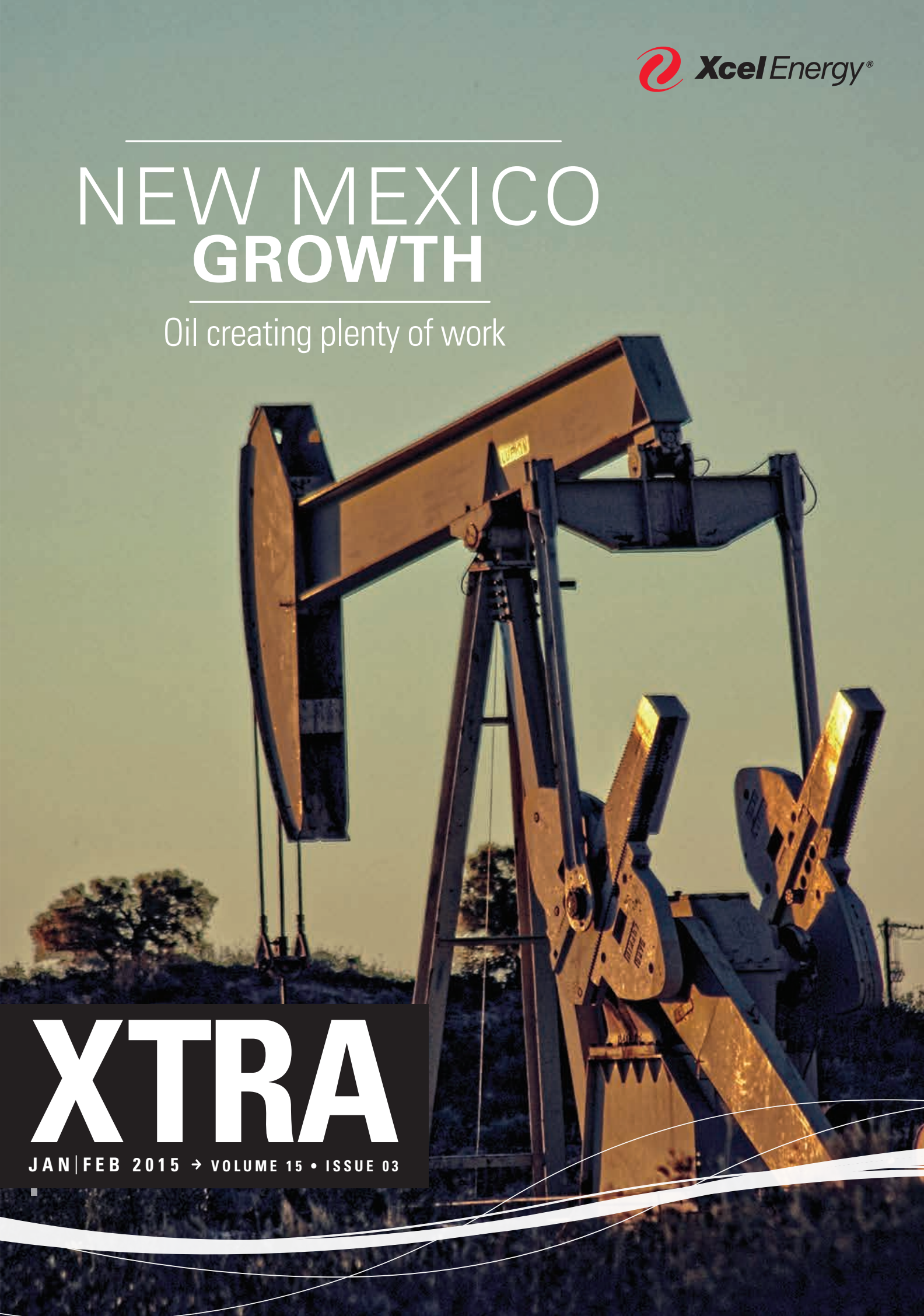
Xcel Energy®

NEW MEXICO **GROWTH**

Oil creating plenty of work



XTRA

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Content

On the Cover
An oil derrick pumps away in the New Mexico desert.

Ben's Blog

Toward a more competitive mindset

(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.)

I want to thank each of you for all of your contributions to making 2014 a great year for Xcel Energy.

The start of a new year is a good time to reflect on what we accomplished over the past year. And I am very proud that we had another "best-ever" safety year.

When we launched the Journey to Zero, I knew we could do it. But I didn't imagine we could make as much progress as we have – as fast as we have.

It shows how much we can accomplish when we focus on a common goal. And what could be more important than ensuring each of us goes home safe every day?

We've also made great progress in executing on our plans. Our transmission and Clean Air-Clean Jobs projects are well under way and nearing completion.

We are well positioned to meet our financial targets, as well, and have been a strong advocate on important policy matters such as the Environmental Protection Agency's proposed greenhouse gas rules.

Our nuclear operations have rallied around their 3-2-1 initiative and have demonstrated solid results. And we executed on important parts of our workforce strategy, such as our hiring and on-boarding processes, and bringing in veterans and added diversity to our company.

Finally, 2014 was particularly rewarding for me because we made such good progress in implementing our Strategic Call to Action and driving toward a more competitive mindset. We will build on that foundation this year – with even greater focus on executing our four-pillar strategy and aligning around our initiative to improve decision making.

Ever since we launched the call to action, employees have suggested that we need to improve our decision-making process. In particular, we need to make decisions more effectively and efficiently.

At last fall's leadership meetings, I issued a challenge to managers to take specific steps to improve decision making, including evaluating decision rights, processes and execution in their individual areas. You should have heard about this from your own management, who have discussion guides and other tools to enable them to make you part of the process.

But I also said that improving the effectiveness and efficiency of decision making starts at the top with me. So what am I doing? I am working with the executive team on reducing the number of councils that we've used to help us make decisions and chipping away at long-established practices that need to change.

For me, this is when our Strategic Call to Action gets exciting, because we can point to tangible steps that are moving us toward our goal. It's all part of changing our culture, which takes time and effort.

We do many things at Xcel Energy because we determined at some point in the past that it was the most effective approach. The tricky part is reevaluating those efforts and making fresh determinations about what's working and what isn't.

Because it requires us to challenge some long-held beliefs, it's not easy – but it's very important. At Xcel Energy, we not only want something new, we need something new to stay competitive. That something new includes a better way to make decisions.

Xcel Energy is strong, and we are well poised for the future. I wish you a safe and successful 2015. Thanks for all you do to make Xcel Energy great. ←

New Alignment

Organizational changes better align with Strategic Call to Action

Xcel Energy recently announced key organizational changes to better align the company's structure with both the Strategic Call to Action and the four pillars of its overall strategy.

"Since we launched the call to action, we have worked as a company to both better understand the changes facing our industry and drive our culture to be more competitively minded," said Ben Fowke, chairman, president and CEO. "This is another step that will position us for continued success and growth."

The changes came after Dave Sparby, senior vice president, Revenue Group, and president of NSP-Minnesota, announced his retirement, effective the end of 2014.

"I have appreciated Dave's strong work ethic, steady leadership and innovative ideas," Fowke said. "Many of you have benefited from working with him, and the company has benefited from his commitment and dedication."

Sparby had a long and distinguished career with the company, he said, starting with NSP in 1982 as an attorney specializing in regulatory issues. Over the course of his career, Sparby held leadership positions in the company's rates and regulatory department, gas utility, the operating companies and as chief financial officer.

"Fortunately, we have a strong bench who will work to fill Dave's shoes," Fowke said. "I have asked Marvin McDaniel to assume – in addition to his current duties – Dave's responsibilities."

McDaniel, executive vice president and group president, Utilities, brings a wealth of experience to the position and will provide the strong leadership needed for this important part of our business, he said. Improving the operating companies' performance is one of the key pillars of the company's strategy, and it is important to continue to build on the momentum already established.

As McDaniel began the process of selecting a new NSP-Minnesota president to fill the role after Sparby's retirement, Fowke said he used the opportunity to make changes in the organization to make the company stronger. He first announced Chris Clark as McDaniel's choice for president of NSP-Minnesota.

"Chris brings a wealth of experience to the position and will continue to drive needed improvement in our operating companies' performance," Fowke said. "I am confident that Chris will build on the strong foundation Dave established, and will create the momentum needed to ensure strong stakeholder partnerships and solid business results.

"Chris's strengths in aligning the diverse interests of our stakeholders to meet common objectives will be valuable as we work to provide the energy services our customers want and value," he added. "Chris brings a wealth of experience to the position and is well known to our stakeholders."

Previously, Clark served as regional vice president of Rates and Regulatory Affairs, overseeing rate and resource planning filings made with state regulatory commissions in Minnesota, North Dakota and South Dakota. He has held increasingly

BEN Fowke

KENT Larson

MARVIN McDaniel

responsible roles during his 15-year tenure with the company, beginning as legal counsel in 1999.

Second, Fowke announced that Roy Palmer, senior vice president of External Affairs, will be leaving the company in the first quarter of 2015.

"Roy established a strong foundation of political and community engagement for the company, on which it will continue to build," Fowke said. "From proactive legislation to Town Hall meetings, Roy significantly increased public policy outcomes and the opportunities for each of us to be politically engaged. Positive Effect took that effort even further and strengthened our overall engagement in the communities we serve."

Fowke shared at the Fall Leadership Meetings his commitment to driving both the company's strategy and culture change throughout the organization, noting that it is important that those efforts be closely aligned and consolidated within his organization. To that end, he named his chief of staff, Judy Poferl, as senior vice president of Executive Services and Corporate Secretary.

"Judy will report to me and will take the lead in coordinating and driving these efforts across the company," Fowke said. "To align the outreach and visibility for these efforts, Business Planning, Corporate Communications and our Xcel Energy Foundation will now report to Judy in addition to her current responsibilities.

"Likewise, I have long said that public policy is a key driver of our business, and new initiatives – particularly in the environmental arena – are at the forefront," he continued. "To further consolidate and align our policy initiatives, Federal Affairs will report to Frank Prager [vice president of Policy and Strategy], who also leads our policy team. Bringing together our policy and federal lobbying teams will leverage our effectiveness in shaping important new initiatives."

Finally, Fowke announced that Customer Care and the Enterprise Transformation Office will report to Kent Larson, executive vice president and group president, Operations.

"Operational excellence continues to be the foundation of our strategy, as we won't be successful if our service doesn't meet customer and policymaker expectations," Fowke said. "Bringing together our key operations centers into one organization will help sharpen our focus on service excellence and ensure the sharing of best practices across the enterprise. Our Productivity through Technology project is a key enabler to both driving down our costs and ensuring service excellence, and so it makes sense that the project also be housed within Operations."

All changes took effect Jan. 1.

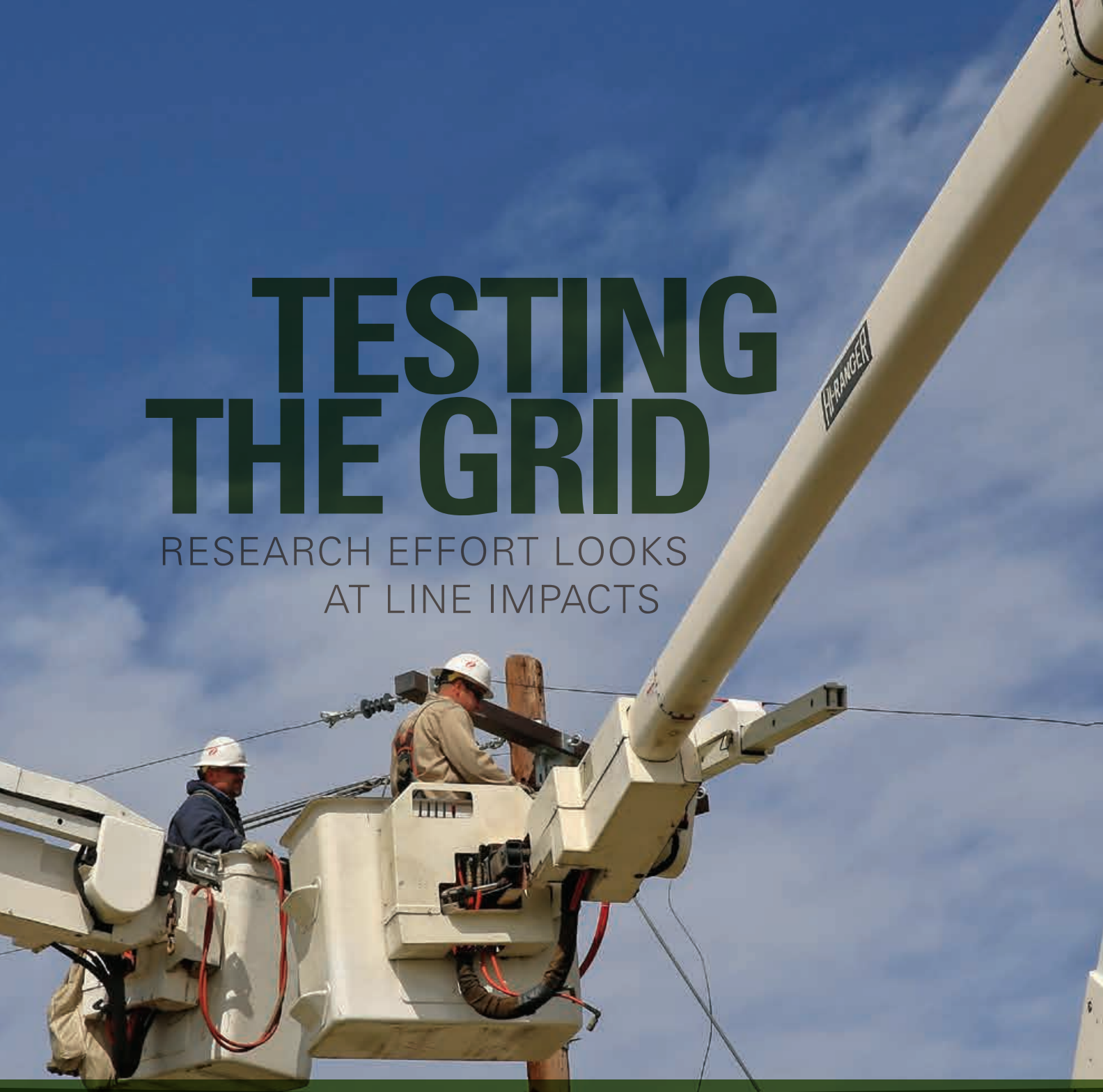
"We have a sound strategy and great employees to ensure we execute well," Fowke said. "As I indicated at our Leadership Meetings this fall, driving our culture change starts at the top, and I am confident that we have the team and structure in place to achieve our goals." ←

CHRIS Clark

JUDY Poferl

TESTING THE GRID

RESEARCH EFFORT LOOKS AT LINE IMPACTS



Whether it makes a sound or not, a falling utility pole definitely can have an impact on the electric grid and outages on the system.

To minimize electric outages due to failed equipment – including poles – the company has been taking a close look at exactly what happens when a line is impacted by an external force – usually as a result of nearby falling trees.

Understanding the various failure scenarios that follow is giving the company valuable insight into what can be done to prevent those events or minimize their impact, said Ward Scharmer, manager of Electric Distribution System Performance.

"As we identified things to test, we acknowledged that when a large tree falls on our system, we can't practically build a system where nothing breaks," he explained. "Instead, we would like to try and manage the damage.

"But first we needed to find out how things fail," he added. "It is a rare instance when someone actually sees one of these incidents occur in person."

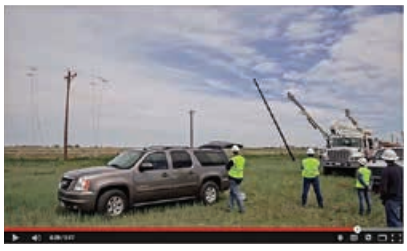
In order to actually be present and observe electric line failure events, the company led a series of multi-agency, grid-resiliency tests last year outside of Greeley, Colo. A series of a dozen different tests was conducted on a 50- to 60-year-old distribution line, which had just been taken out of service.

Representatives from the Electric Power Research Institute (EPRI) and America Electric Power (AEP) also were present for the tests. The tests are part of the Distribution business area's system-modernization effort, which is a component of an overall grid-resiliency effort with EPRI.

The three-year initiative started in 2013 with more than 25 utility company participants. The end goal of the comprehensive research effort is to make the electric grid more resilient, increase the

Testing

The company's grid-resiliency tests have been valuable in terms of providing real-time data on the processes and impacts of falling objects – primarily trees – on electric lines. To see a video on the testing and overall effort, please visit Xcel Energy's channel on YouTube.com, or search storm simulation, Xcel Energy.



ability to more rapidly respond to outages and to make outages more survivable.

Grid resiliency is part of Distribution's modernization effort, which also plays a role in the Strategic Call to Action – both in terms of the company's continued drive to operational excellence and making smart investments that position Xcel Energy for the future.

To try and gain a broad scope of what can happen to a distribution line in a storm, crews tried different scenarios of simulating a tree falling into a distribution line by dropping a large wrecking pole onto the line. Sensors measured the force the line conductors underwent, depending on where the wrecking pole was dropped or the force of how it was dropped to understand the effects of each situation.

"We put the line in different configurations using wooden cross arms and then fiberglass versions, along with different conductor sizes," said Betsy Coppock, principal engineer, Electric Distribution System Performance. "We saw what happens to materials using both legacy and current company standards."

The tests have been valuable in terms of providing real-time data on the processes and impacts of falling objects, she said, and have challenged some of the assumptions held by many in the utility industry. And the insights gained during the testing will go far in helping Distribution create strategies and integrate new equipment to help mitigate outages, as well as deal with them more quickly when they do occur.

"We generally had the wrong impression on how things broke in the system," Coppock said. "We expected poles to break more easily at the base, but instead saw pole tops and cross-arms breaking on these older structures.

"We found that splitting and lightning damage were definite weak points at the top of poles and at cross-arms," Coppock explained. "We now need to take the information about older structures and their weak points, and develop a program to strengthen our system to minimize those issues."

Overall, there were several main conclusions that came from reviewing the video recordings of the resiliency tests. First, the condition of pole tops prior to testing was a strong indicator if the pole top would stay intact during the test. The lesson: Good, ongoing inspection and maintenance programs may limit storm damage.

Secondly, the recordings showed that new fiberglass cross-arms are strong and stiff, and help transfer force to the next structure down. Thirdly, much of the structural damage occurs on the rebound after the first break. And finally, the tests showed that damage can occur several spans away from the initial tree-impact location.

"The testing did reaffirm that installing larger poles than we were using before and ensuring our existing poles are in good shape are the most important improvements we can make – because broken poles are one of the most time-intensive outages to restore," Coppock said. "During a storm, restoring power to everyone is substantially slowed each time a pole has to be replaced."

Using information gathered from the testing, additional grid-resiliency tests were conducted by AEP later in 2014. This time, actual trees were felled instead of simulating a tree falling on a line by using a large wrecking pole.

EPRI, which is spearheading the project, is currently analyzing all of the data from the 2014 testing. EPRI researchers have commented on the value of what the industry is learning through this real-world testing of aged distribution equipment, Coppock said.

"In fact, EPRI folks have said they wished the tests Xcel Energy developed and performed had been performed earlier in the research effort, as they have challenged some of the original assumptions," she said.

Partly in honor of this acknowledgement, in December EPRI selected David Flaten, senior engineer with Electric Distribution Standards; Kelly Bloch, senior director of Electric Distribution Engineering; and Coppock as recipients of its Technology Transfer Award due to the leadership in grid resiliency demonstrated by this effort.

EPRI will use the results of these two sets of tests to help refine its future lab testing at its facility in Lenox, Mass. The project has hit the halfway mark, with final findings and conclusions expected in about 12 months.

"These tests are tools to help us see what kind of changes we need to make to existing designs," Coppock said. "As we learn things, we are making changes to our operations. We expect more changes to be included in the new standards that will be rolled out in the future." ←

CAST IRON GONE

XCEL ENERGY REMOVES LAST OF CAST IRON PIPE FROM ITS NATURAL GAS SYSTEM

Xcel Energy replaced the final miles of cast iron pipe in its natural gas system last fall, achieving a milestone in modernizing its infrastructure.

The last of the cast iron pipe was replaced in its Colorado system in early October. The company's last cast iron pipe in Minnesota was replaced in late 2012. As the nation's sixth largest natural gas distribution company, Xcel Energy serves nearly 2 million gas customers, primarily in Colorado and Minnesota.

"Xcel Energy has been wisely modernizing and investing in our infrastructure so we can continue to provide safe and reliable energy at an affordable price to our customers," said Cheryl Campbell, vice president of Gas Engineering and Operations. "We have a long history of operating a safe and reliable natural gas system for the public, and we're doing everything we can to ensure it stays that way."

Cast iron was the state-of-the-art, natural gas pipeline system when it was installed between 50 and 100 years ago. It since has been replaced by new material and technology to create a more reliable, robust and safer system.

The company began systematically removing the cast iron pipe in the 1970s, she said. In total, about 880 miles of cast iron pipe were replaced in Colorado and Minnesota.

Xcel Energy also provides natural gas service in parts of Wisconsin, Michigan and North Dakota. However, cast iron pipe was not used in the company's systems in those states.

Removing older cast iron pipe benefits the environment by reducing methane emissions. The company estimates the equivalent of nearly 31,000 metric tons of carbon dioxide annually will not be released as a result of replacing the cast iron pipe on its system. That's comparable to the annual greenhouse gas emissions from about 6,500 cars.

"Replacing all the cast iron pipe in our system has been a tremendous undertaking, and required that local governments work with us so we could get the job done safely and efficiently," Campbell said. "We appreciate their partnership in this effort and the patience of our customers, as our crews worked in the public right-of-way to complete this work."

Xcel Energy has made significant investments to modernize its natural gas system in recent years while natural gas prices have been at historically low levels, she said, which moderated the impact on customers' bills. ←

News Briefs

Prairie Island Unit 1 achieves record 644-day, non-stop run

Prairie Island Nuclear Generating Plant's Unit 1 reactor returned to full power at the end of November after a refueling and maintenance outage. The start of the outage on Oct. 8 concluded a record 644-day, non-stop run for the unit, eclipsing the previous record of 559 days.

The unit's capacity factor during the record run was 97 percent, higher than the nuclear industry average of 90 percent. Capacity factor isv a ratio of an electric generating plant's actual output over a period of time and its output had it operated at 100 percent power the entire time.

During the outage, 600 contractors helped plant staff replace one-third of the unit's fuel and perform maintenance tasks to prepare the unit for its next operating cycle. In addition, workers replaced the unit's main electrical transformer.

Each of the two 550-megawatt reactors at Prairie Island is refueled approximately once every 18 months. During refueling outages, Xcel Energy purchases electricity from the Midcontinent Independent System Operator or other utilities or increases electricity production at its other generating plants to ensure an adequate power supply for customers.

The unit's capacity factor during the record run was 97 percent, higher than the nuclear industry average of 90 percent. Capacity factor is a ratio of an electric generating plant's actual output over a period of time and its output had it operated at 100 percent power the entire time.

Nygaard and Lamb named vice presidents

Dan Nygaard and Michael Lamb have been named to new vice president roles.

Nygaard has been named the new vice president of Marketing. He previously served as vice president of Safety and Business Services.

Michael Lamb has been named vice president of Operating Services and the Enterprise Transformation Office (ETO), to lead a new organization that includes the ETO in addition to his existing responsibilities.

Marketing will continue to report to Marvin McDaniel, executive vice president and group president, Utilities, in the recently revised Utility Group. Marketing will focus on developing and delivering innovative customer products and solutions that help the operating companies further their objectives, McDaniel said.

Nygaard joined Xcel Energy in 2002 as the director of Marketing Operations after 10 years of leading energy solutions businesses for Exelon and Honeywell. While at Xcel Energy, he has held leadership positions in Customer Care, Regulatory, Human Resources and Supply Chain.

Lamb helped start the Productivity through Technology (PTT) initiative and has continued to play a critical leadership role as it has grown and evolved, said Kent Larson, executive vice president and group president, Operations.

"The new organization will provide oversight for the PTT program, focused on maintaining governance discipline and decision-making agility as we progress through the critical next phases," Larson said. "It will continue to support all aspects of the program including enterprise change management, the financial suite implementation, technology deployments and the business process changes for Nuclear and operating business units.

To improve organizational alignment with the Strategic Call to Action, the company recently announced that the ETO was moving to Operations. This change ensures that the PTT program is fully integrated with Operations.

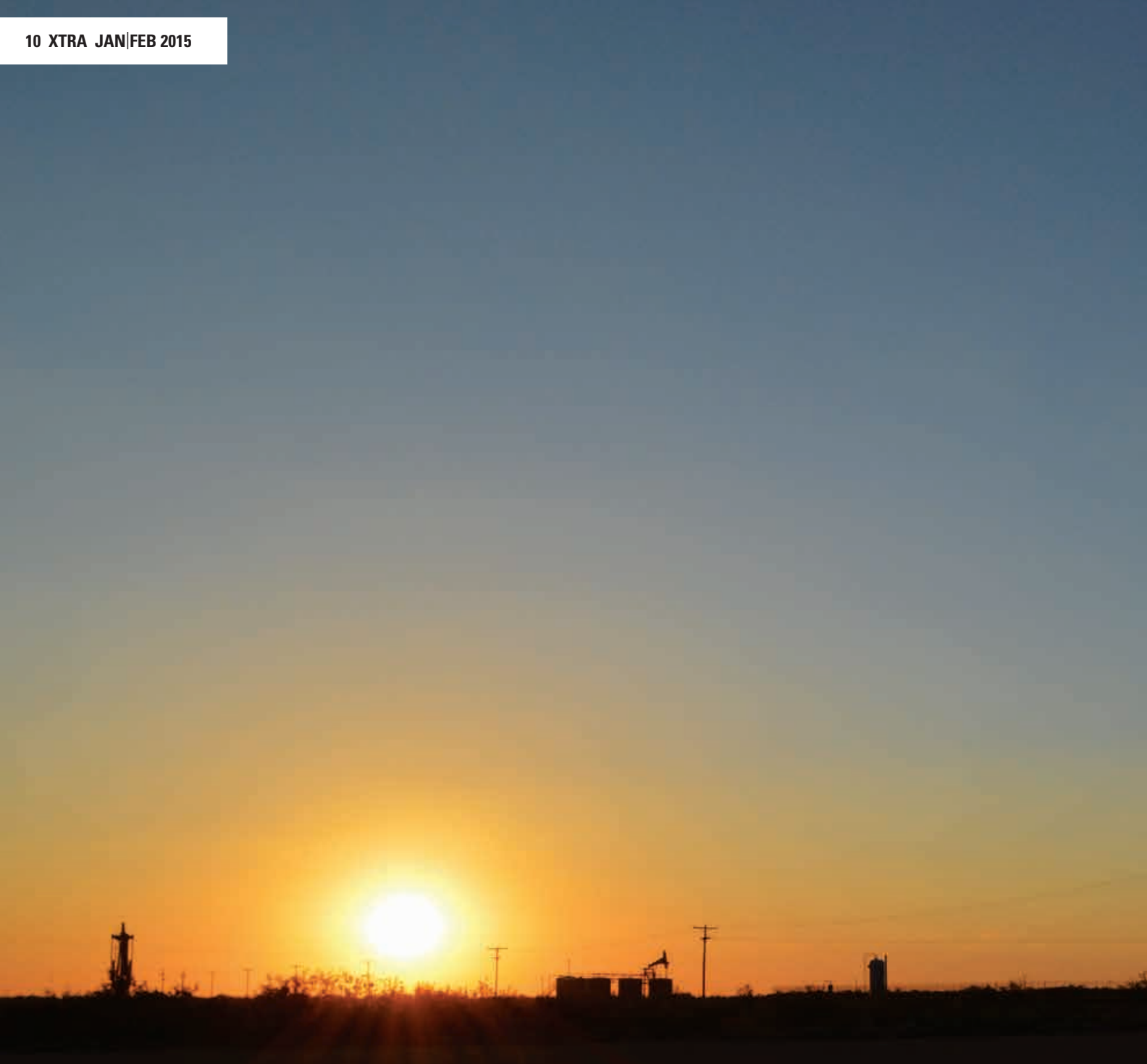
Tim Brossart, ETO area vice president, will report directly to Lamb. Brossart's extensive operations experience and leadership skill are instrumental in supporting PTT's success, Larson said.

In addition to these changes, Jay Herrmann, former vice president of Marketing and Corporate Communications, is leaving the company. Herrmann led many accomplishments over his career, McDaniel said, with his team offering an industry-leading suite of energy efficiency and renewable energy programs, customer tools centered on the company's Moments that Matter effort, and a communications strategy that brought Xcel Energy more fully into the social and digital world.

DAN Nygaard

MICHAEL Lamb

TIM Brossart



New Mexico Expansion

Company puts competitive mindset to work to meet oil-drilling surge

In 2011, Xcel Energy built just 20 miles of new electric lines in the far southeast corner of New Mexico – a vast and mostly empty stretch of desert.

In 2015, the company plans to build or rebuild more than 200 miles of transmission and distribution lines in the area – with expectations of that level or more continuing for the next decade.

That's one way to put an oil and natural gas boom into perspective.

Another way is picturing one oil company spending $1 million a month on diesel fuel to run its mammoth two-megawatt electric generators to support its drilling operations in the area.

Yet another way is seeing a company substation in Hobbs, N.M. – expected to be of sufficient size until the end of the decade – experience 20 to 30 percent growth in a few months from new residential and commercial growth, and need immediate upgrading.

Oh, and Dominoes delivery drivers are making $18 an hour in Hobbs, plus benefits and mileage.

Although the recent slip in the price of oil will most likely affect the boom, the fact remains: the western portion of the famed Permian Basin of Texas and New Mexico is the heart of what may very well be the nation's richest oil and gas play in the coming years. Some oil people claim it is the most prolific oil shale in the world.

And happily, Xcel Energy is playing a major role in helping

that work become reality. The drop in oil prices might actually serve as a benefit to Xcel Energy – allowing the company to put more infrastructure in place in a more deliberate manner.

"The growth we have been seeing is unprecedented, and it's been driven primarily by the booming energy and mining sectors," said David Hudson, president of SPS. "As a partner in this region's economic success, we're committing a large amount of capital to sustain this growth well into the future.

"Our aim is the right line at the right time," Hudson added. "And progress is being made."

Xcel Energy will invest more than $550 million in new high-voltage transmission lines and substations between now and 2020 to supply power for the growing New Mexico and Texas economies. The projects were approved by the Southwest Power Pool last April.

Plans call for 400 miles of new high-voltage transmission lines and 12 new substations, and are part of Xcel Energy's wider Power for the Plains transmission-enhancement program.

"It's been unbelievable the number of requests we've been getting and the expansion we're undertaking," added Seth Thomason, director of Customer Relations, Texas/New Mexico Managed Accounts. "Everything points to production work that will last for years to come, and they need us to be a part of the effort.

"The low price of oil is going to cause some slowdown, and at this point, we just don't know how much," he added. "But I'm convinced this oil field will continue to develop. Much of the infrastructure under construction now or in the near future is needed for wells that have already been drilled and are awaiting electric service.

"There are still a peak number of drilling rigs in the field drilling right now," he said. "And as far as transmission infrastructure in the next planning cycle, it may be soon or it may be some months down the road, but either way the electric infrastructure will be needed."

While energy needs have gone up exponentially in the last couple of years, the remoteness of the area requiring service makes it more difficult to get infrastructure in place, said Jay Smith, director of Distribution.

"It's kind of like trying to change a tire on a car while still

driving," he said. "However, while we have oil-development growth happening, we also have long-term solutions under way. Clearly, that amount of infrastructure doesn't happen overnight."

Part of the quick growth is based on oil companies becoming faster at drilling, as well as their ability to bring more and more rigs into the area as needed. The companies are down to just 25 to 30 days to drill and "frack" a well, he said.

In addition, this portion of the Permian Basis allows companies to drill at as many as 12 different layers of shale under the earth – far more than other oil-shale plays. And to that end, Smith said the New Mexico field should be one of the later areas to slow down.

Plus, related gas compression and processing facilities are needed, along with pipelines to move the product from the region – operations that also of course require electricity.

To meet this growth, the company's Distribution and Transmission groups are working closely together. And that means meeting demands in the field, as well as in the towns and cities Xcel Energy serves in the area, such as Hobbs and Carlsbad.

"We can't fail at that," Smith said. "And we have done a good job of keeping up with growth in the cities so far."

A substantial piece of the job is substations, with upwards of a dozen new subs needed in the oil patch. While new transmission lines are being built, the new substations are going in, along with feeder lines to serve new customers.

"We want the substations to be ready to go immediately because the customers are already there," he said. "The day a sub is energized, we want to be able to put as much load on it as possible.

"The challenge to be a competitive company is real for us, and we're doing it," he added. "It's a challenge to figure out how to do it all, and the overall effort makes for a great opportunity to work at being more competitive."

Transmission, of course, is another big side of the equation.

"We're working to provide new service for customers – and those customers are looking for service where there has been absolutely nothing before, due to few people and little activity in the area," said Duane Ripperger, manager of Regional Transmission Initiatives.

The company plans to eventually run two sources of power into the oil-shale region in the future to provide more capacity and reliability, he said. But it will all come via a staged approach as the load develops.

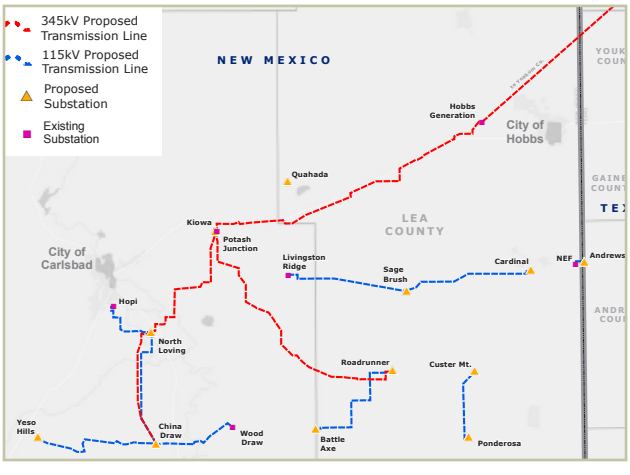
Much of the approved work is now in the planning and permitting phases, Ripperger said. But four new substations and 90 miles of new transmission line are set to be operational by the end of the year.

Last year, the company received nearly 700 different requests for new electric service in the area, he said. A multi-disciplinary company team is working to meet the growing electric needs in the region, which could be as much as 700 megawatts of power in the area over the next 10 years.

"Customer requests for service are driving this growth, and we have an obligation to serve," Ripperger said. "There are a lot of moving parts, and things are constantly changing." ←

Infrastructure

Xcel Energy is playing a major role in helping growth based on oil and gas exploration and production in southeast New Mexico become reality. The recent drop in oil prices might actually serve as a benefit – allowing the company to put more infrastructure in place in a more deliberate manner.



FORECASTING BONANZA

WIND FORECASTING SYSTEM RECEIVES PRESTIGIOUS AWARD, SAVES CUSTOMERS MILLIONS

The cutting-edge forecasting system used by Xcel Energy to manage the 5,300 megawatts of wind on its system recently was recognized with a prestigious Governor's Award in Colorado.

"Highly detailed, turbine-level forecasting has made it possible to expand and successfully integrate the company's significant wind portfolio," said Eric Pierce, managing director of Trading, Origination and Power Operations. "Thanks to this effort, we have more certainty around how much wind energy to expect each day. And our more accurate forecasts are saving customers millions of dollars in fuel costs."

Xcel Energy began working with the National Center for Atmospheric Research (NCAR) at the end of 2008 to improve the predictability of the company's wind resources. The multi-year project has produced a system that delivers high-resolution, wind-energy forecasts for up to a 168-hour period.

Those forecasts are provided every 15 minutes across Xcel Energy's entire service territory – from the hills of western Minnesota to the plains of eastern Colorado to the flat expanses of the Texas Panhandle.

The system uses real-time operating data and applies sophisticated algorithms to forecast the amount of wind power that will be produced, he said. Forecasting wind at turbine sites is challenging because landscape features such as hills and trees can reshape wind speeds and directions, and cause turbulence in ways that can greatly influence the amount of energy produced.

The forecasts are created through a suite of high-tech tools, including cutting-edge computer models, advanced statistical techniques, and highly detailed observations of atmospheric conditions and energy generation. The company estimates that the effort has reduced its wind forecasting error rate by more than 38 percent and saved customers about $46 million to date.

"Through this work, our forecasting can now help determine wind conditions well in advance," Pierce said. "This allows us to identify what other energy resources are needed to work with wind production on the system. And more accurate wind forecasts have improved the integration, efficiency and cost of wind energy on our system."

CO-LABS, a nonprofit effort that informs the public about the breakthroughs and impacts from Colorado's 30 federally funded labs and research facilities, presents the Governor's Award annually. The nonprofit also includes research universities, state and local governments, economic development organizations, private businesses and other nonprofit organizations.

"The wind and solar forecasting system developed with NCAR has given Xcel Energy great certainty each day in determining the amount of renewable energy we can expect as we strive to provide reliable and reasonably priced power to our customers," said David Eves, president and CEO of PSCo. "We believe this modeling will provide equal certainty for other U.S. utilities as they also increase the amount of renewable generation in their portfolios."

This past fall, Xcel Energy set another record for wind generation on its Colorado system when wind production averaged 2,169 megawatts between 3 p.m. and 4 p.m. on Nov. 7, 2014, surpassing the previous record of 2,104 megawatts.

"Something exciting about this new wind record is that it occurred during a time of day when load was higher, unlike other records that were set in the middle of the night," said Drake Bartlett, senior trading analyst with Commercial Operations.

"During this record hour, wind was serving about 56 percent of our customer load.

"It is also noteworthy that we had more than 50 hours in 2014 where wind production on the system eclipsed 2,000 megawatt hours," he added. "And there were more than 150 hours where we served more than 50 percent of our customer load.

The production record was not unexpected, he said, since the Limon III wind farm began commercial operation earlier that month, increasing the company's Colorado wind capacity by 200 megawatts to 2,343 megawatts. Limon III is the first wind farm to come online of the nine new projects the company announced last year through competitive bidding processes.

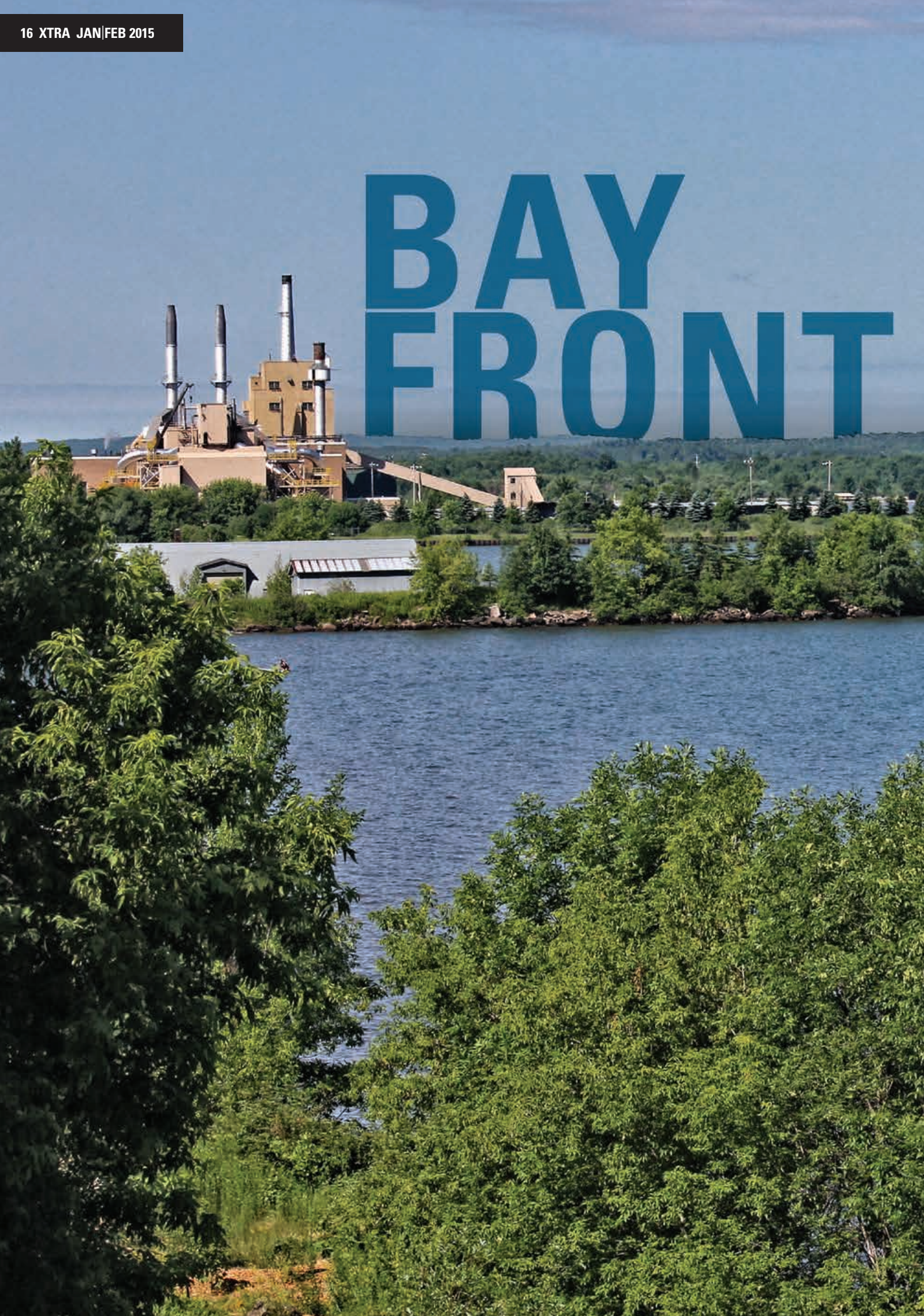
Xcel Energy's Colorado system also set a new record last fall for hourly load served by wind, with wind energy serving more than 61 percent of customer load between 11 p.m. and midnight on Oct. 31, 2014.

"Wind-power production is difficult to forecast due to its variability, and inaccurate forecasts are costly," Bartlett said. "This precise wind-power forecasting service has significantly reduced our forecast error, allowing us to better determine when to turn up or turn down coal- and natural gas-fired power plants.

"This in turn saves customers millions of dollars in fuel costs and more efficiently utilizes fossil fuels," he added. "We now have consistently better information to make critical dispatch and trading decisions, and using this system is proving to be a key tool in continuing to build a diverse and sustainable portfolio at Xcel Energy." ←

"We now have consistently better information to make critical dispatch and trading decisions"

BAY FRONT



WISCONSIN PLANT RECEIVES MAJOR AIR-QUALITY AND CONTROL-SYSTEM UPGRADES

With the completion of an $18 million upgrade to its air-quality equipment and boiler-control systems, Xcel Energy's Bay Front Generating Station is now among the cleanest biomass power plants in the nation.

"This was a significant project and investment in this plant that allows us to continue to meet Wisconsin's renewable energy goals while providing cleaner energy to our customers," said Mark Stoering, president of NSP-Wisconsin. "We greatly appreciate the support of the city of Ashland and area residents during this project."

The effort entailed the biggest project at the plant in the last 25 years, said Dave Fulweber, plant director. The project included new baghouses on Unit One and Two at the plant, along with boiler-control systems for each of the units.

A third unit at the plant operates on natural gas. The Bay Front plant can generate up to 76 megawatts of electricity.

"The new filtration units will provide additional filtering of particulate matter," he said. "And we also now have a carbon-injection system teamed together with the baghouses for mercury reduction.

"We prepared for almost a year and a half for an outage for the plant – where we shut down the boilers and tied the final components of the system into the existing structure itself," he added.

Bay Front uses about 250,000 tons of waste wood each year, purchased from local loggers and other suppliers

Wisconsin Upgrade

In 1979, Bay Front Generating Station in Ashland, Wis., became the first investor-owned utility power plant in the nation to burn waste wood to generate electricity. Since then it has used more than 5.8 million tons of waste wood, including sustainably harvested biomass and used railroad ties. At right, a crane towers over the plant during the construction project.

located within approximately 75 miles of the plant. Through its current purchases of waste wood and related services, Bay Front has a more than $30 million annual economic impact on a six-county region in northern Wisconsin.

In 1979, Bay Front became the first investor-owned utility power plant in the nation to burn waste wood to generate electricity. Since then it has used more than 5.8 million tons of waste wood, including sustainably harvested biomass and used railroad ties.

The recent project began in June 2013, with construction of the new baghouses as a first phase, which wrapped up in March 2014. A second phase then ran until this past November, Fulweber said.

That final phase entailed the rest of the construction, readying for the tie-in of the new systems and demolition of the old equipment. The plant outage officially ran from Sept. 11 to Nov. 13, 2014.

"It went very well," he said. "We had some apprehension going in, because working with biomass boilers and baghouses can be tough.

"We give lots of thanks to our Engineering and Construction Department project team, led by Mark Danberg [project manager] and Kyle Shepard [construction superintendent], as well as their team of engineers and Special Construction workers," he added. "Because of them, the project was a large success from start to finish."

The conversion project replaced vintage equipment, he added, and operations are now all computer controlled. The new baghouse-filtration and carbon-treatment systems represent a big improvement over the previous gravel-bed electrostatic system, Fulweber said.

More than 100 additional workers were onsite to complete the installation of new particulate controls, carbon-injection equipment and boiler-control systems. And with the additional workers, came five different cranes to complete the project.

"It was an impressive project," he said, "not the least of which was the benefits to the local economy."

In addition, another project in recent years also helped air conditions at the plant, with the installation of a dust-control system on the facility's wood receiving, storage and handling process.

The system consists of a series of blowers and filters to capture dust as wood is dumped from trucks into the receiving hopper and other transfer points, and ultimately conveyed to the storage bin. The dust the system collects is then transported with the normal wood stream to the boilers and burned.

"Through reliable operations and ability to coordinate and secure quality waste wood from loggers and other regional suppliers, Bay Front continues to be an important renewable energy and economic resource for Wisconsin," Fulweber said.

"We have steadily increased our use of locally and sustainably harvested waste wood, and worked closely with suppliers to maintain high quality," he added. "In the past decade, we have nearly doubled our use of waste wood."

Xcel Energy is an active contributor to the Lake Superior Woody Biomass Initiative, which promotes scientific research and the development of biomass energy plantations. With funding from Xcel Energy and the Wisconsin Department of Natural Resources, the initiative has established hybrid poplar and black willow plantations in the Ashland area. ←

New headquarters in Minneapolis to feature campus concept

News Brief

Xcel Energy's headquarters in Minneapolis will feature not only a new building in 2016, but also a new campus concept.

Upon completion of the company's new leased facility, located at 401 Nicollet Mall, work groups that are currently housed in 414 Nicollet Mall (GO) and Marquette Plaza will be strategically relocated into work areas that create efficiencies – much like a college campus grouping departments with similar needs (i.e. sciences or humanities) into the same facility.

Plans currently call for senior executives and corporate work groups to be located in the 401 building, while more operations-centric work groups will office in 414, said Marvin McDaniel, executive vice president and group president, Utilities. This approach will pair work groups with the partners and facilities they work with most.

One of the more exciting new features supporting the campus feel will be an amenity level connecting the two buildings via skyway, he said, which will include a conference center, cafeteria/coffee bar, informal seating and fitness center. Staff located in both buildings will be able to access the Minneapolis skyway system.

"Moving to a campus concept also offers the opportunity to re-brand our headquarters," McDaniel said. "The 414 building will no longer be referred to as GO. Instead, the entire campus will be named Xcel Energy Headquarters Campus [HQ for short]. We will rename 414 and create a name for 401 in the coming months."

The new Xcel Energy Headquarters will open in conjunction with the City of Minneapolis' $50 million redevelopment of Nicollet Mall, which will run between the two HQ campus buildings. This transit and pedestrian mall will be updated and re-envisioned to keep Minneapolis attractive and vibrant in an increasingly competitive marketplace both nationally and globally.

"We expect our new headquarters to become a key contributor to the city's goal of creating an even stronger economic engine for our state," he said.

Photo Op

View from a Snowcat

A transmission line works its way up and over a ridge in the Colorado mountains on a sunny winter day. Kelsey Lightfoot, a lineman in Transmission, took this photo from a snow cat used to patrol transmission lines in the Rocky Mountains. His tracks can been seen under the towers.

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.*

XCEL ENERGY CHARTS PATH TO REDUCE CARBON EMISSIONS 40 PERCENT BY 2030

Xcel Energy has offered a plan to more than double its renewable energy portfolio and deliver nation-leading carbon emission reductions, while maintaining a diverse energy mix that helps keep costs reasonable for customers. The proposal is outlined in the company's 2016-2030 Upper Midwest Integrated Resource Plan.

"Our resource plan is truly transformational," said Ben Fowke, chairman, president and CEO. "We want to increase our renewable energy portfolio and reduce carbon emissions to achieve an energy mix that is 63 percent carbon-free. But the portfolio will still be balanced because a diverse fuel mix enables us to manage risk.

"We know that customers want clean energy – and we plan to deliver it to them at a reasonable cost," he added. "Our plan charts a course to cost-effectively meet and exceed the carbon, renewable-energy and energy-efficiency requirements of the states we serve in the Upper Midwest."

The plan is driven by achieving aggressive reductions in carbon emissions from 2005 levels – a 30 percent reduction by 2020 and a 40 percent reduction by 2030 – to meet expected federal carbon requirements.

"We recently filed two important documents with regulators: one was the 2016-2030 resource plan for the Upper Midwest; the other was a roadmap for implementing the recommendations of the e21 initiative, in which a group of stakeholders, including Xcel Energy, suggested a new regulatory framework for Minnesota," Fowke said.

"Getting there, however, is going to require a new level of collaboration among everyone who has a stake in this process – and that's where the e21 roadmap fits in," he added. "We've asked the Minnesota Public Utilities Commission for a chance to discuss alternative rate structures, and more pricing and energy options than traditional regulation allows."

Here's the difference: today's approach is an audit-like review of historical decisions and an isolated consideration of issues, which makes it difficult to move quickly, be innovative or get recovery for what customers want, he explained. A new structure would still allow appropriate oversight and transparency, but would provide more predictable rates for customers and encourage new energy technologies.

"It would give us a longer runway to manage our business and meet investor expectations," Fowke said. "It's a win-win all around, and our roadmap promises to get serious discussions started.

"I couldn't be more pleased by the opportunity to collaborate in a new way because it gives everyone a voice," he added. "And it's the best way to make sure our customers get what they need."

Xcel Energy has been working with the e21 initiative to create a vision for aligning Minnesota's regulatory framework with state policy goals, changing customer expectations, and new technologies and innovation, said Chris Clark, president of NSP-Minnesota.

"In this resource plan, we have focused on the long-term implications of energy policy goals in the context of an evolving utility industry," Clark said. "We, along with our regulators and stakeholders, have a unique opportunity to work together to agree on a vision and the decisions necessary to achieve it.

"In light of the evolution occurring in our industry," he added, "we believe a comparable evolution in the regulatory and utility business model is necessary if this vision is to be achieved."

Carbon reductions described in the resource plan would be achieved by:

- Adding 600 megawatts of wind by 2020 and 1,200 megawatts by 2030 – bringing total wind power on Xcel Energy's Upper Midwest system to more than 3,600 megawatts.
- Adding 187 megawatts of large-scale solar energy by the end of 2016 and an additional 1,700 megawatts of large-scale solar and 500 megawatts of customer-driven small-scale solar – such as rooftop solar panels and solar gardens – bringing total solar power on the company's Upper Midwest system to about 2,400 megawatts.
- Operating the carbon-free, base-load Monticello and Prairie Island nuclear generating plants through their current licenses, which begin expiring in 2030.
- Gradually decreasing reliance on the coal fleet through 2030.

"We can achieve significant carbon reductions while retaining the benefits of this low-cost base-load resource, but we recognize that future environmental requirements may require significant investments that could change this analysis," Clark said. "Our plan provides the strategic flexibility to address the future of coal when the impacts of potential environmental regulation become clearer."

"A diverse fuel mix enables us to manage risk."

The resource plan was filed in early January with the Minnesota commission, as well as in Wisconsin, Michigan, North Dakota and South Dakota. Minnesota is home to about 75 percent of the company's Upper Midwest customers and has the most aggressive energy-policy goals. However, the company is in active conversations with each of the states in its Upper Midwest system to find ways to work with them to achieve their energy goals.

"With good momentum from 2014, we are starting the new year strong with these efforts that clearly illustrate our ability to execute our Strategic Call to Action," Fowke said. "We believe a robust dialogue with our stakeholders about the future is key to successfully implementing a clean energy future.

"Because no short-term resources are needed now to reliably serve customers," he added, "we propose a more collaborative and cooperative stakeholder process than the traditional resource plan procedural rules typically provide." ←

NEW XTRA

NEWLY REDESIGNED PUBLICATION AVAILABLE IN PRINT AND ONLINE

Welcome to the first edition of the newly redesigned version of Xcel Energy's employee and retiree publication, *Xtra*.

Although we are proud that *Xtra* has won numerous awards over the years in its former format, another few years of publishing and changes at the company provided a good opportunity to create a new look in 2015.

One significant change in this issue involves the Friends We'll Miss, Retirement and Continuing Education notices. We are publishing only the names of those who have passed away, retired or achieved a notable educational success in the print edition this month. But complete information for the People section will be published in our online version of *Xtra*, which can be found on both XpressNet and on the company's website.

Please let us know if you like this change or not via contact information provided on the back page. Based on your feedback, we will either keep this new system in place or return to the former practice of publishing all of the information for Friends We'll Miss, Retirements and Continuing Education in each monthly issue.

In addition, and as a reminder, readers of *Xtra* can now opt out of receiving the print version of the publication and instead read the online edition. 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 – or from the home page, look under community/community involvement/retiree directory.

With the merger of NCE and NSP, *Xtra* debuted with its first issue in October 2000. And now – as at the turn of the century – change in the utility industry is an ongoing and ever-present fact of life.

This newly redesigned version of *Xtra* will continue to provide a forum to communicate the important happenings and changes at the company, including the company's ongoing work on the Strategic Call to Action and related four-pillar strategy.

For more information on the latest news involving the call to action, please see "Ben's Blog" on page three of this issue, and look for more information from Ben Fowke, chairman, president and CEO, in future issues of *Xtra*.

The redesigned publication also will continue to communicate a broad mix of company news, as well as the ongoing evolution of the utility industry. As always, many of the articles in *Xtra* are a direct result of your calls, notes and emails. Anyone with a story idea is encouraged to pass it along.

A wide array of articles about developing important ideas, making smart investments, bending the cost curve, working toward operational excellence, and better serving our customers and communities will continue to make for a successful employee publication.

Xcel Energy will face many changes within the company and the industry in the years to come, which will drive to the heart of our success in the future. We hope this new design will help us continue to explore the sweep of human efforts needed for that success – as well as company strategies and initiatives – as we work toward achievements as individual employees, teams and as a company.

To that end, *Xtra* will continue to chronicle the people who make change possible at Xcel Energy. We hope it helps bind our large and varied workforce together in the face of that ongoing change.

–Kevin Graham, editor

Letters

CU-Boulder sends thanks for assistance during extremely cold winter conditions

Dear Xcel Energy:

I wanted to let you know that the University of Colorado in Boulder [CU] appreciated the support recently provided by Jerry Jones and Sean Finn [both with Boulder Gas Operations].

It was an unseasonably cold day, and I'm sure a very busy day for the Xcel Energy gas shop. Jerry responded to a verbal request from me to look at a service at our ARCE building on East Campus.

CU was in the process of upsizing a boiler in that building when the cold spell hit, resulting in the boilers tripping all night due to inadequate pressure. The CU HVAC shop was responding to repeated customer calls, and the building was at risk of freezing overnight.

Jerry and Sean were able to replace the meter in extremely cold conditions, and the building was up and running within a couple of hours.

On behalf of CU, the project and the shops impacted, thank you for the excellent customer service!

—Lynne Harrahy, Utility & Energy Services, University of Colorado-Boulder

'Pleased to watch as promises were kept' over Fort Collins natural areas

Dear Xcel Energy:

Congratulations on completing the natural gas line through Fort Collins, Colo. Our Natural Areas group enjoyed working with the staff and consultants involved in designing and constructing the gas line across four natural areas.

Many promises were made during the design related to avoiding or minimizing impacts to our natural areas. We were very pleased to watch as these promises were kept, and our expectations met or exceeded.

The partnership formed to acquire and conserve the Stark property along the Poudre River was a great example of creating a win-win project and a public-private partnership. The mitigation funds paid by Xcel Energy to the City of Fort Collins were another example of creating a win-win situation.

From our perspective, the project went extremely smoothly. We greatly appreciated Xcel Energy's thorough management of this project and willingness to work with us.

——Mark Sears, manager, Natural Areas, City of Fort Collins

People

Friends We'll Miss

Edward C. Andler
Dorothy Dell Askew
Victor Baratto
Isaac A. Bassett
Roland F. Brasell
Patricia L. Belcher
Thomas J. Berger
Mary C. Bissett
James G. Bollensen
Joseph E. Brooks
William W. Brown
Jerry L. Bruns
Wilmer J. Classen
Anthony C. Cox
Vernon J. Dockendorf
Kevin M. Dodge
Geraldine E. Emrick
June S. Fehrmann
Evelyn M. Fuxa
Mary M. Garcia
Donnin L. Gibson
William T. Gleason
Donald A. Gum
James L. Hartmon
Billy J. Harwood
Laddie O. Hawkins
Susan J. Herring
Claud M. Hollingsworth
Robert S. Houser
Jerome P. Jalowitz
Creighton L. James
Don Johannsen
Howard C. Jones
G. R. Lichtenwalter
Bruce A. Lucas
Robert W. Luedtke
Norman A. Klein
Owen D. Mattison
Hartley Medin
Anna I. Moore
Jimmie D. Morris
Walter L. Pankratz
Reuben N. Peterson
Gerald S. Pettersen
Louis A. Polyard
Kirk C. Reeder
Emmitt G. Rice
Le Roy E. Richter
Alex D. Risoli
James P. Schilling
Dean G. Sharpe
Selma I. Shields
Galen S. Toops
Gloria M. Wagner
Henry R. Wait
W L. Walkup
Joseph W. Zanter

Retiring

Don Anderson
Michael R. Anderson
Bill Brock
Sue Childs
Mike Clifford
Dan Cruz
Dave Dunlop
Larry Erickson
Kerry Franklin
Douglas Foster
Judy Grant
Gary Gray
Dee M. Gonzales
Keith Hanna
Michael Hansen
Charles Harding
David L. Hazlett
Mary Heimstead
Jerry Herring
Frank Hollenbeck
William Huntsman
Mark Huting
Forrest Kettler
William Kunopka
Wayne "Lash" Lashley
Marty Lyons
Richard Moss
Donna M. Nicolai
David W. Richey
Dan Sachse
Sharon Sarappo
Michael Scheppke
Terry Shaw
Roland Shorter Jr.
Ronald G. Siepel
David Steepleton
Robert J. Sturgis
Debra Sundin
Gary Swanson
Drexel Tipton
Victor L. Vaile
David R. Warren
Fred White
Susan M. Zapata

(Editor's Note: Complete information for the People section above is published in the online version of Xtra, which can be found on XpressNet by clicking on the "Xtra Online" link, located at the bottom of the XpressNet homepage, or at xcelenergy.com/Xtra. Please let us know what you think of this change.)

People

Friends We'll Miss

Edward C. Andler
64, shift leader, Control Center, Operations, Minneapolis, Minn., died on Oct. 8, 2014. He worked for Xcel Energy from 1970 to 2005.

Dorothy Dell Askew
94, died on Oct. 14, 2014. She worked for SPS from 1947 to 1982.

Victor Baratto
94, gas plant equipment operator, Sibley Propane Plant, Rice Street Service Center, St. Paul, Minn., died on Oct. 10, 2014. He worked for NSP from 1953 to 1983.

Isaac A. Bassett
71, plant equipment operator, Unit Operations, Riverside Generating Plant, Minneapolis, Minn., died on May 23, 2014. He worked for NSP from 1970 to 2000.

Roland F. Brasell
91, died on Nov. 23, 2014. He worked for SPS from 1953 to 1986.

Patricia L. Belcher
64, executive assistant, SPS Tower, Amarillo, Texas, died on Aug. 28, 2014. She worked for Xcel Energy from 1986 to 2007.

Thomas J. Berger
59, operator, Operations, Dells Hydro Plant, Wisconsin Dells, Wis., died on Oct. 4, 2014. He worked for NSP from 1987 to 2012.

Mary C. Bissett
89, Texas, died on Nov. 8, 2014. She worked for SPS from 1970 to 1986.

James G. Bollensen
76, construction general superintendent, Production Services, General Office, Minneapolis, Minn., died on Oct. 19, 2014. He worked for NSP from 1968 to 1998.

Joseph E. Brooks
32, electrician apprentice, Operations, Amarillo Technical Center, Amarillo, Texas, died on Nov. 14, 2014. He worked for SPS from 2013 to the time of his death.

William W. Brown
94, Texas, died on Dec. 10, 2014. He worked for SPS from 1952 to 1983.

Jerry L. Bruns
66, meter reader, Pipestone District Office, Sioux Falls, S.D., died on Sept. 25, 2014. He worked for NSP from 1977 to 2007.

Wilmer J. Classen
77, property management coordinator, Real Estate and Land, Colorado, died on Nov. 17, 2014. He worked for PSCo from 1961 to 1993.

Anthony C. Cox
77, shift engineer, High Bridge, St. Paul, Minn., died on Nov. 3, 2014. He worked for NSP from 1965 to 2002.

Vernon J. Dockendorf
85, media analyst, Accounting, St. Cloud Service Center, St. Cloud ,Minn., died on Oct. 11, 2014. He worked for NSP from 1957 to 1988.

Kevin M. Dodge
64, nuclear assistant plant operator, Operations, Prairie Island Nuclear Plant, Welch, Minn., died on Nov. 18, 2014. He worked for NSP from 1977 to 2014.

Geraldine E. Emrick
79, senior property accountant, Property Accounting, Colorado, died on Sept. 15, 2014. She worked for PSCo from 1964 to 1994.

June S. Fehrmann
89, administrative specialist, Rice Street Service Center, St. Paul, Minn., died on Oct. 29, 2014. She worked for NSP from 1943 to 1981.

Evelyn M. Fuxa
94, clerk typist, Colorado, died on Dec. 10, 2014. She worked for PSCo from 1956 to 1978.

Mary M. Garcia
59, administrative assistant II, Construction/Operations, Materials Distribution Center, Henderson, Colo., died on Dec. 7, 2014. She worked for PSCo from 1973 to 2013.

Donnin L. Gibson
87, supervisor, Gas Operations, Western Division, Colorado, died on Nov. 11, 2014. He worked for PSCo from 1949 to 1986.

William T. Gleason
89, production superintendent, Production, Performance & Services, died on Oct. 14, 2014. He worked for NSP from 1958 to 1982.

Donald A. Gum
92, died on Sept. 22, 2014. He worked for SPS from 1966 to 1986.

James L. Hartmon
81, gas fitter, Gas Construction, Rice Street Service Center, St. Paul, Minn., died on Sept. 2, 2014. He worked for NSP from 1951 to 1988.

Billy J. Harwood
86, lineman journeyman, Panhandle Division, Pampa, Texas, died on Sept. 10, 2014. He worked for SPS from 1948 to 1989.

Laddie O. Hawkins
82, system field foreman, Maintenance, Chestnut Service Center, Minneapolis, Minn., died on Sept. 24, 2014. He worked for NSP from 1957 to 1990.

Susan J. Herring
62, transmission planning technician III, Transmission Asset Management, SPS Tower, Amarillo, Texas, died on Oct. 25, 2014. She worked for SPS from 1974 to 2011.

Claud M. Hollingsworth
79, Texas, died on Oct. 21, 2014. He worked for SPS from 1957 to 1997.

Robert S. Houser
93, electrician, Substations, Denver, Colo., died on Oct. 14, 2014. He worked for PSCo from 1948 to 1983.

Jerome P. Jalowitz
77, Electric Operations, Wisconsin, died on Dec. 10, 2014. He worked for NSP from 1959 to 1993.

Creighton L. James
85, head meterman, Electric Operations, Mankato Service Center, Mankato, Minn., died on Dec. 11, 2014. He worked for NSP from 1949 to 1988.

Don Johannsen
77, service fitter B, Gas Service, Lipan Service Center, Denver, Colo., died on Dec. 1, 2014. He worked for PSCo from 1961 to 1993.

Howard C. Jones
88, serviceman, Northern Gas Utilization, Colorado, died on Sept. 13, 2014. He worked for PSCo from 1946 to 1989.

Norman A. Klein
91, executive foreman, Electric Distributiuon/ Construction, Colorado, died on Nov. 13, 2014. He worked for PSCo from 1950 to 1983.

G. R. Lichtenwalter
86, operations technician/relayman, Colorado, died on Sept. 24, 2014. He worked for PSCo from 1953 to 1986.

Bruce A. Lucas
73, designer, Engineering, SPS Tower, Amarillo, Texas, died on Nov. 23, 2014. He worked for SPS from 1964 to 2003.

Robert W. Luedtke
83, Wisconsin, died on Dec. 25, 2014. He worked for NSP from 1954 to 1995.

Owen D. Mattison
88, relay specialist, Electric Power, Protection & Electric Maintenance, Wisconsin, died on Nov. 14, 2014. He worked for NSP from 1954 to 1984.

Hartley Medin
87, advisor, Natrogas Inc., Minneapolis, Minn., died on Sept. 14, 2014. He worked for NSP from 1954 to 2000.

Anna I. Moore
89, Colorado, died on Oct. 31, 2014. She worked for PSCo from 1965 to 1986.

Jimmie D. Morris
84, Texas, died on Oct. 24, 2014. He worked for SPS from 1948 to 1993.

Walter L. Pankratz
72, lead yard equipment operator, Allen S. King Plant, Bayport, Minn., died on Dec. 13, 2014. He worked for NSP from 1964 to 1998.

Reuben N. Peterson
88, inspector, Minnesota, died on Nov. 13, 2014. He worked for NPS from 1948 to 1982.

Gerald S. Pettersen
83, controller, Finance, General Office, Minneapolis, Minn., died on Oct. 2, 2014. He worked for NSP from 1957 to 1989.

Louis A. Polyard
83, collection representative, Mankato Service Center, Mankato, Minn., died on Nov. 2, 2014. He worked for NSP from 1957 to 1988.

Kirk C. Reeder
51, senior operator repairman, Energy Supply, High Bridge Gas Plant, St. Paul, Minn., died on Nov. 20, 2014. He worked for NSP from 2000 to the time of his death.

Emmitt G. Rice
75, O&M construction manager, Operations, Dumas Service Center, Dumas, Texas, died on Nov. 8, 2014. He worked for SPS from 1963 to 2000.

Le Roy E. Richter
93, meter reader, Minnesota, died on Oct. 19, 2014. He worked for NSP from 1951 to 1983.

Alex D. Risoli
92, marketing supervisor, Colorado, died on Oct. 22, 2014. He worked for PSCo from 1942 to 1986.

James P. Schilling
68, warehouseman-in-charge, Operations, Rice Street Service Center, St. Paul, Minn., died on Nov. 7, 2014. He worked for NSP from 1981 to 2009.

Dean G. Sharpe
77, customer service representative II, Colorado, died on Aug. 16, 2014. He worked for PSCo from 1964 to 1994.

Selma I. Shields
71, plant equipment operator, Operations, Riverside Plant, Minneapolis, Minn., died on Oct. 24, 2014. She worked for NSP from 1974 to 1999.

Galen S. Toops
88, head meterman, Electric Operations, Sioux Falls Service Center, Sioux Falls, S.D., died on Oct. 26, 2014. He worked for NSP from 1949 to 1982.

Gloria M. Wagner
79, lead administrative aid, Gas Operations, Fargo Service Center, Fargo, N.D., died on Dec. 7, 2014. She worked for NSP from 1953 to 1990.

Henry R. Wait
90, janitor, Delivery Support Services, Faribault Service Center, Faribault, Minn., died on Nov. 12, 2014. He worked for NPS from 1943 to 1989.

W.L. Walkup
86, equipment operator, Operations, Pawnee Station, Brush, Colo., died on Nov. 11, 2014. He worked for PSCo from 1967 to 1992.

Joseph W. Zanter
88, lineman in charge, Southern Division, Wisconsin, died on Oct. 20, 2014. He worked for NSP from 1951 to 1985.

People

Retirements

Don Anderson
operations training instructor, Training, Prairie Island Nuclear Plant, Welch, Minn., retired on Dec. 19, 2014. He worked for Xcel Energy for 28 years.

Michael R. Anderson
(micahel.anderson8@mchsi.com), director, Hazard Insurance, 414 Nicollet, Minneapolis, Minn., retired on Dec. 31, 2014. He worked for Xcel Energy for 28 years.

Bill Brock
control specialist, Operations, Cherokee Station, Denver, Colo., retired on Dec. 31, 2014. He worked for Xcel Energy for 33 years.

Sue Childs
senior system chemist, Arapahoe Station, Denver, Colo., retired on Dec. 1, 2014. She worked for Xcel Energy for 40 years.

Mike Clifford
(sky.cabin@yahoo.com), plant technical specialist, Engineering, Hayden Station, Hayden, Colo., retired on Oct. 15, 2014. He worked for Xcel Energy for 26 years.

Dan Cruz
(cruzin4wealth@gmail.com), electrician specialist, Grand Junction Substations and Fort St. Vrain Generating Station, Johnstown, Colo., retired on Jan. 1, 2015. He worked for Xcel Energy for 30 years.

Dave Dunlop
(_mark777@yahoo.com), planner, Hydrowest, Cabin Creek Hydro, Georgetown, Colo., retired on Dec. 31, 2014. He worked for Xcel Energy for 34 years.

Larry Erickson
(erc!08@charter.net), MAPS, Supply Chain, Prairie Island Nuclear Generating Plant, Welch, Minn., retired on Dec. 31, 2014. He worked for Xcel Energy for 13 years.

Kerry Franklin
(w.kerry.franklin@gmail.com), principal transmission operation engineer, Transmission Real Time Planning, Lookout, Golden, Colo., retired on Dec. 5, 2014. He worked for Xcel Energy for 24 years.

Douglas Foster
(dougfoster1@aol.com), maintenance planner, Energy Supply, Cherokee Station, Denver, Colo., retired on Dec. 15, 2014. He worked for Xcel Energy for 34 years.

Judy Grant
(judyggrant@gmail.com), environmental analyst V, Environmental Services, Marquette Plaza, Minneapolis, Minn., retired on Dec. 31, 2014. She worked for Xcel Energy for 26 years.

Gary Gray
meter reader, Meter Reading/Denver Metro, Lipan Distribution Center, Denver, Colo., retired on Dec. 29, 2014. He worked for Xcel Energy for 40 years.

Dee M. Gonzales
(1974aspenrockridge@gmail.com), marketing assistant, Strategic Communications, 1800 Larimer, Denver, Colo., retired Nov. 7, 2014. She worked for Xcel Energy for 37 years.

Keith Hanna
lead service fitter, Gas Emergency Repairs, Lipan Distribution Center, Denver, Colo., retired on Dec. 1, 2014. He worked for Xcel Energy for 35 years.

Michael Hansen
lead fitter, Gas, Fort Collins, Colo., retired on Dec. 31, 2014. He worked for Xcel Energy for 37 years.

Charles Harding
(chard10584@aol.com), PSA, Operations, Fort St. Vrain, Platteville, Colo., retired on Oct. 19, 2014. He worked for Xcel Energy for 23 years.

David L. Hazlett
electric working foreman, Substation Operations and Maintenance, Boulder, Colo., retired on Dec. 31, 2014. He worked for Xcel Energy for 40 years.

Mary Heimstead
(mheimstead@charter.net), customer contact center manager, Customer Care, Sky Park, Eau Claire, Wis., retired on Dec. 31, 2014. She worked for Xcel Energy for 25 years.

Jerry Herring
maintenance specialist, Maintenance, Cherokee Station, Denver, Colo., retired on Dec. 29, 2014. He worked for Xcel Energy for 35 years.

Frank Hollenbeck
lineman patrolman, Transmission Lines, Golden Service Center, Golden, Colo., retired on Nov. 30, 2014. He worked for Xcel Energy for 37 years.

William Huntsman
(skihuntsman@hotmail.com), plant A operator, Operations, Cherokee Generating Station, Denver, Colo., retired on Jan. 16, 2015. He worked for Xcel Energy for 30 years.

Mark Huting
(markahu@aol.com), program engineering director, Engineering, Marquette Plaza, Minneapolis, Minn., retired on Dec. 31, 2014. He worked for Xcel Energy for 37 years.

Forrest Kettler
(forrestkettler@live.com), field credit representative, Collections, Lipan Distribution Center, Denver, Colo., retired on Dec. 31, 2014. He worked for Xcel Energy for 37 years.

William Kunopka
(billk@ecentral.com), mechanic specialist, Energy Supply, Cherokee Station, Denver, Colo., retired on Dec. 26, 2014. He worked for Xcel Energy for 33 years.

Wayne "Lash" Lashley
mechanic specialist, Energy Supply, Cherokee Station, Denver, Colo., retired on Dec. 12, 2014. He worked for Xcel Energy for 32 years.

Marty Lyons
(mdlyons@mediacobb.net), nuclear power service attendant, Plant Services, Prairie Island Nuclear Plant, Welch, Minn., retired on Dec. 1, 2014. He worked for Xcel Energy for 19 years.

Richard Moss
(Rmoss41@comcast.net), division manager, Front Range Operations, Evergreen, Colo., retired on Feb. 11, 2015. He worked for Xcel energy for 35 years.

Donna M. Nicolai
(d.nicolai@msn.com), customer service representative, Call Center, Sky Park, Eau Claire, Wis., retired on Dec. 8, 2014. She worked for Xcel Energy for 16 years.

David W. Richey
working foreman, Amarillo Substations, Amarillo, Texas, retired on Dec. 17, 2014. He worked for Xcel Energy for 39 years.

Dan Sachse
(dsachse@hotmail.com), director, Thermal Energy, 500 15th St., Denver, Colo., retired on Jan. 9, 2015. He worked for Xcel Energy for 36 years.

Sharon Sarappo
(wfssas@msn.com), senior environmental analyst, Environmental Services, Marquette Plaza, Minneapolis, Minn., retired on Dec. 31, 2014. She worked for Xcel Energy for 38 years.

Michael Scheppke
liquefied natural gas technician, Gas Production, Eau Claire Liquefied Natural Gas Plant, Eau Claire, Wis., retired on Jan. 16, 2014. He worked for Xcel Energy for 35 years.

Terry Shaw
(tshaw4444@yahoo.com), senior designer, Texas South Engineering, Seminole, Texas, retired on Dec. 24, 2014. He worked for Xcel Energy for 32 years.

Roland Shorter Jr.
control room operator A, Operations, Harrington Station, Amarillo, Texas, retired on Dec. 19, 2014. He worked for Xcel Energy for 34 years.

Ronald G. Siepel
(splr64fl@gmail.com), principal nuclear engineer, Electrical Design, Monticello Nuclear Generating Plant, Monticello, Minn., retired on Dec. 19, 2014. He worked for Xcel Energy for 22 years.

David Steepleton
(davecsteepleton@yahoo.com), tax planning director, Tax Services, 1800 Larimer, Denver, Colo., retired on Nov. 30, 2014. He worked for Xcel Energy for 37 years.

Robert J. Sturgis
account manager, Managed Accounts, LaCrosse, Wis., retired on Dec. 23, 2014. He worked for Xcel Energy for 37 years.

Debra Sundin
(debsundin@gmail.com), DSM & renewable strategy planning director, Marketing & Corporate Communications, General Office, Minneapolis, Minn., retired on Dec. 31, 2014. She worked for Xcel Energy for 35 years.

Gary Swanson
shift engineer, Operations, High Bridge Plant, St. Paul, Minn., retired on Jan. 2, 2015. He worked for Xcel Energy for 31 years.

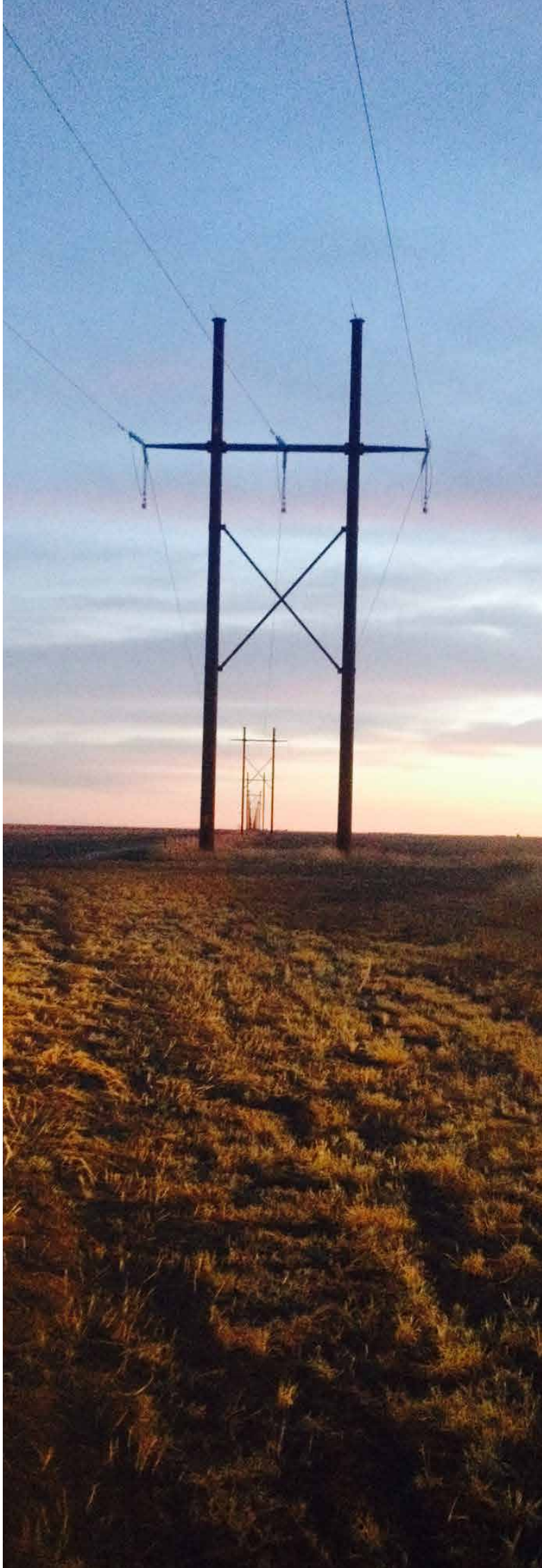
Drexel Tipton
(dtipton2@att.net), garage foreman, Fleet, Plainview, Texas, retired on Oct. 31, 2014. He worked for Xcel Energy for 35 years.

Victor L. Vaile
plant supervisor, Operations, Comanche Station, Pueblo, Colo., retired on Dec. 31, 2014. He worked for Xcel Energy for seven years.

David R. Warren
garage foreman, Fleet, SW Service Center, Amarillo, Texas, retired on Nov. 29, 2014. He worked for Xcel Energy for 38 years.

Fred White
(fredbluewhite@yahoo.com), journey electrician, Substations, Lubbock, Texas, retired on Nov. 16, 2014. He worked for Xcel Energy for 40 years.

Susan M. Zapata
senior representative, Builders Call Line, Arvada, Colo., retired on Dec. 31, 2014. She worked for Xcel Energy for 35 years.



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Kevin Graham, Editor
1800 Larimer Street, 16th Floor
Denver, CO 80202
Phone: 303-294-2417
Fax: 303-294-2968
email: Kevin.Graham@xcelenergy.com

Contributors: Kelly Stone, Anna Koch, Liz Wolf Green and Erin Mulvoy

Design: Steve Berry