

**SCORECARD:**

2013 Scorecard lays out priorities to measure performance

**LOST METERS:**

Project already adding \$1 million in revenue to company

**MILITARY:**

Company honored for its military-friendly efforts



# Sandy Support

Gas and electric crews pitch in on the East Coast



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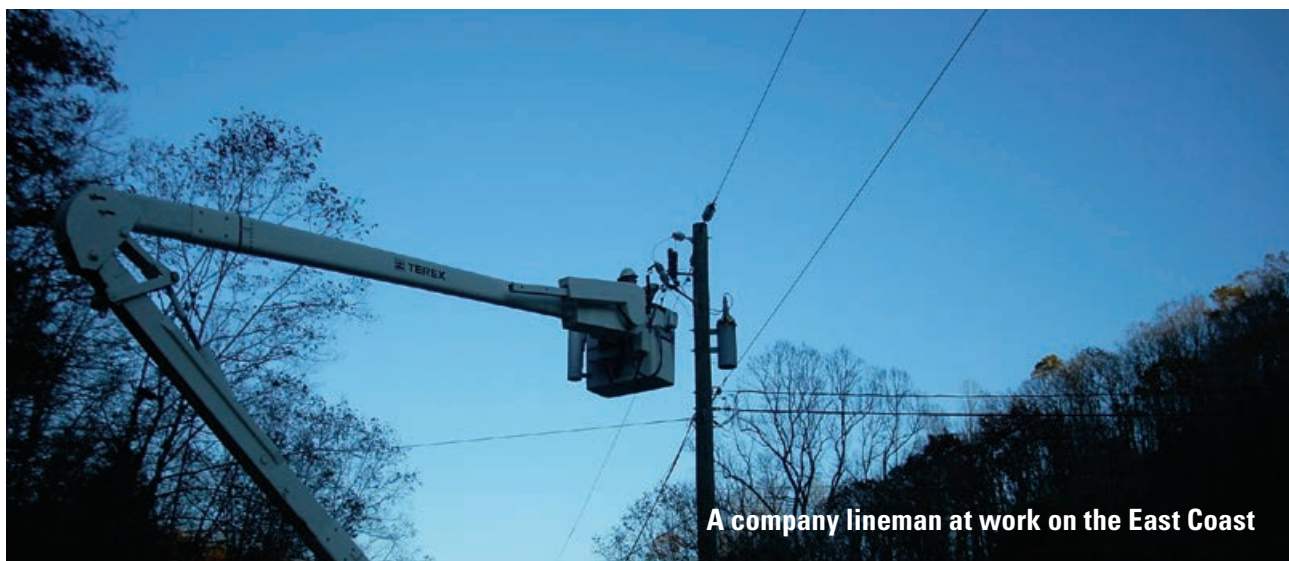


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Richard Tenny, a gas service-fitter from Alamosa, Colo., walks a neighborhood in New York's Long Beach, part of the Rockaway Peninsula along the Atlantic Ocean. Tenny and hundreds of other gas and electric employees traveled east to help restore power in the wake of Hurricane Sandy. For more information, please see story on page 6.



**A company lineman at work on the East Coast**

## Company's Hurricane Sandy help appreciated by many

Dear Xcel Energy:

The nation is so fortunate to have people like you, who can get power restored in a matter of hours. Your families love you and are praying for your safe return.

—Margaret Cridlebaugh

Dear Xcel Energy:

I left Oklahoma City recently and was interested to see in the left lane, for as far as I could see, a line of Xcel Energy trucks and trailers. After a few minutes, I figured it out – they were headed to help on the East Coast!

I got chills as I passed each truck, my pride in Americans growing as I went. Thanks, you guys!

—Piper Scantling Riddle

Dear Xcel Energy:

A man from your company, Jewel Pierce (safety consultant, Lubbock, Texas), took charge of my neighborhood situation after we were hit by Hurricane Sandy after we were without power for 12 days. Mr. Pierce came in like the cavalry and assessed all the damage, including removing trees that knocked my power lines off my house.

He and his team were amazing and went backyard to backyard to identify every problem. They were so smart and so polite.

Jewel Pierce and his guys were our heroes, and words cannot explain how desperate we were to be back in our houses with heat and light. I do understand that some people who were hit don't have homes to go back to, including my mother who lost half her house and both her cars, so I appreciate all of the little things.

I just wanted to sing their praises for doing an amazing job.

—Leigh Scher, Plainview, N.Y.

Dear Xcel Energy:

I want to thank the crew that restored power to my home in Plainview on Long Island – not once, but twice. My family had no power for eight days after Sandy before the crew from Xcel Energy came and worked in the cold to restore our power. They were unbelievably kind to my children and were encouraging to me.

Two days later, the Noreaster came and we lost power again. The next day, the same crew came and rescued us from the cold again! I am so grateful for these hard-working men who left their families to help strangers across the country.

—Meredith Schechter Kule

Dear Xcel Energy:

I just wanted to say thank you to your crews for coming all this way to help with the restoration efforts after we were slammed by Hurricane Sandy. I know it can't be easy leaving behind your family and comforts of home.

I saw a couple of your trucks in my neighborhood and was amazed at how far you traveled to come help us. We are humbled and wish you a safe return home.

—AnnMarie Badalamente

Dear Xcel Energy:

I was driving in Ohio and passed about 30 of your trucks. I just wanted to applaud your show of patriotism and selflessness to help those in need.

Our willingness to help our neighbors is what creates hope for the future. Thank you, thank you, thank you. And please pass the thanks on to the dedicated employees who are traveling and doing the work!

—Kristy Bruckner

# CORPORATE SCORECARD



## Effort tracks company priorities and key performance indicators

**X**cel Energy's corporate priorities and key performance indicators (KPIs) for the 2013 Corporate Scorecard were approved by the board of directors in December, and the board will approve the company's 2013 performance targets for those KPIs in February.

"The primary purpose of the Corporate Scorecard is to measure our performance against our key strategic goal of providing clean, safe and reliable energy to our customers at a competitive price," said Marvin McDaniel, senior vice president and CAO.

"The scorecard is the 'measuring stick' we use to monitor our performance and ensure we're meeting customer and employee expectations," he said. "If we start to drift from our performance targets, we immediately take corrective actions to deliver the value those metrics represent."

"Based on results from our recent employee engagement survey, employees want to better understand our scorecard, why certain metrics were chosen, and stay informed on the company's plans and goals," he added. "Our 2013 scorecard lays out these measures, and we want to share the KPIs for the new year."

The following is a breakdown of each Corporate Priority and related KPIs:

### Operational Excellence

Reliable service is important to customers, and one measurement of the reliability of the company's electric system

is average annual duration of sustained interruptions seen by the average customer on our system, referred to as SAIDI and measured in minutes.

"Our SAIDI performance is right at top quartile," said Kent Larson, senior vice president of Operations. "Based on performance for the last five years and the performance forecast for 2012, we have reached a sustainable level of reliability."

"We believe this level of reliability is consistent with the value our customers and other stakeholders attribute to reliability compared to the cost," he added. "Moreover, this level of reliability represents the appropriate level of investment, given the age and condition of our electric distribution and transmission infrastructure."

Another measure of reliable service is the amount of time company generating facilities are available for use. One measurement of reliability for those facilities is the unplanned outage rate (UOR), which is the percentage of time when a generating plant is not available for reasons other than planned outages.

"Based on performance over the last five years, we have the opportunity to reduce unplanned outages through improved work scheduling and planning, quality assurance and human performance," Larson said. "In addition, we expect continuing improvement from work involving Energy's Supply's Operating Model."

## 2013 Corporate Scorecard

Priority	Key Performance Indicator
Operational Excellence	System Average Interruption Duration Index (SAIDI, Minutes)
	Unplanned Outage Rate (UOR)
Value to the Customer	Public Safety Index
	Customer Value (Survey Rating)
Employee Safety and Engagement	OSHA Recordable Incident Rate
	Employee Engagement (Survey Rating)
Environmental Leadership	Energy Efficiency (GWh)

### Value to the Customer

To determine performance in public safety, the company is using a Public Safety Index. This index includes response time to gas emergency calls; the number of gas “dig-ins” or contacts to the company’s electric service; contractor communication to provide information concerning working safely where overhead lines are present; assessments of Xcel Energy’s high-pressure gas system, and training for electric first responders.

“In 2013, the Public Safety Index is being expanded to include an electric ‘First Responder Program’ to best position our employees for identifying potential public-safety risks,” McDaniel said. “We will need to first develop and implement the training, which is the goal of this portion of the index next year.”

“We have reached a level for response time to gas emergency calls and reduction of the number of damages from gas “dig-ins” or contacts to our electric service that we should be able to maintain or improve slightly,” Larson added. “We have improved our performance for the number of ‘dig-ins’ or contacts by 30 percent over the last five years.”

For 2013, the safety index will be a score that weighs all five elements equally.

### Customer Value Survey

Customer Value closely aligns with Xcel Energy’s strategic vision and includes customer’s perception of price, billing, customer service, service reliability, communications and company image. Measurement of these attributes enforces accountability across all business areas and service territories, he said.

To determine performance for the Customer Value KPI, the company will use the existing Voice of the Customer (VOC) survey, managed by Xcel Energy Market Research and conducted by an independent agency. Xcel Energy has conducted this survey since 2005, generating monthly results that are used across the organization.

The company will measure survey responses from customers to the question: “Considering the price you pay relative to the quality of the products and services you receive, how would you rate Xcel Energy’s overall value?”

“Based on performance for the last five years and the performance forecast for 2012, we have reached a sustainable level of customer opinion regarding value,” he said. “We believe we can sustain this high level even in the challenging rate

case environments in nearly all of our service territories.”

### Employee Safety and Engagement

Including employee safety on the Corporate Scorecard reinforces its importance. To determine performance for this KPI, the company will continue to use the OSHA Incident Rate, he said. The OSHA Incident Rate also is the standard measurement used in the utility and general industry.

In addition, employee engagement is necessary to every facet of the business, McDaniel said, especially in today’s environment as Xcel Energy seeks to improve productivity. To measure employee engagement, the company will use a survey conducted by Towers Watson, which compares Xcel Energy to the utility industry and other high-performing companies.


“The survey results help us to better understand how aligned our employees are with our mission and how effective we are with communication, relationship management, leadership, empowerment, employee development and diversity,” he said. “Based on the results, we will have the information needed to make strategic and targeted investments in engaging our workforce.”

### Environmental Leadership

Energy Efficiency represents the energy saved by Xcel Energy’s efficiency and demand side management (DSM) programs, which reduces the need for generation and as a result, emissions from energy production.

To determine performance for the Energy Efficiency KPI, the company will measure actual results compared to goals presented in DSM programs filed and accepted by state regulators.

“Based on performance for the last five years and the performance forecast for 2012, we expect continuing improvement to be challenging because regulated goals are increasing significantly,” he said. “In addition, many of the low-cost energy efficiency programs have been implemented, and actions to achieve goals will require more resources and commitment from customers.”

Look for more information in these priorities and KPIs in various communications in the upcoming months. In addition, the Corporate Scorecard is updated monthly and posted on XpressNet under: Our Company/Planning and Performance/High Level Scorecards. 



# Lending A Hand

## Company crews help restore service in hurricane's aftermath

**For Jim Jimnak, one moment stands out** from his time spent on the East Coast, helping restore power in the wake of Hurricane Sandy.

When he and his crew pulled up to one house on Long Island, an elderly woman came out of the front door, fell to her knees and raised her arms to the crew in thanks.

"Your job is so relevant at that point," said the lineman from Chestnut Service Center in Minneapolis. "You are so thankful to be there to help. She felt so isolated, and we could tell her we weren't leaving until she had electricity."

On another day, Jimnak climbed a pole in Great Neck, N.Y. From the top, ready to go to work, he looked out across Long Island Sound to Manhattan and could see the Empire State Building rising from skyline.

"It was a good day to be a lineman – the highlight of my career," he said. "It was such an opportunity to respond to something like that, with a real sense of urgency, and I was proud of the way the company put our deployment together."

More homes and businesses lost power as a result of the catastrophic hurricane on Oct. 30 than from any storm in U.S. history. The number of customers impacted approached 10 million, according to the Edison Electric Institute, and safely restoring power to them entailed the biggest single task U.S. utilities had ever faced.

Joining the herculean effort, Xcel Energy sent more than 200 electric and gas crew members, along with mechanics, supervisors and safety consultants. Electric crews began work in West Virginia, then moved on to New York, while gas crews focused their efforts on Long Island and the New York City boroughs.

On Thanksgiving Day, John Carson worked with gas crews on Breezy Point on Long Island, the site where more than 100 homes burned to the ground during the storm. Even

weeks later, only first responders were allowed in the area.

"It was the eeriest feeling, crawling over people's life-long possessions and belongings – bikes, photos, camping gear – to get to their meters," said Carson, manager of Field Operations from Denver. "Houses were off their foundations and piled up, and no one was there. It was like the world had ended."

The crews changed out gas regulators and compromised gas meters that had gone underwater, based on water-level marks on walls. The work wasn't easy, he said, and entailed long days and difficult conditions.

"Our crews are always ready to help when disaster strikes," said Larry Crosby, vice president of Distribution. "They do a tremendous job, and we sometimes don't fully appreciate the fact that they're often working when the sun is down and there's inclement weather."

"They truly understand the industry's obligation to serve, and they continue to make us proud every time they are deployed," he added. "Their professionalism and their understanding of what is needed by customers continually bring the industry back to Xcel Energy when it's time to ask for help."

Mike Clemens and his gas crews from Minnesota and Wisconsin spent nearly a month on the deployment. They spent time in dozens of cities, he said, from Queens to the Bronx to Breezy Point.

"It looked like a war zone in places," he said. "And yet I was surprised how helpful people were to each other and to our crews."

At one store, a cashier came around the counter to hug a customer who was having a hard time, he said. "We'll get through this," she told the customer. And at a plumbing supply store, Clemens watched the owner hand \$100 to one of





his customers, telling him to buy a meal for his crew and another man who had come in to the store asking for help.

"People were so giving to us," Clemens said. "They had positive attitudes and a real kindness that I won't forget."

Part of that kindness showed itself in a fire department in Great Neck, N.Y., on Long Island. With company crews facing some nights in huge 200-cot Army tents because of a lack of accommodations due to the conditions, one of the fire stations made room for them. Some of the gas and electric crews ended up at the fire house at different times, in both an extra section of the station and in an auxiliary building.

"It was heartwarming to be part of that and to mingle with police and firemen after our shifts," Jimnak said. "There was a great sense of camaraderie."

On another night, with a nor'easter storm bearing down and only tents for sleeping, crews were relieved that company support personnel found a hotel for them at the far tip of Long Island. It was a two-hour drive from their work near New York City, but warm and dry nonetheless.

During that nor'easter, one customer asked a company crew if they always worked in bad weather. "Well, we need to get your power back on," one of the crew said, "so we do



what we have to do.”

Jewel Pierce, a safety and training consultant, ended up working with company crews near Plainview, N.Y. “That was kind of odd,” he said, “because I live 28 miles from Plainview, Texas.”

Pierce noted the lack of alleys on Long Island, requiring crews to go house to house, front yard to back yard. Many of the outages away from the coast were due to trees coming down, he said, some of them more than 100-feet tall.

Crews were given maps with substations and feeders marked, and “walked things out” to make sure everything was safe, Pierce said. “We do a lot of preparation and safety

work before doing anything hands-on,” he said.

Plenty of people wanted to know the crews’ processes and explanations of what was happening. “It makes a big difference if you take the time to tell them what’s going on and keep them up to date,” he said. “When they understand, they are impressed.”

Steve Smieja, manager of Underground Construction at Chestnut Service Center, perhaps summed up the effort best. He asked his crews at dinner one night why they came on the mutual-aid deployment. The answer: “We do it because people need us.” ❌



## HURRICANE HELP

On page 6, an example of the destruction seen on the East Coast in the wake of Hurricane Sandy, and on page 7, a gas crew moves through a New York neighborhood. Pictured on page 8, at upper left is David Castro, lead gas-fitter, Boulder, Colo.; and below is Tyler Nicolaus, apprentice fitter-service-man, Sterling, Colo. Above right, a crew examines one of thousands of trees affected by the hurricane, and above left, crews work in some of the dense foliage on the East Coast.



# Answering The Call

## Fowke commends company crews and their Sandy service

**(Editor's Note:** Ben Fowke, chairman, president and CEO, wrote the following op-ed concerning Hurricane Sandy and the company's support of the restoration effort on the East Coast.)

**U**ntil the lights go out and furnaces shut down, many people take electricity and natural gas for granted. So we all paid attention when nearly 10 million utility customers lost power in the wake of Hurricane Sandy and the recent nor'easter.

Xcel Energy sent 230 employees and contractors from our four operating companies to help restore electricity in Sandy's aftermath. The crews departed from various locations around the service territory on Oct. 31 to work in West Virginia. By Election Day, the crews had moved on to Long Island, N.Y., where they slept in tents, trailers and gymnasiums and worked 16-hour days through Nov. 12.

As our electricity crews were heading home, natural gas crews from our multi-state service territory were packing their bags for a deployment in West Hempstead, N.Y., where they worked on meters and relighting residents' appliances.

So I've been thinking a lot about storm restoration and



Ben Fowke

the responsibilities of the people who work in our industry. Above all else, it's our responsibility to provide safe, reliable energy every minute of every day at a competitive price.

In our service territory, we don't have hurricanes, but we know a thing or two about snow, cold, ice and tornadoes. Because of that, we have a highly coordinated

storm-restoration process that plans for potential storms and leverages strong alliances with our neighboring utilities.

We also have a workforce that answers the bell 24 hours a day, seven days a week. Utilities maintain mutual-aid agreements and routinely assist each other when storms cause massive destruction.

We're almost always one of the first utilities requested



to provide aid to other utilities, which says a lot about our capabilities. (The utility requesting aid reimburses the utility whose crews are sent to help, and we send crews only after ensuring we have adequate resources to respond to outages in our own service territory.)

Obviously, we can't control the weather or guarantee you won't lose power in a storm. But we can – and do – make investments to ensure our energy system is as strong as it can be.

We are upgrading and replacing infrastructure, some of it built 60-plus years ago when we made huge investments

to accommodate post-World War II growth. It costs a lot to refurbish or replace old poles, wires and power plants, and we have been investing more than \$1 billion a year in our system.

The result? Service reliability that allows our customers to focus on their lives and businesses without worrying about whether they'll have the energy available to accomplish what needs to get done, and the assurance that when the power goes out, our skilled and dedicated crews and support personnel will restore service quickly and safely. ☒



Gas crews in the Rockaways of New York

# Crew comes to rescue of ailing Long Island resident

**(Editor's Note:** In one example of Xcel Energy's recent service on the East Coast, Jud Newborn, a Long Island resident from Plainview, N.Y., shared his story about how a loaned company crew from New Mexico helped his ailing and elderly mother during a power outage caused by Hurricane Sandy.)

**F**or decades, my 86-year-old mom, Rita Newborn, was asked to use her soaring soprano voice to sing the national anthem at major events in Nassau County – from the dedication of Sagamore Hill as a national park to Ronald Reagan's appearance at Garden City Hotel just before declaring his candidacy for president.

She and my dad, Sol, a World War II veteran, bought their house in Plainview on a GI Bill loan for \$12,000 in 1953 and almost immediately founded the area's first synagogue – in their modest living room. Years of joint community service as leaders for many Long Islanders followed.

After Hurricane Sandy hit, Mom – tiny, frail, now-widowed and nearly bedridden – was left at risk on electric-powered life-sustaining equipment. Despite a week of repeated pleas by me and my brother for emergency medical assistance, no help had arrived. Although we made repeated calls, we remained in the dark with no sign about when someone would come.

All of this ended on Election Day when New Mexico loaned crew member Dustin Taylor, a brawny and bearded supervisor for Xcel Energy in Carlsbad, and his assistant, Matt Depew, stepped in at my request. They assessed the situation almost immediately, and in five minutes, restored the power and heat needed to keep Mom going.

I'd spotted Taylor's crew on the morning of the election, just after voting at my local polling location. When I stopped

and explained my mother's situation to Dustin, this courteous, no-nonsense volunteer whipped out a Plainview grid map and pointed to our street.

Even though they'd only arrived the day before after volunteering to come cross-country to help resolve the crisis, he told me, "We'll be there as soon as we can, buddy. We'll check it out."

Ten minutes after I got home, Taylor and Depew were there with a service truck. Next thing I knew, my brother Kym was yelling that the electricity was on, with heat pouring out of the house vents. Taylor said they had replaced an electrical connection and reset the transformer.

Up until Taylor and his crew saved the day, Kym had been repeatedly recharging the back-up battery around the clock for our frail mother's "wound vac" – a electric device intended to prevent infection by continuously draining fluids from an ulcer at the base of her spine.

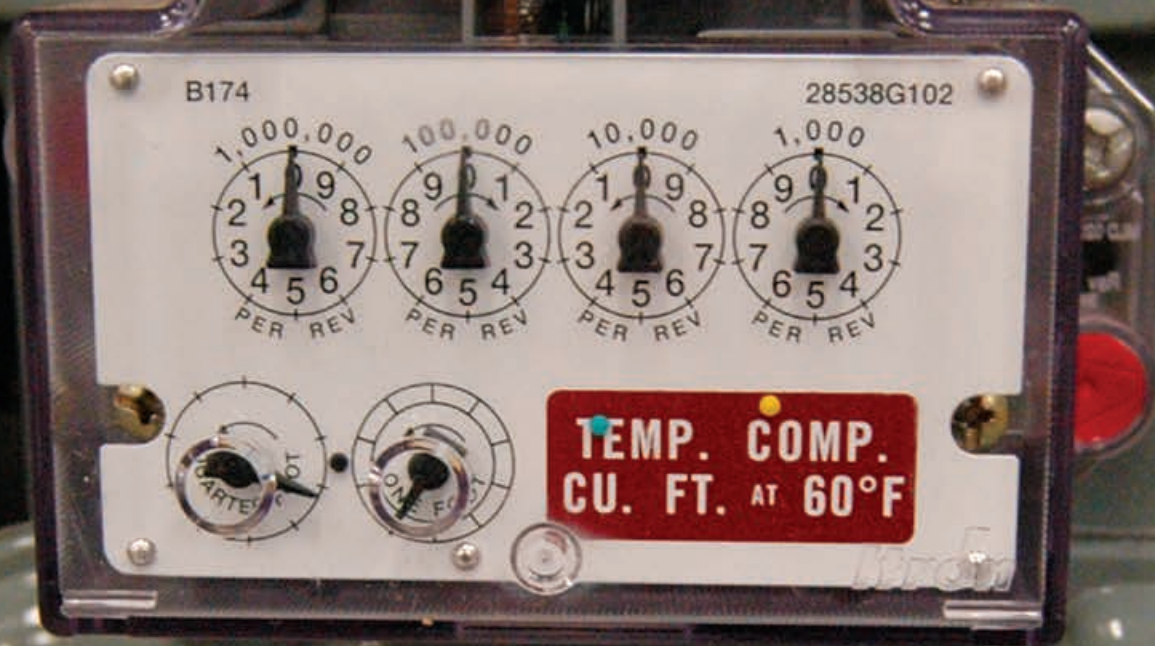
He did so via a line to the cigarette lighter in his car, using up what was now precious gasoline in the process. Inside the house, following doctor's orders not to let the temperature fall below 70 degrees, we kept Mom warm by shutting doors to unused rooms, burning candles and boiling water on the gas stove.

I wasn't ready to blame anyone, given the extent of the Sandy disaster and with so many people with trouble far worse than ours. But we needed action.

Thank God we got it – from a couple of gallant utility workers who drove 2,000 miles to get here, and showed plenty of brains, heart and competence. If only she could, I think Mom would have given them a personal rendition of the national anthem as her gift of thanks. ✕

# Lost Meters

Hunch leads to \$1 million boost in revenue



**H**e had a hunch, followed it carefully, and in the end unburied what amounts to a hidden treasure that will produce nearly \$1 million in additional revenue for Xcel Energy each year.

Greg Axness, senior solutions analyst in Business Systems, developed his hunch while overseeing regular maintenance work on the company's automated meter reading software, which covers more than 2.5 million meters in Colorado.

It occurred to him that the system could allow for more functions than just the normally programmed reading of meters once a month. So along with his co-workers, Axness managed to garner more use from the system, and it is now able to perform additional readings each month.

Those increased readings are sent to the billing system and are invaluable in helping resolve billing issues, he said, as well as in eliminating trips to the field when a customer starts or stops service. That means a significant reduction in both Billing and Meter Reading's operating costs, he said.

However, in the process of maximizing the efficiency of the meter-reading software, he came across something unexpected — readings from meters that were not set up for billing in the company system. Ax-



ness, who works at Skypark in Eau Claire, Wis., began to investigate and found that the serial numbers of the “lost” meters confirmed they were indeed owned by Xcel Energy.

With more research, Axness found more than 1,100 of these “lost” meters. And more importantly, he confirmed they were indeed registering usage of Xcel Energy’s gas and electric services.



Greg Axness

Once these meters have been located and properly set up into the company’s meter reading and billing systems, they are expected to generate roughly \$980,000 in additional revenue annually.

“A lost meter is one that is installed at a customer location, but one that company systems do not show as installed there,” he explained. “As for how the meters became lost, we assume that a process was not followed correctly somewhere along the line, and we are now working on a root-cause analysis and completing a thorough investigation.

“Since this began as just a hunch, I worked to analyze the existing data to see if we could indeed find these lost meters. Last summer, I felt I had analyzed the data to a point where I needed someone to do some field validation.”

Axness carefully compiled the information he needed to substantiate his hunch, using meter-reading route data to identify lost meters. Once he felt he’d built a convincing case, he spoke to colleagues in Meter Reading. He explained his results and said he was sure there were more lost meters in the field that needed to be found so they could be billed correctly.

His argument convinced Meter Reading staff. And based on Axness’ information, they sent revenue protection investigators out to find one of the lost meters he had identified. On this first field investigation, they not only found that “lost” meter, but another one as well.

“My idea was to analyze and provide the data to field personnel so they could find these meters,” he said. “Once we knew we had quality data, we moved forward and employees from other areas became involved.”

Besides Meter Reading, those areas now include Revenue Protection, Metering Analysis, Meter Reading Support and Billing, he said, as well as software provider Itron and field-service provider Tru-Check.

Axness and others in Meter Reading then shared their results with Customer Care and Information Technology (IT) management. They then landed more support for moving forward.

Itron was contracted to help develop software that gives the company an approximate location of a lost meter based on reading data collected, he said. Customer Care shared the results with Distribution Operations, and both agreed that ongoing field investigations were warranted.

To date, approximately 350 investigations have been completed and about 320 meters have been found.

“The effort to identify lost meters has gone smoothly, especially since this is a new process,” he said. “The biggest surprise is how much revenue this will bring into Xcel Energy on a yearly basis.

“I’m pleased I was able to take existing data and use it to add more value to Xcel Energy at a very low cost,” he added. “This is a perfect example of using technology to benefit Xcel Energy, and it required a lot of different departments and effective team work to make it successful.”

# NEWS BRIEFS

## 2012 United Way campaign goal reached

Company employees and retirees raised \$2.8 million through this year's United Way campaign. And with the company match, Xcel Energy will invest more than \$5.3 million in the communities it serves.

"As you know, United Way celebrated its 125th anniversary this year," said Ben Fowke, chairman, president and CEO. "Xcel Energy has a long tradition of supporting the communities we serve through United Way as a part of that history.

"If you pledged, attended an event, bid in the online auction, volunteered and/or took a leadership role this year, you've helped us continue this important tradition," he added.

This year's campaign had many high points including:

- A significant increase (47 percent) in the number of "FairShare" donors who pledged one hour of pay per month.

- A 16 percent increase in Leadership donors of \$1,000 or more.
- \$8,000 more raised by the online auction than last year's auction.
- A slight increase in number of employees pledging and the average amount pledged.
- Retirees and IBM contractors combined pledged more than \$180,000 in support of United Way.
- And the management campaign met and exceeded its goal, with 13 percent more participation than in 2011.

More than 400 employees also volunteered their time to plan, manage and support workplace campaign events and activities across the company, Fowke said.

"Thank you to our volunteers, whose participation and contributions make our campaign possible," he said. "Our annual United Way campaign is an opportunity to come together as a company and make a difference across the many communities we serve."

## Xcel Energy receives Minnesota Governor's award for EV work

Xcel Energy, HOURCAR and Plug-In Connect each received a Certificate of Recognition from Minnesota Gov. Mark Dayton's office at a recent Drive Electric Minnesota meeting. The awards recognize each business's contribution for supporting the electric vehicle (EV) market in Minnesota.

"Receiving recognition from the governor's office for Xcel Energy's EV efforts was great," said Scott Hults, manager in Account Management.

Xcel Energy provided financial support to several cities, counties, the Metropolitan Airports Commission

(MAC) and other public entities to purchase all-electric Ford Transit Connect commercial vans, Prius electric conversions and Chevy Volts in 2011.

In 2012, Xcel Energy partnered with eight entities, including the cities of St. Paul and Minneapolis, MAC, Minneapolis Public Schools, Ramsey County, the University of Minnesota, Macalester College and Metro Transit in support of a matching grant that will result in about 70 new public EV charging stations.

The charging stations will be installed throughout the Twin Cities metro area by the end of the year.

Xcel Energy is a partner of Drive Electric Minnesota, a collaborative effort of local and state government, business and nonprofit entities working in together to bring EVs and plug-in charging infrastructure to Minnesota.

## Xcel Energy pursues new Colorado substation

Xcel Energy recently filed for a permit with Summit County in Colorado for a new electric distribution facility, to be known as the Ptarmigan Substation.

The substation, to be completed in the fall of 2014, would help meet the current and growing demand for electricity in Summit County. The new substation would be located on private property, and the company has entered into a conditional agreement for the site, said Jerome Davis, regional vice president.

"Based on our outreach efforts with officials, businesses, community residents and leaders, as well as

public reaction at an October public open house, we believe we have found the best location for our substation," he said. "The Ptarmigan Substation will provide much-needed capacity, thus greatly improving reliability and the operations of our systems in the area.

"Additionally, I want to express my sincere appreciation to the community for its involvement and input in the process to date," he added.

Included in the substation project would be improvements to an existing access road, two new buried distribution lines, and a short overhead double-circuit, 230-kilovolt transmission line tap that will connect with an existing Xcel Energy transmission line. Construction is expected to take place in 2013 and 2014.

# MILITARY FRIENDLY



## 1,400 current employees have served in the Armed Forces

**F**or the fifth year in a row, Xcel Energy has been designated as a national Top 100 Military Friendly Employer by the magazine, G.I. Jobs. Approximately 1,400 company employees – nearly 12 percent of the workforce – have served in the Armed Forces.

Xcel Energy aggressively seeks to hire military alumni who are smart, innovative, responsible team players and team builders, common traits for those who have worn the nation's uniform, said Ben Fowke, chairman, president and CEO.

"At Xcel Energy, we appreciate the service and sacrifice of our military veterans and their families," Fowke said. "The company's efforts to attract military veterans have resulted in

a win-win for the company and our employees.

"We value the skills, commitment and diversity that veterans bring to the workplace," he added. "Their skills translate well to a utility environment, and their work ethic is outstanding. Their contributions are vital to our company's success."

According to G.I. Jobs, the list of 100 companies represents the top two percent of more than 5,000 eligible companies whose annual revenues exceeded \$500 million.

Criteria for selection to the Top 100 list include the strength of company military recruiting efforts, the percentage of new hires with prior military service, retention programs and company policies on National Guard and Reserve service.



Xcel Energy's company profile, including open positions that are a fit for military personnel, can be found at the website, MilitaryFriendly.com. Now in its 10th year, the list is a resource for transitioning service members and spouses seeking civilian employment.

"This is the sixth time in seven years that we have received this honor," said Darla Figoli, vice president of Human Resources. "I am especially proud that we moved up in the

**"We value the skills, commitment and diversity that veterans bring to the workplace."**

rankings from No. 99 to No. 45. This is a significant achievement for our organization and the communities we serve."

Among its benefits, Xcel Energy will pay the difference between the employee's base pay and the pay the employee receives from the military for the first six months of eligible military leave. Employees on military leave also are eligible for extended insurance coverage.

The magazine also noted Xcel Energy's investment in and support of the MOVE (Military Ombudsmen for Veterans and Employees) employee network group, she added, as well as the company's expanded strategy for recruiting veterans.

MOVE is dedicated to sustaining awareness of issues of interest to veterans in Xcel Energy's workforce. The group focuses on development, implementation and communication of programs and policies centered on the welfare of veterans and their families in the communities the company serves.

MOVE recently sponsored an event in Eau Claire, Wis., where veteran Doug Ward spoke. More than 60 years after completing a distinguished career in World War II, the western Wisconsin veteran was presented with the Distinguished Flying Cross and seven other medals for his service.

Ward served in the U.S. Air Force from 1942 until the end of the war in 1945. At 89, he still remembers his three years as a B-17 gunner, flying missions over North Africa, Italy and Germany. He shared his experiences during the lunch program.

"We actively recruit vets because we know that they have the kind of heart and commitment we need," Figoli said. "Xcel Energy is proud of the veterans who work among us." ❧

## FRIENDS WE'LL MISS

### **Le Roy F. Brockberg**

94, district representative, Electric Operations, Slayton Office, Sioux Falls, S.D., died on Sept. 28, 2012. He worked for NSP from 1951 to 1981.

### **Donald R. Brown**

83, Prairie Island Nuclear Plant, Welch, Minn., died on Nov. 6, 2012. He worked for NSP from 1966 to 1991.

### **Dorothy E. Cooper**

87, clerk, Colorado, died on Nov. 3, 2012. She worked for PSCo from 1961 to 1986.

### **David A. Fuerstenberg**

76, electric mechanic, St. Cloud, Minn., died on Nov. 3, 2012. He worked for NSP from 1960 to 1993.

### **Curtis O. Hillman**

88, Texas, died on Nov. 3, 2012. He worked for SPS from 1949 to 1986.

### **Howard J. Horton**

88, vaultman/cableman, Colorado, died on Nov. 13, 2012. He worked for PSCo from 1960 to 1984.

### **Lawrence H. Johnson**

83, shop foreman, Minneapolis, Minn., died on Nov. 10, 2012. He worked for NSP from 1949 to 1984.

### **Wesley E. Lundquist**

85, Blue Lake Generating Plant, Minnesota, died on Nov. 9, 2012. He worked for NSP from 1952 to 1988.

### **Joseph P. Miller**

85, dispatcher, Gas Supply, Minnesota, died on Nov. 12, 2012. He worked for NSP from 1951 to 1987.

### **Theodore S. Montean**

86, utilization foreman, Gas Operations, White Bear Service Center, White Bear Lake, Minn., died on Oct. 22, 2012. He worked for NSP from 1950 to 1995.

### **Richard A. Trombley**

75, utilization foreman, Newport Service Center, Newport, Minn., died on Nov. 19, 2012. He worked for NSP from 1957 to 1995.

### **Douglas L. Wade**

76, working foreman, Transportation, Colorado, died on Oct. 27, 2012. He worked for PSCo from 1956 to 1994.

### **Edward H. Zimmerman**

97, Utility Service, Colorado, died on Oct. 31, 2012. He worked for PSCo from 1971 to 1980.

## RETIRING

**Mary Barron**

(*mkblax@gmail.com*), senior database specialist, IO Transmission, GO, Minneapolis, Minn., retired on Dec. 31, 2012. She worked for Xcel Energy for 39 years.

**Gerald (Jerry) Binder**

(*bbinder@comcast.net*), dispatcher, Operations, Greeley Service Center, Greeley, Colo., retired on Dec. 28, 2012. He worked for Xcel Energy for 40 years.

**Gerald Bostwick**

mechanic specialist, Energy Supply, Arapahoe Station, Denver, Colo., retired on Dec. 21, 2012. He worked for Xcel Energy for 33 years.

**Bruce Burr**

(*bruce.burr@comcast.net*), designer, Lipan Distribution Center, Denver, Colo., retired on Nov. 30, 2012. He worked for Xcel Energy for 36 years.

**Teri Crews**

(*tcrews17@comcast.net*), security consultant, Security Services, GO, Minneapolis, Minn., retired on Dec. 12, 2012. She worked for Xcel Energy for 36 years.

**Victor Criger**

millwright, Maintenance, Comanche Generating Station, Pueblo, Colo., retired on Dec. 20, 2012. He worked for Xcel Energy for 35 years.

**Wanda M. Czuk**

(*wickedwillowtree@comcast.net*), designer, Lipan Distribution Center, Denver, Colo., retired on Dec. 31, 2012. She worked for Xcel Energy for 44 years.

**Larry P. Dashner**

(*ldashner@comcast.net*), gas standards technician, Gas Standards, Denver, Colo., retired on Dec. 31, 2012. He worked for Xcel Energy for 21 years.

**Christopher Gonzalez**

senior fitter serviceman, Gas, Boulder, Colo., retired on Nov. 27, 2012. He worked for Xcel Energy for 39 years.

**Brad Goudy**

(*bjgoudy@msn.com*), senior technical instructor, Maintenance, Prairie Island Nuclear Plant, Welch, Minn., retired on Dec. 31, 2012. He worked for Xcel Energy for 30 years.

**Dave Hinds**

(*dhinds68@comcast.net*), lead fitter, Gas Construction, Lipan Distribution Center, Denver, Colo., retired on Dec. 31, 2012. He worked for Xcel Energy for 37 years.

**Robert Hinds**

(*rhinds878@gmail.com*), manager, Plant Engineering & Technical Support, Energy Supply, Harrington Station, Amarillo, Texas, retired on Dec. 31, 2012. He worked for Xcel Energy for 30 years.

**Charles J. Hogue**

Cameo Station, Palisade, Colo., retired on Dec. 28, 2012. He worked for Xcel Energy for 38 years.

**Darla K. Incerto**

(*darlaincerto1@gmail.com*), technician thereafter, Design, Pueblo Service Center, Pueblo, Colo., retired on Dec. 21, 2012. She worked for Xcel Energy for 36 years.

**Mark S. Jeffers**

station supervisor, Operations, Arapahoe Station, Denver, Colo., retired on Dec. 31, 2012. He worked for Xcel Energy for 35 years.

**Roxane Jensen**

(*roxjimjensen@Q.com*), designer, Engineering, Boulder Service Center, Boulder, Colo., retired on Nov. 30, 2012. She worked for Xcel Energy for 26 years.

**Roger C. Jenson**

(*rvjenson@att.net*), designer, Eau Claire, Wis., retired on Dec. 31, 2012. He worked for Xcel Energy for 33 years.

**Owen Kosloski**

chemist, Test Lab, Chestnut Service Center, Minneapolis, Minn., retired on Dec. 31, 2012. He worked for Xcel Energy for 34 years.

**David Kral**

(*d.kral@comcast.net*), principal production engineer, Technical Resources & Compliance, Chestnut Service Center, Minneapolis, Minn., retired on Dec. 31, 2012. He worked for Xcel Energy for 36 years.

**Penny Libbee**

(*penny.libbee@yahoo.com*), secretary, Administrative, Hayden Generating Station, retired on Dec. 28, 2012. She worked for Xcel Energy for 30 years.

**Gerald L. Lucero**

specialist, Stores, Cherokee Generating Station, Denver, Colo., retired on Dec. 17, 2012. He worked for Xcel Energy for 37 years.

**Jim Martinez**

(*snoryderjp@bojabb.com*), vault cableman, Electric Underground Lines, Lipan Distribution Center, Denver, Colo., retired on Dec. 17, 2012. He worked for Xcel Energy for 29 years.

**Barbara K. Mayberry**

(*babamay@live.com*), senior associate, Operations, Plainview, Texas, retired on Jan. 14, 2013. She worked for Xcel Energy for 38 years.

**Keith McClellan**

(*keith\_mcclellan@comcast.net*), patrolman, Transmission Lines, Golden, Colo., retired on Jan. 8, 2013. He worked for Xcel Energy for 30 years.

**Robert W. McGurk**

control specialist, Electrical Production, Cabin Creek Hydroelectric Plant, Georgetown, Colo., retired on Oct. 31, 2012. He worked for Xcel Energy for 31 years.

**Sam (Mick) Montoya**

(*mickm4750@gmail.com*), working foreman, Outdoor Lighting, Lipan Distribution Center, Denver, Colo., retired on Dec. 28, 2012. He worked for Xcel Energy for 25 years.

**Dennis M. O'Dwyer**

field credit representative, Customer Service, Mesa County Operations Center, Grand Junction, Colo., retired on Dec. 31, 2012. He worked for Xcel Energy for 34 years.

**Kevin S. O'Keefe**

dispatch, Rice Street, St. Paul, Minn., retired on Dec. 28, 2012. He worked for Xcel Energy for 37 years.

**David S. Pearson**

(*dpearson2@charter.net*), manager, Community & Local Government Relations, Mankato Service Center, Mankato, Minn., retired on Jan. 15, 2013. He worked for Xcel Energy for 44 years.

**Jack Powell**

(*jpowell\_@msn.com*), vaultman/cableman, Underground Electric, Lipan Distribution Center, Denver, Colo., retired on Dec. 12, 2012. He worked for Xcel Energy for 33 years.

**Randy Rhodes**

(*rrhodes909@msn.com*), senior water resources analyst, Chemistry and Water Resources, 1800 Larimer, Denver, Colo., retired on Jan. 15, 2012. He worked for Xcel Energy for 28 years.

**Joseph M. Schmidt**

electrician specialist, Metro Substations, Lipan Distribution Center, Denver, Colo., retired on Nov. 28, 2012. He worked for Xcel Energy for 41 years.

**Jerry Schwab**

working foreman, Line Construction, Arvada, Colo., retired on Dec. 21, 2012. He worked for Xcel Energy for 39 years.

**Joyce Sexton**

senior associate, High Pressure Gas, Summit Operations Center, Silverthorne, Colo., retired on Dec. 28, 2012. She worked for Xcel Energy for 33 years.

**Brian D. Shideler**

lead payroll analyst, HR Operations Center, 1800 Larimer, Denver, Colo., retired on Dec. 31, 2012. He worked for Xcel Energy for 35 years.

**David Smiskey**

line crew foreman, Overhead, Menomonie, Wis., retired on Dec. 3, 2012. He worked for Xcel Energy for 45 years.

**Dennis Sowell**

(*dennis.sowell58@gmail.com*), mechanic specialist, Maintenance, Comanche Generating Station, Pueblo, Colo., retired on Nov. 1, 2012. He worked for Xcel Energy for 35 years.

**Wayne Stifter**

manager, Billing Operations, Centrepoint, Roseville, Minn., retired on Dec. 21, 2012. He worked for Xcel Energy for 35 years.

**John Stumpf**

director, Design Construction & Maintenance, Fargo Service Center, Fargo, N.D., retired on Oct. 31, 2012. He worked for Xcel Energy for 32 years.

**Bob Thuringer**

(*rm723@msn.com*), working foreman, High Pressure Gas, Brighton Service Center, Brighton, Colo., retired on Dec. 28, 2012. He worked for Xcel Energy for 34 years.

**Alan Turbyfill**

principal financial consultant, Financial Forecasting, 1800 Larimer, Denver, Colo., retired on Dec. 31, 2012. He worked for Xcel Energy for 41 years.

**Carole Wallace**

(*carole\_wallace@comcast.net*), regulatory coordinator, Regulatory & Resource Planning, Minneapolis, Minn., retires on April 1, 2013. She worked for Xcel Energy for 24 years.

**Cheri Weers**

(*caw6400@msn.com*), supervisor, Electric Operations, Southwest Service Center, Lakewood, Colo., retired on Jan. 11, 2013. She worked for Xcel Energy for 36 years.

**Dave Weers**

(*daveweers@yahoo.com*), operations manager, High Pressure Gas, Brighton Service Center, Brighton, Colo., retired on Dec. 14, 2012. He worked for Xcel Energy for 41 years.

**John Wertish**

community relations manager, Community Service, White Bear Lake, Minn., retired on Dec. 31, 2012. He worked for Xcel Energy for 38 years.

**Bruce E. Werton**

designer, Lipan Distribution Center, Denver, Colo., retired on Dec. 21, 2012. He worked for Xcel Energy for 49 years.

**Mark Williams**

lead mechanic A, Fleet, Kipling Service Center, Lakewood, Colo., retired on Nov. 30, 2012. He worked for Xcel Energy for 40 years.

**Ed Wise**

lead mechanic, Transportation, Lipan Service Center, Denver, Colo., retired on Nov. 30, 2012. He worked for Xcel Energy for 36 years.

## CONTINUING EDUCATION

**Justine E. Goray**

administrative assistant, Technical Training, Denver, Colo., received her Bachelor of Science degree in Business Management from Colorado State University. She graduated summa cum laude in June 2012.

**Matt Hoese**

project manager, Transmission, Denver, Colo., recently passed the Project Management Professional exam.

**Aimie Mims**

associate, Siting & Land Rights, Minneapolis, Minn., was recently certified as an Associate Right of Way Professional by the International Right of Way Association (IRWA).

**Xtra retiree web portal available on xcelenergy.com**

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

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



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