

## **GRIDEX II:**

Drill helps prepare for power-grid issues

## **GAS REPAIR:**

Crews face frigid weather to repair major line

## **ARAPAHOE:**

Denver plant bids farewell after decades of service



# Overhauls

New effort looks to streamline unit overhauls





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The new overhaul-management team in Energy Supply is effectively working with its various teams to ensure that all of the right players are involved in developing and completing unit overhauls. Pictured here is King Generating Station in Oak Park Heights, Minn. For more information, please see story on page 8.

## Thankful for the work done to provide electricity

Dear Xcel Energy:

We were very pleased with the work one of your crews did in replacing two utility poles and a transformer near our property. The crew came out on a Saturday, as well as on other days, to complete the job.

We are thankful for all the work they do to provide electricity to each household. Thank you, Xcel Energy.

—**Rolly and Karlene Jendro**

## Response to gas-leak emergency appreciated

Dear Xcel Energy:

We recently made a gas leak emergency call to your company and an Xcel Energy expert arrived in 15 minutes and then fixed the problem within a half hour.

We were quite impressed with his professionalism and politeness, and appreciated the tips he gave us regarding safety measures and overall care of our gas stove.

Thanks so much for providing such impressive employees.

—**A Minnesota customer**

## Thanks sent for reviewing and correcting account

Dear Xcel Energy:

I sincerely thank you for reviewing and correcting my account. Being widowed and left with large medical bills, I strive to be very frugal regarding my utility bills, etc.

I am thankful to be able to be employed at my age of 75 and to live independently and pay my bills in a timely manner. Therefore, it renews my faith in businesses to have my account reviewed regardless of the outcome.

So once again, thank you for making the effort to resolve issues. I greatly appreciate it.

—**A New Mexico customer**

## PHOTO OP



## FALL COLORS

The Leadville Substation, in Leadville, Colo., the nation's highest incorporated city at an elevation of 10,152 feet, is pictured here surrounded by fall glory. Paul Urban, manager of Transmission Lines Construction and Maintenance, based out of Golden, Colo., captured this image on a sunny fall day.

**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 e-mail address listed on the back page of this publication. By submitting images for "Photo Op," employees give Xtra permission to run the photos.



# GRIDEX II

Xcel Energy participates in national drill to ensure grid protection

**M**ore than 125 Xcel Energy employees recently joined with people from nearly 200 entities across the United States, Mexico and Canada to participate in a two-day drill simulating cyber and physical events on the power grid.

Called GridEx II, the North American Electric Reliability Corp. (NERC) conducted the drill, along with thousands of utility workers, business executives, National Guard officers, FBI experts and officials from government agencies across North America.

The drill was designed to validate the readiness of the electric industry's response plans to possible attacks and to provide input for future improvements, said Doug DeGrote, director of IT Security and Risk Management.

The biennial international grid-security exercise uses best practices and other contributions from the Department of Homeland Security, the Federal Emergency Management Agency and the National Institute of Standards and Technology.

"While Xcel Energy conducts dozens of drills throughout



Doug DeGrote

the year involving grid security, this drill was a great opportunity to test our processes and interactions with the many other agencies involved," DeGrote said.

Company employees joined the exercise from various locations in the Xcel Energy's eight-state service territory as NERC released each sequence of the simulated event. Different cyber and physical simulations evolved over the course of the drill, imitating the complexity of a real event.

Teams assessed, tested and validated existing command, control and communication plans and tools throughout the drill.

There were three ways for utilities to participate in GridEx II, he said, and the company was involved with both planning and participating. The third avenue simply involved standing by and watching the drill.

Planners, including nine Xcel Energy employees who were sworn to secrecy, worked with the Edison Electric Institute to put the drill together. Other employees from all parts of the company then responded to the simulations during the two-day drill.

"The drill went very well," DeGrote said. "When you look



at reacting to pandemic events, working with federal and other government agencies is crucial.

“And through the drill, we demonstrated how we can continue to work better together and improve communications,” he added.

While GridEx II did show that some gaps do remain, the drill showed that the company and the many other entities are in good shape and headed in the right direction, he added.

“Drills like GridEx II help us prove out what we need to do when and if the real thing happens,” DeGrote said. “We are moving to the point where it will take a major pandemic event to cause significant problems on the grid.”

Over the last few years, Xcel Energy has increased and expanded the drills it conducts to make sure that the company is ready for worst-case scenarios, he said. Drills allow the company to practice its response to a disruptive event and give employees the chance to fix weaknesses in processes before experiencing a real situation.

“We have a responsibility to deliver safe and reliable service to customers,” DeGrote said. “Our active participation in large-scale drills such as GridEx II is just a part of that commitment.”

In addition, Ben Fowke, chairman, president and CEO, is a member of the National Infrastructure Advisory Council (NIAC) sub-committee on cyber security. NIAC advises the U.S. presi-

dent through the secretary of Homeland Security on the security of critical infrastructure sectors and their information systems. Several advisory committees work with NIAC on a variety of security issues, including communications infrastructure and emergency management.

The objectives of NERC’s Grid Security Exercise (GridEx) series are to exercise the current readiness of participating electric-sector entities to respond to a cyber incident and provide input for security program improvements to the overall power system.

NERC conducted the first sector-wide grid security exercise, GridEx 2011, in November of 2011. Seventy-five industry and government organizations from the U.S. and Canada participated in GridEx 2011.

Modeled after the Department of Homeland Security’s Cyber Storm series, the initial GridEx exercise also was designed to validate the readiness of the electricity sub-sector to respond to a cyber incident, strengthen utilities’ crisis response functions and provide input for internal security program improvements.

The GridEx II scenario built on lessons learned from GridEx 2011 and included both cyber-security and physical security components. ❧



# GAS REPAIR

## Crews tackle effort to solve gas-line issue



**W**hen a routine leak survey revealed an issue with a huge, 26-inch, high-pressure natural gas distribution pipeline in southeast Denver, crews jumped to work to solve the problem.

Over a nearly two-week span, which began on the Friday before Thanksgiving, more than 50 employees and contractors worked around the clock quickly and safely to pinpoint the leak and make the repair.

In the midst of the work, however, the crews faced an additional challenge – a first Arctic blast of the season. The cold front hit Colorado the evening of Dec. 3, bringing frigid temperatures to the area. The high on Dec. 4 was 10 degrees, and the low on the following day dipped to -15 degrees.

“It’s thanks to the support we’ve received from Gas Engi-

neering and Capacity Planning that we didn’t have any natural gas outages,” said Victor Quinonez, director of Gas Operations for PSCo. “The pipeline repair was completed on Dec. 4, and recognition needs to go to Bob Macias, manager of Gas Trouble Field Operations, our Gas Emergency Response Team and Southeast Gas Operations.

“They all were out there working extremely long hours,” he added, “even giving up portions of their Thanksgiving holiday with their families to work on the repair.

“I also want to thank the crew members who did a great job of transforming a very hazardous excavation into a safe working zone,” Quinonez said. “I am proud of their safety efforts and teamwork.”

In order to access the section of pipe that needed repair,

the crews had to ensure the surrounding soil would not collapse on the workers. The project required workers to shore up the area by installing a temporary structure made from metal sheets to create a safe work zone.

To complete the repairs, Gas Operations relied heavily on the company's Supply Chain organization, he said. Supply Chain helped in getting additional personnel and replacement parts to the worksite.

"We needed to fly in one technician from Houston and another from an oil platform in California," Quinonez said. "We also had to get secure fittings from Tulsa, Okla., as well as other parts from California. The project definitely required a lot of coordination."

The repair itself involved a "tapping" procedure to allow for cutting the line on either side of the leak and then putting stopples – or line-stoppers – where the cuts were made so the damaged pipe could be removed.

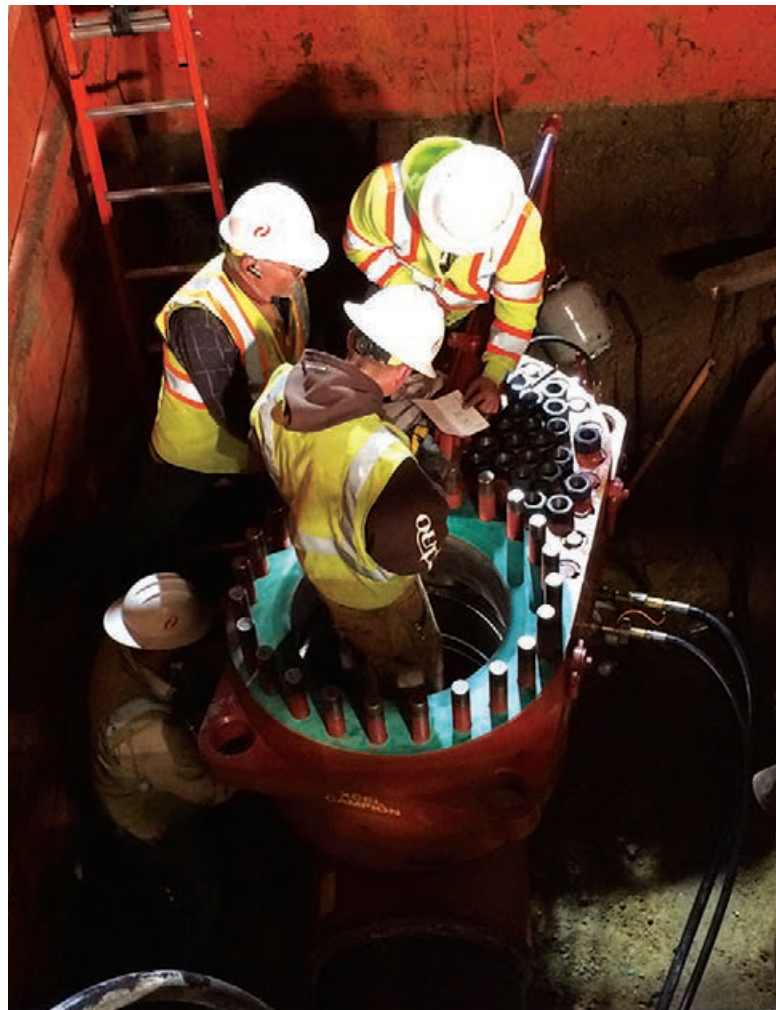
However, before the pipe could be removed, the remaining natural gas in the pipeline had to be released or "blown down" into the atmosphere, he said.

Crews then put a section of new pipe in place, lining it up with the current pipeline, and welding it to the existing pipeline. Gas flowed through the pipeline around noon on Dec. 4, and the stopples were removed around 8 p.m. that night. The pipeline serves thousands of customers in the Denver metro area, including downtown. ☒



## LONG HOURS

Over a nearly two-week span, which began on the Friday before Thanksgiving, more than 50 employees and contractors worked around the clock quickly and safely to pinpoint a leak and make a repair to a major gas pipeline in the Denver area.







# OVERHAUL MANAGEMENT

Effort aims to maximize  
power-plant reliability





**T**hroughout the service territory, Xcel Energy's varied and numerous generation facilities supply more than 17,000 megawatts of electricity to customers.

Keeping those generating plants running smoothly and efficiently is – understandably – no small challenge. And it requires that those plants be carefully maintained on a consistent basis to maximize their generation capacities and minimize outages.

For large and complex unit overhauls within Energy Supply, the critical work of building detailed overhaul plans, integrating multiple project schedules into one overall schedule, and then leading the implementation of those plans is the responsibility of the Reliability Services and Overhaul Management (RSOM) team.

“Our clear focus is to maximize the reliability of our power plants and to maximize the value of our overhaul investments,” said Don Baxa, director of the new RSOM effort.

Historically, each power plant planned and managed its own overhauls, he said. Best practices developed at each site were not consistently shared, however, and the company's ability to improve the business was limited through organizational silos and limited communication.

Today, RSOM has developed overhaul standards built from the best practices from across Energy Supply, Baxa said, as well as partnerships with local refineries, discussions with other utilities, and information obtained from the company's nuclear plants and industry consultants.

“The RSOM team developed robust overhaul standards





Hayden, Hayden, Colo.



Harrington, Amarillo, Texas

that now address just about every aspect of an overhaul that would be needed to create a complete plan and integrated schedule," he said. "That work is then completed consistently by the RSOM team from plant to plant."

Overhauls – like other complex projects – still take a team effort to complete all required tasks effectively and efficiently.

The new Energy Supply Operating Model allows RSOM to effectively work with its matrixed teams to ensure that all of the right players are involved in developing the plan, have ownership and active engagement in the process, and are part of the team to implement the overhaul plan.

The level of planning that RSOM is pursuing for major overhauls is a change for some Energy Supply power plants. However, the business reasons to pursue detailed overhaul planning are crystal clear, Baxa said.

According to the Project Management Institute, detailed project planning results in a 21 percent increase in productivity, and 19 percent of well planned projects come in ahead of schedule, and 30 percent come under budget.

The value to the individual employee is less frustration, less duplication, less uncertainty and better project results, he said. RSOM's goals for every employee involved in an overhaul include:

- They know their scope of work ahead of time.
- The tools, material and information they need are ready and available to allow them to complete quality work safely.
- And obstacles and ambiguities have been removed to allow them to accomplish their work efficiently every hour, every day.

"That's our goal and we're still on that journey," Baxa said.





Comanche, Pueblo, Colo.



King, Oak Park Heights, Minn.

In June, after six months of leading overhauls within Energy Supply, RSOM reviewed the lessons learned from all three operating regions. The team developed a “Top 10” list of common challenges that were observed in each region at multiple plants.

“These challenges were not just overhaul related, but were issues that impact Energy Supply system-wide in our everyday processes and operation,” Baxa said. “They included issues like the need for clearly defined and accepted roles and responsibilities, the need for systematic and rapid decision making, and the need to drive more consistency and standardization in our safety, quality and finance processes.

“We will continue to see opportunities to gain efficiencies and improve our business as we move away from operating as unique islands and act more as one common business,” he added. “The ‘Top 10’ list has been communicated and shared within Energy Supply, and the response and actions



**We are rapidly developing tools that will improve standardization in overhaul planning.**



consistency in our standards.

“We are rapidly developing tools that will improve standardization in overhaul planning,” he added, “while making it easier and faster for our team and our customers to replicate best practices from site to site, across the fleet, each and every outage to improve our business’s competitive advantage.”

taken throughout the organization have been spectacular.”

Immediate actions have been taken, and teams are actively addressing the issues. The initial communication and resulting awareness of the challenges already has had an impact, Baxa said, in terms of work to systematically resolve the “Top 10” issues.

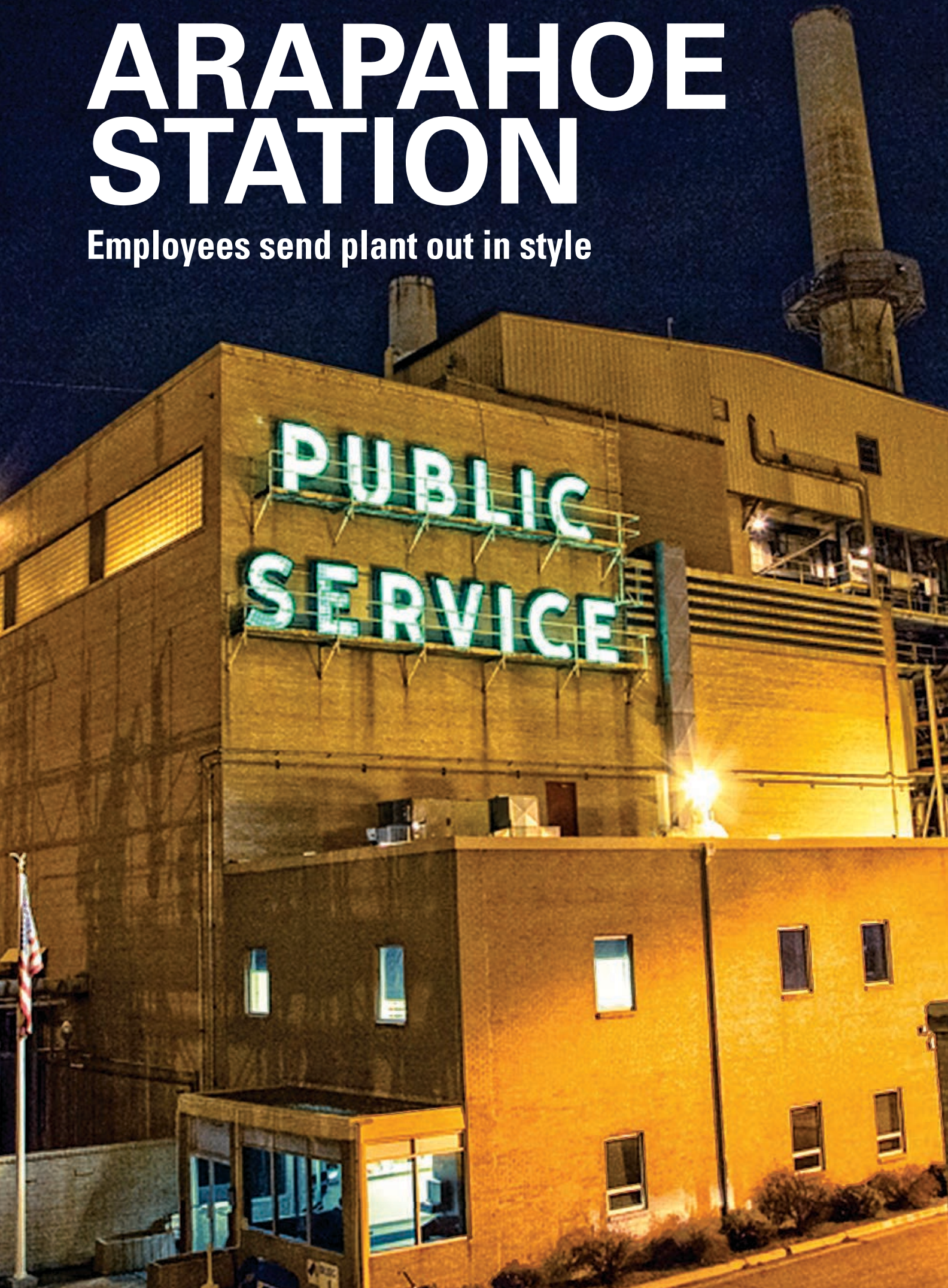
What’s next for RSOM in 2014?

“The drive to continuously improve,” Baxa said. “We are using our lessons learned to drive further improvements and

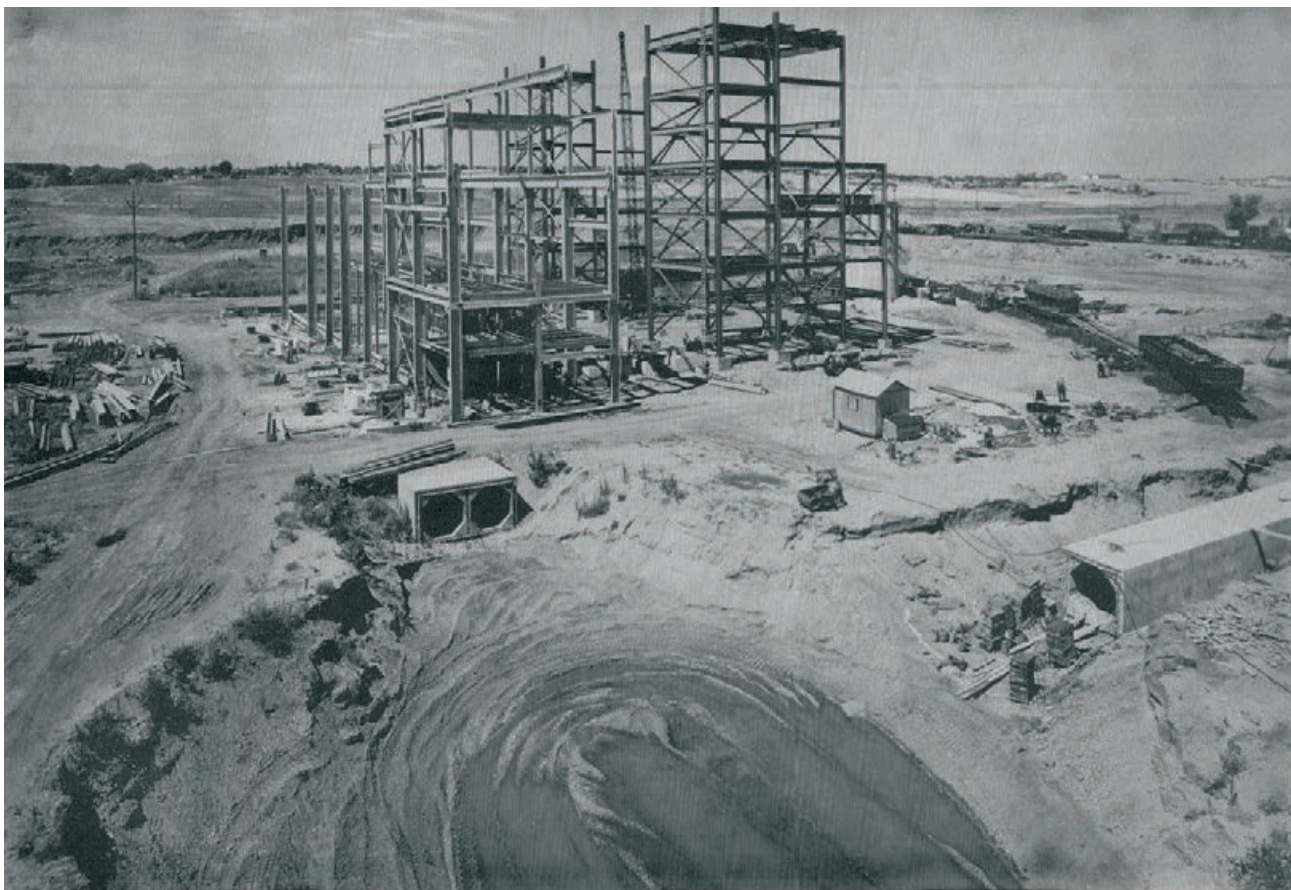


# ARAPAHOE STATION

Employees send plant out in style







BUILDING STRUCTURAL STEEL  
UNITS 1-2 PROGRESS PICTURE 74 SEPT. 1, 1949

**T**he employees at Arapahoe Generating Station went out in style as the Denver power plant closed operations on Dec. 31, 2013.

Always strong supporters of United Way, plant workers produced a 96 percent giving rate during the recent 2013 company campaign.

In addition, Arapahoe finished its run with the safest three years ever at the plant. The roughly 50 employees at the facility went the final three years of operations without an OSHA-recordable injury, said Jim Stevens, plant department manager at Arapahoe.

"In spite of the changes at the plant, we produced great results in terms of both safety and the United Way," he said. "The level of maturity of the employees here in dealing with change has been impressive."

"The people at Arapahoe Station have been amazing in working through the closure and are an inspiration to me," added David Eves, president and CEO of PSCo. "They are a model for how we can embrace and constructively deal with change and uncertainty."

Keith Wycoff, mechanical working foreman, said the plant's employees have always been involved in the community, including book drives for a local school for the blind and many other activities.

"We have always done things that helped the community, and I've never known a time when we weren't involved in something," Wycoff said. "That is one of the best things about

Arapahoe – the community work and our sense of pride in doing it."

Wycoff had an early connection with the plant. Standing on Ruby Hill in southwest Denver as a child, looking down on Arapahoe, he watched as trailers and mobile homes floated down the South Platte River next to the plant during the huge flood of 1965.

For years afterward, mud from that flood would show up in various places in the plant, said Dave Dennis, mechanical working foreman. Arapahoe ended up with five or six feet of standing water in it during the flood, he said, and a plant pick-up truck was found years later in the bottom of a nearby pond on the property.

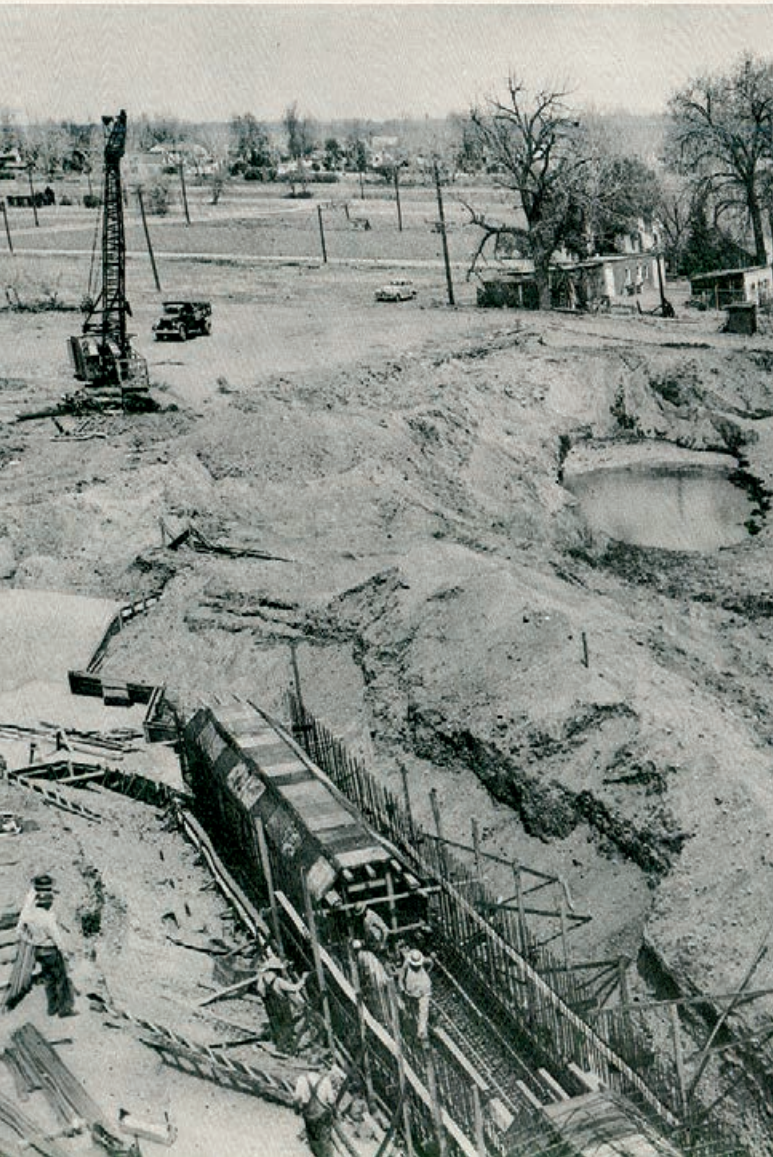
Arapahoe first came to life on Oct. 7, 1950, when Unit One came online. Units Two and Three followed in March and November of 1951. The identical units produced about 45 megawatts each.

The plant was so big and new at the time, that area residents initially called in reports of "vapor bombs" being produced by Arapahoe, Stevens said. Of course, those are simply known as common steam plumes today, seen rising over Arapahoe from many parts of Denver during the winter months.

Unit Four would join the operation in August of 1955, adding another 110 megawatts of production to the plant.

Noting that Arapahoe Unit Four would be "the biggest of its kind in the Rocky Mountain Empire," the Denver Post in 1953 wrote: "Public Service Co. Monday began construction of





a new \$17 million generating unit in Denver, and announced plans to build another to take care of the population increases in the Mile High City.”

Over the years, various emission control equipment and systems were added to the plant. Unit Three received one of the first baghouses ever built at PSCo in the 1970s.

Arapahoe also hosted the Electric Power Research Institute during parts of the 1980s and 1990s, and served as a research facility for the group. Efforts such as sonic horns to clean the bags in baghouses and various types of SO<sub>2</sub> removal were researched at the plant, said Terry Hunt, consulting engineer.

EPRI actually set up offices at Arapahoe and had staff on site to perform the various research efforts. The group’s sonic-horn research at Arapahoe to improve bag cleaning led to installation of sonic horns in nearly all reverse-air baghouses, he said.

In addition, the plant was chosen for a U.S. Department of Energy clean-coal project in the late 1980s. As Unit Four underwent an overhaul, low-NO<sub>x</sub> burners were added, as well as an SO<sub>2</sub> injection system, during the primarily DOE-funded effort, he said.

The project included the first installation of low-NO<sub>x</sub> burners and over-fire air in a top-fired unit, one of the first selective non-catalytic reduction systems for NO<sub>x</sub> removal, and a trona-

and lime-based SO<sub>2</sub> removal system. The company applied for and received a U.S. patent on the technology that could achieve 70 percent NO<sub>x</sub> and SO<sub>2</sub> removal.

In the transition of closing Arapahoe Station as part of Colorado’s Clean-Air, Clean Jobs Act, which is replacing coal generation with other forms of power, no jobs were lost, Stevens said. Plant personnel are transferring to other plants in the company system, and a small staff is working to finish closing down Arapahoe over the next few months.

“It’s been amazing to see a group of people come together and finish this effort in such a fine way,” said Tim Brown, plant director. “It was great to be a part of it.”

## STRONG FINISH

Arapahoe finished its run with the safest three years ever at the plant. The roughly 50 employees at the facility went the final three years of operations without an OSHA-recordable injury. They also produced a 96 percent giving rate during the recent 2013 United Way campaign.



# NEWS BRIEFS

## Federal regulators OK power-output increase at Monticello

The federal Nuclear Regulatory Commission has approved Xcel Energy's application to increase output at Monticello Nuclear Generating Plant in Monticello, Minn., to 671 megawatts from 600 megawatts.

"The Monticello nuclear plant currently generates about 10 percent of the electricity we provide customers in our Upper Midwest service territory, and it's carbon-free energy," said Dave Sparby, president and CEO, NSP-Minnesota. "The increased output will

provide additional low-cost energy to our customers."

Karen Fili, site vice president at Monticello, thanked plant employees for their efforts in attaining the milestone.

"This is good news for our customers, for the Monticello community and for all Monticello plant employees," she said.

Within about a month, plant operators will begin slowly increasing power at small intervals to ensure everything is operating as designed. In addition to the license amendment, Xcel Energy awaits an NRC decision in spring 2014 that will allow more operator flexibility before the plant ascends to the full 671 megawatts.

The Monticello plant, which is about 40 miles northwest of Minneapolis, began operation in 1970 under a 40-year license from the NRC. The NRC subsequently approved a 20-year operating license extension.

## Crews battle cold to restore service to customers

When a regulator station in Colorado malfunctioned last month, more than 7,000 customers in parts of Boulder County lost natural gas service as temperatures hovered around zero.

While the mercury rose only into the single digits throughout the weekend, crews faced an enormous task. First, they had to turn off service to every residential and business customer, and then make and test the repair. Once the sys-

tem was repressurized, they could relight appliances for thousands of customers.

"After putting out a call for action, we had more than 300 personnel working to restore service to the area," said Rodney Hunter, director of the Control Center for PSCo.

"We want to thank all of the other utilities and organizations who responded to our calls for assistance and mobilized their employees to help restore service," said David Eves, president and CEO of PSCo.

They included Atmos Energy, Black Hills Energy, Public Service

of New Mexico and SourceGas, plus HomeSmart, local plumbing companies, the city of Boulder, the county of Boulder and the American Red Cross, which opened and staffed a shelter. The company even flew in Xcel Energy employees from Minnesota and Wisconsin.

Crews worked on relighting natural gas appliances around the clock over two days. Xcel Energy kept the public informed about the gas outage and the relighting process through outbound calls, news media, social media updates, and postings on the company website and via the call centers.

## PIPS marks 25th anniversary of community service

The Pioneers in Public Service (PIPS) retiree volunteer program at Northern States Power recently marked 25 years of service to numerous communities. Hundreds of retirees have participated over the years as Xcel Energy volunteers.

Through their years of service, the retirees have helped serve organizations as volunteers by:

- Applying raised marking to the appliances of more than 1,000 blind and visually impaired customers through its signature program – Xcel Energy's Kitchen Appliance Marking Program (KAMP).
- Building homes with Twin Cities Habitat for Humanity.
- Wrapping gifts for families through the Salvation Army.

- Planting trees and shrubs with Great River Greening and Three Rivers State Park.
- Building and repairing furniture through Bridging Inc.
- Clipping coupons and helping with quarterly mailings at the Store to Door program.
- Participating in the NSPM Day of Caring.

Over the past 25 years, it is estimated that PIPS members have dedicated more than 80,000 volunteer hours in community service work, said Ceace Haagenen, senior representative with Community Affairs.

Taking those 80,000-plus volunteer hours and multiply them by the Points of Light national rate of \$22.14 per volunteer hour, that equates to more than \$1.7 million of in-kind service provided to communities.

To mark the 25th anniversary, more than 100 members celebrated aboard the Paradise Cruise Charter on the Mississippi River.



# DISTRIBUTION, OPERATIONS CHANGES

## Lakey, Worrell and Witzany tapped for new organizational roles

**G**ary Lakey has accepted the position of regional vice president, Distribution Operations, for PSCo. In this role, Lakey will be responsible for the overall leadership of the Distribution's gas and electric construction, design, control center and dispatch functions within the PSCo operating territory.

"Gary brings more than 25 years of gas and electric utility-related experience to this position," said Larry Crosby, vice president of Distribution.

Prior to coming to Xcel Energy, Lakey held numerous management positions with increasing responsibility during his 20-year tenure with AGL Resources. He joined SPS in 2008, and led the Regulatory and Governmental Affairs group.

"In 2011, Lakey was tasked to lead the SPS Distribution Operations team," Crosby said. "Under his leadership, the SPS team has delivered significant results in the areas of safety, employee engagement, financial governance and overall operations."

Lakey will report directly to Crosby as a member of the Distribution leadership team.

In other announcements, Lynn Worrell has accepted a distributed renewable energy strategic leadership role within Operations.

"In support of the company's effort to develop and deliver a comprehensive solar strategy, it is imperative that our system capabilities across the Xcel Energy electric grid are aligned with and prepared for internal and external increases in distributed-energy penetration," Crosby said.

Worrell will strategically lead this effort on behalf of and across Xcel Energy operations and be responsible for:

- Coordinating the overall development of Operations distributed-energy integration strategy.
- Driving alignment with corporate policies, customer pro-

grams, asset ownership and operational strategies specific to renewable energy sources.

- Ensuring operational alignment with the comprehensive solar-strategy development led by Frank Prager.

Worrell will work directly with each of the Operations business units to ensure all aspects and impacts to the company's system associated with distributed-energy penetration are strategically aligned across operations, Crosby said. With responsibility across all of operations, Worrell will report directly to Michael Lamb, chief of staff for Operations.

In addition, Gary Witzany has accepted a strategic leadership role for the Distribution. Witzany will lead the "Distribution Way" program for the Distribution organization.

"In his new role, Gary will facilitate the further advancement of operational efficiency across the Distribution organization," Crosby said. "The 'Distribution Way' program serves as the facilitation engine to further engage the business owners in driving towards a common operating model."

To ensure clear alignment within the "Distribution Way" program, Distribution PTT leadership (comprised of Linda Zeits and Bill Magrogan) will now report to Witzany, who has most recently been working in Human Resources as a Workforce Strategy and Consulting manager, supporting Distribution, Transmission, Gas Operations and Supply Chain.

Before that assignment, Witzany worked in various roles including managing Gas and Electric Design groups, Gas and Electric Field Operations and led the Gas Sales organization. Witzany also will report directly to Crosby as a member of the Distribution leadership team.

The senior director of Distribution Operations for SPS, and the senior director of Distribution Electric Engineering positions, created by Lakey and Worrell's acceptance of their new roles, will be filled as soon as reasonably possible. ❧



# Brossart and Hassler also named to new positions

Tim Brossart has accepted the position of vice president of the Enterprise Transformation Office. In this role, he will report directly to Marvin McDaniel, senior vice president and chief administrative officer.

Under Brossart's leadership, the launch of the Enterprise Transformation Office (ETO) will provide a foundation for the transformation of people, processes and technology to enable Xcel Energy to pursue its corporate value of operational excellence, McDaniel said.

"The ETO will drive change and provide guidance as we embark upon this journey with a focus on providing principles for change, a standard approach to change management and process expertise," McDaniel said.

The office also will have a primary focus on ensuring the long-term success of the Productivity through Technology (PTT) program, which debuted more than 18 months ago.

"Tim is well qualified for his new role, based on his experience with the company, his leadership and depth of operational knowledge," McDaniel said. "He has more than 23 years with the company and served as vice president of Construction, Operations and Maintenance, as well as held a variety of positions within the Distribution Engineering, Construction, Operations and Maintenance areas."

Brossart is transitioning to his new leadership role and will con-

tinue to oversee Distribution Operations in PSCo until that position is filled.

In addition, Bryan Hassler is joining the Operations organization as vice president of Asset Development, joining the leadership team of Kent Larson, senior vice president of Operations.

Hassler has more than 30 years of experience leading teams in various exploration and production, midstream gas assets, and marketing and trading organizations. He has held vice president and director positions with companies such as Freepoint Commodities, RBS Sempra Commodities, BP Energy and Wyoming Pipeline Authority.

"In this new role, Bryan will be working closely with my team to identify opportunities to invest in relevant generation, electric/gas transmission and distribution-related assets," Larson said. "His efforts will focus on expanding our footprint and exposure to specific kinds of generation [wind and solar] and midstream gas assets through a targeted strategy of investment in existing assets and development projects.

"He also will focus on the development of new assets and individual asset acquisitions, rather than corporate acquisitions," he added. "Bryan will work closely with George Tyson [vice president and treasurer] on the financial analysis and due diligence of new-asset opportunities.

## PEOPLE

### FRIENDS WE'LL MISS

**Vicki L. Aarsleff**

65, design supervisor, Operations, 1800 Larimer, Denver, Colo., died on Oct. 31, 2013. She worked for Xcel Energy from 1995 until her death.

**James H. Blevins**

85, died on Sept. 28, 2013. He worked for SPS from 1949 to 1979.

**George F. Brist**

92, division meterman, Central Division, Wisconsin, died on Oct. 28, 2013. He worked for NSP from 1950 to 1994.

**Marilyn F. Cripe**

70, died on Sept. 13, 2013. She worked for NSP from 1979 to 2001.

**James M. Decker**

69, Colorado, died on Nov. 8, 2013. He worked for PSCo from 1963 to 2002.

**Roy E. Dennis**

90, gas foreman, died on Nov. 13, 2013. He worked for NSP from 1944 to 1977.

**Marshall E. Downey**

93, supervisor, Credit Union, Colorado, died on Oct. 28, 2013. He worked for PSCo from 1953 to 1981.

**Geneva S. Duke**

84, computer operator, Colorado, died on Oct. 19, 2013. She worked for PSCo from 1953 to 1986.

**Daniel Fantoni**

90, shipping and receiving clerk, Engineering, Colorado, died on Nov. 5, 2013. He worked for PSCo from 1947 to 1980.

**Jose M. Garcia**

74, troubleman, Operations, Lipan Distribution Center, Denver, Colo., died on Nov. 12, 2013. He worked for PSCo from 1973 to 2000.

**James A. Gaston**

78, operator heavy equipment, Cherokee Generating Station, Denver, Colo., died on Oct. 31, 2013. He worked for PSCo from 1973 to 1994.

**Mary L. Hallquist**

70, customer care representative, Sky-park, Eau Claire, Wis., died on Nov. 1, 2013. She worked for Xcel Energy from 1991 to 2008.

**Benny W. Hargis**

84, died on Nov. 5, 2013. He worked for SPS from 1950 to 1991.

**James D. Harrison**

88, automatic inspector, Underground Construction, Chestnut Service Center, Minneapolis, Minn., died on Nov. 14, 2013. He worked for NSP from 1947 to 1984.

**Albert C. Jones**

78, died on Oct. 21, 2013. He worked for SPS from 1979 to 1997.



**Raymond Kraft**

78, district fitter serviceman, Colorado, died on Nov. 5, 2013. He worked for PSCo from 1951 to 1990.

**Carl O. Lenser**

89, system dispatcher supervisor, died on Oct. 26, 2013. He worked for NSP from 1986 to 1994.

**Robert R. Mason**

87, station manager, Cameo Generating Station, Grand Junction, Colo., died on Nov. 1, 2013. He worked for PSCo from 1946 to 1991.

**Hughes A. Mc Causland**

94, right of way agent, General Office, died on Nov. 1, 2013. He worked for NSP from 1937 to 1978.

**Herman H. Michel**

84, shift supervisor, Cherokee Generating Station, Denver, Colo., died on Nov. 11, 2013. He worked for PSCo from 1953 to 1986.

**Beverly A. Neville**

70, associate, Kipling Service Center, Lakewood, Colo., died on Oct. 17, 2013. She worked for PSCo from 1961 to 2001.

**Raymond L. Pendleton**

71, designer, Operations, Boulder Service Center, Boulder, Colo., died on Oct. 24, 2013. He worked for PSCo from 1972 to 2001.

**Donald Pillmore**

87, superintendent, Electric Operations, Colorado, died on Oct. 28, 2013. He worked for PSCo from 1948 to 1988.

**Adele M. Radakovich**

94, died on Aug. 31, 2012. She worked for NSP from 1978 to 1984.

**Nancy M. Reith**

67, senior field operations associate, Operations, Edina Service Center, Edina, Minn., died on Nov. 10, 2013. She worked for Xcel Energy from 1992 to 2013.

**Jack T. Rumley**

76, lead fitter serviceman, Colorado, died on Oct. 26, 2013. He worked for PSCo from 1955 to 1992.

**G. E. Schachterle**

75, senior buyer, Colorado, died on Nov. 7, 2013. He worked for PSCo from 1964 to 1994.

**James D. Schlattman**

68, gas meter lead, Gas Meter Shop, Rice Street Service Center, St. Paul, Minn., died on Oct. 20, 2013. He worked for NSP from 1967 to 2001.

**Glyndene Shelton Seitz**

85, died on Oct. 21, 2013. She worked for SPS from 1953 to 1993.

**Roman T. Sinnen**

85, major account representative, Regional Marketing, Edina Service Center, Edina, Minn., died on Aug. 12, 2013. He worked for NSP from 1954 to 1990.

**Brenda L. Stadler**

46, credit and collections associate, Credit Call Center, Centre Pointe, Roseville, Minn., died on Oct. 26, 2013. She worked for Xcel Energy from 2003 until her death.

**Carl F. Weaver**

81, shift supervisor, Colorado, died on Oct. 30, 2013. He worked for PSCo from 1957 to 1990.

## RETIRING

**Jill M. Arndt**

(*ljarndt@centurytel.net*), supervisor 1, Distribution Field Operations, Phillips, Wis., retired on Dec. 31, 2013. She worked for Xcel Energy for 39 years.

**Paul D. Bebeau Sr.**

crew lead, Gas Construction, Newport, Minn., retired on Dec. 31, 2013. He worked for Xcel Energy for 39 years.

**Gary Burch**

line crew foreman, Overhead, Rice Lake Service Center, Rice Lake, Wis., retired on Dec. 30, 2013. He worked for Xcel Energy for 33 years.

**Carl Burnett**

technical specialist III, Tolk Station, Muleshoe, Texas, retired on Dec. 13, 2013. He worked for Xcel Energy for 31 years.

**Mary Caldwell**

(*mcaldwell1954@gmail.com*), administrative assistant, System Planning and Strategy North, Skypark, Eau Claire, Wis., retired on Dec. 2, 2013. She worked for Xcel Energy for 20 years.

**Gerald Chezik**

(*jerchz@msn.com*), senior project manager, Transmission Project Management, Minneapolis, Minn., retired on Dec. 31, 2013. He worked for Xcel Energy for 38 years.

**John Cielinski**

lead rigger, Maintenance, Sherco Plant, Becker, Minn., retired on Dec. 30, 2013. He worked for Xcel Energy for 35 years.

**Richard T. Cook**

supervisor, Gas and Electric Meter, Electric Meter Shop, Chestnut Service Center, Minneapolis, Minn., retired on Dec. 31, 2013. He worked for Xcel Energy for 43 years.

**Ray Dickson**

(*red0612@comcast.net*), mechanic technician-lead rigger, Maintenance, Riverside Plant, Minneapolis, Minn., retired on Dec. 27, 2013. He worked for Xcel Energy for 40 years.

**Daniel Driscoll**

trouble foreman, Electric Trouble, Rice Street Service Center, St. Paul, Minn., retired on Dec. 31, 2013. He worked for Xcel Energy for 37 years.

**Michael J. Flynn**

(*mflynn8@juno.com*), principal electrical engineer, P.E.T.S., Sherco Plant, Becker, Minn., retired on Dec. 31, 2013. He worked for Xcel Energy for 27 years.

**Mary Martha Garcia**

administrative assistant II, Substation Construction, Materials Distribution Center, Henderson, Colo., retired on Dec. 31, 2013. She worked for Xcel Energy for 35 years.

**Veronica R. Grage**

supervisor 1, Underground Distribution Field Operations, Chestnut Service Center, Minneapolis, Minn., retired on Dec. 31, 2013. She worked for Xcel Energy for 35 years.



**Scott B. Hansen**

machinist/mechanic, Maintenance, Black Dog Plant, Burnsville, Minn., retired on Dec. 27, 2013. He worked for Xcel Energy for 29 years.

**James J. Hommerding**

(*tieka1@yahoo.com*), yard supervisor, Yard, Sherco Plant, Becker, Minn., retired on Dec. 31, 2013. He worked for Xcel Energy for 35 years.

**Rodney A. Horne**

(*rodhorne12@gmail.com*), lead electrician, Maintenance, Sherco Plant, Becker, Minn., retired on Dec. 6, 2013. He worked for Xcel Energy for 27 years.

**Thomas Houck**

production specialist I, RSOM, Chestnut Service Center, Minneapolis, Minn., retired on Dec. 31, 2013. He worked for Xcel Energy for 34 years.

**Donna M. Johnson**

(*donna.mae.johnson50@gmail.com*), facility damage analyst, Damage Prevention, Sioux Falls Service Center, Sioux Falls, S.D., retired on Dec. 31, 2013. She worked for Xcel Energy for 44 years.

**Terrence R. Johnson**

senior operator/ repairman, Operations, Riverside Plant, Minneapolis, Minn., retired on Dec. 19, 2013. He worked for Xcel Energy for 35 years.

**Calvin Judd**

programmer II, Electric EMS/SCADA, Electric Operations, AOC, Amarillo, Texas, retired on Dec. 31, 2013. He worked for Xcel Energy for 25 years.

**William B. July**

(*wbjuly@netscape.net*), call routing analyst, Resource Management, 1800 Larimer, Denver, Colo., retired on Dec. 31, 2013. He worked for Xcel Energy for 39 years.

**Robert C. Kaczmarek**

meter tech I, Meter Dept., Chestnut Service Center, Minneapolis, Minn., retired on Dec. 31, 2013. He worked for Xcel Energy for 38 years.

**Oliver L. Kruse**

(*okkruse@att.net*), operational support manager, Energy Supply, Amarillo Tower, Amarillo, Texas, retired on Dec. 17, 2013. He worked for Xcel Energy for 42 years.

**Nancy A. LaRue**

customer service representative, Call Center, Centre Point, Roseville, Minn., retired on Dec. 20, 2013. She worked for Xcel Energy for 15 years.

**Michael A. Miller**

production specialist III, Technical Resources and Compliance, Chestnut Service Center, Minneapolis, Minn., retired on Dec. 31, 2013. He worked for Xcel Energy for 33 years.

**Karen Olson**

(*kareninplymouth@gmail.com*), supervisor, Transformer Shop, Electric Repair Center, Maple Grove, Minn., retired on Dec. 31, 2013. She worked for Xcel Energy for 36 years.

**Ron Overby**

(*rloverby01@yahoo.com*), system dispatcher I, System Operations, Skypark, Eau Claire, Wis., retired on Dec. 31, 2013. He worked for Xcel Energy for 29 years.

**Tony Pavlin**

yard equipment operator, Coal Yard, Sherco Plant, Becker, Minn., retired on Dec. 27, 2013. He worked for Xcel Energy for 27 years.

**Alan Rademacher**

lead plant equipment operator, Operations, Sherco Plant, Becker, Minn., retired on Dec. 27, 2013. He worked for Xcel Energy for 36 years.

**Allen Roiger**

(*Fx4Ford2003@msn.com*), line crew foreman, Construction, Sioux Falls, S.D., retired on Dec. 31, 2013. He worked for Xcel Energy for 21 years.

**Thomas Turner**

senior operator/ repairman, Operations, Riverside Plant, Minneapolis, Minn., retired on Dec. 31, 2013. He worked for Xcel Energy for 37 years.

**Mae Wadkins**

(*mgwadkins@gmail.com*), accounting assistant, Commercial Accounting, 1800 Larimer, Denver, Colo., retired on Dec. 31, 2013. She worked for Xcel Energy for 15 years.

**Mark Wheeler**

machinist-in-charge, Electric Repair Center, Maple Grove, Minn., retired on Dec. 27, 2013. He worked for Xcel Energy for 34 years.

**Linda (Wassather) Zimmel**

billing specialist, Non-Interval Billing, Centre Point, Roseville, Minn., retired on Dec. 26, 2013. She worked for Xcel Energy for 37 years.

## CONTINUING EDUCATION

**Paul Hillestad**

claims investigator, General Counsel, White Bear Lake Service Center, White Bear Lake, Minn., received his Bachelors of Business Administration degree from Metropolitan State University, St. Paul, Minn., on Dec. 17, 2013.

**Xtra retiree web portal available on [xcelenergy.com](http://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.

In addition, the following phone numbers may be helpful:

- Human Resources main number – 800-689-7662 (Address changes)
- Shareholder Services – 612-215-5391
- Xcel Energy main number – 800-328-8226 (Hit "0" for operator to contact various departments or employees.)





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