



Town of Reading Meeting Minutes

Board - Committee - Commission - Council:

RMLD Citizens Advisory Board

Date: 2016-10-12

Time: 6:30 PM

Building: Reading Municipal Light Building

Location: Winfred Spurr Audio Visual Room

Address: 230 Ash Street

Session: Open Session

Purpose: General Business

Version:

Attendees: **Members - Present:**

George Hooper, Chair (Wilmington); David Nelson, Vice Chair (Lynnfield);
Dennis Kelley, Secretary (Wilmington); Mark Chrisos (North Reading)

Members - Not Present:

Others Present:

Mr. David Hennessey, Board of Commissioners

Mr. Hamid Jaffari, Ms. Wendy Markiewicz, Ms. Jane Parenteau, Kathleen
Rybak

Minutes Respectfully Submitted By: Mr. Dennis Kelley, Secretary

Topics of Discussion:

1. Call Meeting to Order – G. Hooper, Chair
Chair Hooper called the meeting of the Citizens' Advisory Board to order at 6:30 PM and noted that the meeting was being audio recorded.
2. Approval of Minutes – G. Hooper, Chair
Materials: Draft minutes from February 24, 2016, April 6, 2016, April 27, 2016, June 1, 2016, July 13, 2016, and September 14, 2016, meetings.

Mr. Nelson suggested one motion, including all dates, be made to approve the minutes. There were no objections.

Mr. Nelson made a motion that the Citizens' Advisory Board approve the Minutes of the following: February 24, 2016, April 6, 2016, April 27, 2016, June 1, 2016, July 13, 2016, and September 14, 2016, meetings as written, seconded by Mr. Kelley. Hearing no further discussion, **Motion carried 4:0:0** (4 in favor, 0 opposed, 0 absent).

3. June 2016 Financial Update – W. Markiewicz, Director of Business Finance

Ms. Markiewicz reported that FY16 Financials are not yet available to present due to the GASB 68 and the deferred pension liability calculation. A separate group does the actuarial for the Town of Reading and that was delayed. A draft of the FY16 Financials has been received and the Auditors will be presenting at the next Board meeting. Based on what the auditors have reported and the current draft, there is no management letter, no major findings, and everything was in good order.

4. Rate Proposal for Solar Choice Program – J. Parenteau, Director of Integrated Resources
Materials: RMLD Solar Choice Program financial outline; Solar Choice Rate Filing MDPU #269.

Ms. Parenteau reviewed the proposed formula rate for the Solar Choice Program. For the first year, there will be a \$5.00 monthly charge, which represents the difference between the PPA (associated with the solar array) and the projected fuel charge. In month 13, we will true up that calculation based on actual generation and the actual fuel charge for each month. The rate will then be adjusted (for the next six months) and will include any credit for peak capacity savings as well as transmission. The rate will be updated every six months thereafter to reflect the previous months' actual. The RMLD Solar Choice Program financial outline included in the packet shows the anticipated savings for program participants based on assumed usage of 267 kWh/month over the ten-year contract.

Ms. Parenteau noted that this program is limited to 500 participants and has been offered first to the Green Choice participants. Over 150 customers are currently enrolled. We are anticipating a December 1 start-up date.

Mr. Nelson made a motion that the Reading Municipal Light Department Citizens' Advisory Board recommend to the RMLD Board of Commissioners the adoption of the Solar Choice rate MDPU number 269 to be effective on billings on or after December 1, 2016, on the recommendation of the General Manager, seconded by Mr. Chrisos. Hearing no further discussion, **Motion carried 4:0:0** (4 in favor, 0 opposed, 0 absent).

5. Status Update

Materials: Reliability Study Recommendations Status Report; Organizational Study Recommendations Status Report

- Reliability Study – H. Jaffari, Director of Engineering & Operations
Mr. Jaffari reviewed the status report, which outlines the progress to date. Seventy-one recommendations were made by Booth and Associates and/or UPG. Since the last report, seven additional items have been completed (a total of 22 items have been completed to date). Staff is currently pursuing options for the new Wilmington sub-station, which is planned to be operational in 2019. In the meantime, maintenance work at Substations 5 and 4 continues.
- Organizational Study – H. Jaffari, Director of Engineering & Operations
Mr. Jaffari reviewed the status report, highlighting progress to date on the major categories identified in the Leidos Study. There have been a number of resource/manpower issues that have made it difficult to meet the Leidos timeline, which is very aggressive. Mr. Nelson asked if RMLD has met with public safety/first responders (fire and police) in each of the towns so that they are familiar with the equipment within the town and what to expect in the event of an emergency at any of the RMLD facilities. Mr. Jaffari agreed to follow-up with town officials on this issue.

6. CAB Reorganization – G. Hooper, Chair
Materials: CAB Policy #1

The Chair, Vice Chair and Secretary positions are due for re-appointment. As CAB Policy #1 allows for two consecutive, two-year terms for the officers, and since the Chair and Vice Chair have served one term, and the Secretary was recently appointed (to complete Mr. Mancuso's term), it was suggested that the CAB maintain the same slate of officers for the next two-year term.

Mr. Chrisos made a motion to nominate Chair Hooper to a second term. Mr. Kelley seconded that nomination. Mr. Hooper accepted the nomination. Hearing no further discussion, **Motion carried** unanimously (4 in favor, 0 opposed, 0 absent).

Mr. Hooper made a motion to nominate Vice Chair Nelson to a second term. Mr. Chrisos seconded that nomination. Mr. Nelson accepted the nomination. Hearing no further discussion, **Motion carried** unanimously (4 in favor, 0 opposed, 0 absent).

Mr. Chrisos made a motion to nominate Secretary Kelley to a new term. Mr. Hooper seconded that nomination. Mr. Kelley accepted the nomination. Hearing no further discussion, **Motion carried** unanimously (4 in favor, 0 opposed, 0 absent).

Before moving to the next Agenda item, Mr. Chrisos asked (relative to Policy #1) if the \$15,000 CAB allocation (as noted in 1. C.) had been spent in the past and how it was spent. It was noted that a portion of these funds are used for staff support to the CAB, and CAB members have attended various conferences, such as NEPPA conferences, in the past. Requests for spending should be brought before the CAB for consideration.

Mr. Hennessey asked about the vacancy for the Reading CAB representative. There has been no appointment made as of this date.

7. Next Meeting – G. Hooper, Chair

The next meeting was scheduled for Wednesday, November 16, at 6:30 PM. The December meeting was scheduled for Wednesday, December 14, at 6:30 PM.

8. Adjournment – G. Hooper, Chair

Mr. Kelley made a motion to adjourn the Citizens' Advisory Board meeting, seconded by Mr. Chrisos. Hearing no further discussion, **Motion carried 4:0:0** (4 in favor, 0 opposed, 0 absent).

The Citizens' Advisory Board Meeting adjourned at 7:36 pm.

As approved on December 14, 2016.

BOOTH AND ASSOCIATES - 2015 RELIABILITY STUDY - RECOMMENDATIONS

HANDOUT
October 12, 2016, CAB Meeting

CONSULTANT RECOMMENDATION			YEAR	COST (Booth Estimate)	RECOMMENDATION		STATUS	RMLD WORK PLAN
					ACCEPTED	ALTERNATE SOLUTION		
1	BOOTH	Replace cable trench covers at Sub 4 (should be expense, but most put large investments in capital)	2015-16	\$100,000	✓		completed	
2	BOOTH	Sub 5 bus duct from transformer to switchgear has reached the end of useful life and should be replaced with the switchgear replacement	2015-16	\$400,000		✓	in progress	Bus E has been tested. Bus D tested on 12/4 and 12/5. Followup needed with Bus side connection in switchgear and additional heaters added. Scheduled for the first week in November.
3	BOOTH	Replace fence at Sub 4 and fix grounding issues	2015-16	\$100,000	✓		completed	
4	BOOTH	Rebuild pole line along Lowell Street	2015-16	\$375,000	✓		completed	
5	BOOTH	Complete AMI Upgrade and RF Mesh Network	2015-16	\$350,000	✓		in progress	Five gateways installed. Relays to be installed. Additional meters in stock. Working on communicating issue with 2 deployed meters.
6	BOOTH	Implement GIS Upgrade Program	2015-16	\$350,000 - \$750,000	✓		in progress	GIS asset survey is in-progress
7	BOOTH	Implement Arc Flash Study Analysis	2015-16	\$30,000	✓		completed	
8	BOOTH	Develop construction standards	2015-16	in-house	✓		in progress	
9	BOOTH	Update Joint-Use Agreement with Verizon	2015-16	in-house	✓		in progress	
10	BOOTH	Replace bushings on Sub 4 transformer.	2015-16	\$150,000	✓		completed	
11	BOOTH	CT wiring at Sub 3 should be fixed. The CT circuits should only be bonded on grounding in exactly one spot	2015-16	O&M	✓		completed	CT's are grounded in only one location.
12	BOOTH	Sub 3 has NO under-frequency trips. Relay is not programmed to trip.	2015-16	O&M		✓	completed	Station 3 has UF capability. RMLD is in compliance with ISO's UF requirement.
13	BOOTH	Fence grounding is not up to code@ Station 4. Fabric and barbed wire should be grounded.	2015-16	O&M	✓		completed	
14	BOOTH	Earth/gravel around fence at Sub 5	2015-16	O&M	✓		completed	
15	BOOTH	Interface CIS with GIS platform	2015-16	in-house	✓		in progress	GIS Data collection is in-progress
16	BOOTH	Create Milsoft Windmil® model	2015-16	in-house	✓		in progress	Being done in conjunction with GIS collection. As each feeder is completed by DRG it is being sent to Milsoft to create the model.
17	BOOTH	Complete SCADA software and hardware upgrade	2015-17	\$350,000	✓		in progress	nDimensions cyber security software complete.
18	BOOTH	Upgrade main feeder of Circuit 5W9 to 795 to address voltage and conductor capacity issues (1.6 miles)	2015-17	\$240,000	✓		in progress	The first 3000' has been reconducted. This work can only be done during the fall/winter months. May have a hurdle with Verizon and pole replacements.
19 (1)	BOOTH	Upgrade UG circuit 3W5, 3W13, 4W9, 3W14, 4W14, 4W16, 4W23, 4W24, 4W28, 4W30, 5W4 exits to parallel 750 Cu	2015-19	\$850,000		✓		Can't parallel up the feeder get-a-ways at Station 4 and Station 5, no spare conduits available. Can't parallel up the feeder get-a-aways at Station 3, no room for the second set of cables in the back of the switchgear. Solution: Load relief by feeder switching and/or new Wilmington Substation.
20	BOOTH	Replace breakers at Sub 4 due to age and condition	2015-20	\$3,000,000	✓		completed	All 26 breakers were replaced by 1/10/2016.
21	BOOTH	Pole inspection and replacement program. RMLD currently inspects 10% of RMLD-owned poles per year. Negotiate with Verizon to address Verizon-owned poles. Total 13,000 poles.	2015-24	\$9,000,000	✓		in progress	2014 /2015 /2016 inspection completed. Pole replacement in-progress.
22	BOOTH	Continued implementation of Grid Modernization Plan (GMP)	2015-24					
		• Outage Management (OMS)		\$100,000	✓		in progress	OMS installed waiting for GIS overhaul and AMI integration
		• Transformer Loading Management (TLM)		\$100,000	✓		in progress	
		• Demand Response (DR)		\$100,000	✓		in progress	
		• Demand Side Management (DSM)		\$100,000	✓		in progress	
		• Distributed Generation Program		\$11,000,000	✓		in progress	
23 (1)	BOOTH	Upgrade UG circuit exit 4W7 to parallel 750 Cu	2016	\$70,000		✓		Can't parallel up the feeder get-a-way at Station 4, no spare conduits available. Solution: Load relief by feeder switching and/or new Wilmington Substation.
24	BOOTH	Upgrade main feeder for Circuit 5W5 to 795 to address voltage and conductor capacity issues (2.5 miles)	2016-17	\$375,000	✓			Change construction years to FY17, FY18 and FY19. Hurdle: Verizon pole replacement area



CONSULTANT RECOMMENDATION			YEAR	COST (Booth Estimate)	RECOMMENDATION		STATUS	RMLD WORK PLAN
					ACCEPTED	ALTERNATE SOLUTION		
25	BOOTH	New Wilmington Substation (land acquisition and design)	2016-17	\$750,000	✓		in progress	Searching for land in Wilmington
26	BOOTH	Upgrade main feeder of Circuit 4W24 to 795 to address voltage and conductor capacity issues (1.5 miles)	2016-17	\$225,000	✓			Change construction years to FY17, FY18 and FY19. Hurdle: Verizon pole replacement area
27	BOOTH	Complete comprehensive distribution system analysis upon GIS completion	2016-17	in-house	✓			
28	BOOTH	Complete the 4 kV Conversion Program	2016-19	\$1,500,000	✓		in progress	Change completion date to FY20. Multiple year project. 32+/- stepdown areas in the service territory. Converted the Burrough's Road area October 22, 2015.
29	BOOTH	Sub 3 does have SEL relays but they are all legacy models that don't provide the function (especially communication) of today's versions. If the plan is to have a fully-automated system then: replace the SEL relays with the modern version. Should be able to replace in existing hole and wiring.	2016-19	\$200,000	✓		in progress	PLM designing upgrades. Materials out to bid September 2016; award pending.
30	BOOTH	New Wilmington Substation (procurement, design, construction and commission)	2017-19	\$4,250,000	✓		in progress	Searching for land near 115 kV lines in Ballardvale/Upton Rd area
31 (1)	BOOTH	Sub 5 Switchgear is at the end of useful life. The relaying needs to be updated for the system automation project. The existing breakers are 2008 vintage but should not be reused. They can be sold on the open market.	2017-19	\$1,200,000		✓		As part of the planning for the proposed substation in Willmington the need for the Wildwood Substation will be reviewed.
32 (1)	BOOTH	Upgrade UG circuit exits 3W7, 4W5, 5W5, 5W9 to parallel 750 Cu to increase circuit capacity	2017-19	\$280,000		✓		Can't parallel up the feeder get-a-ways at Station 4 and Station 5, no spare conduits available. Can't parallel up the feeder get-a-ways at Station 3, no room for the second set of cables in the back of the switchgear. Solution: Load relief by feeder switching and/or new Wilmington Substation.
33	BOOTH	Feeder Automation - complete System Coordination Study in conjunction	2017-24	\$4,000,000	✓		in planning	
34	BOOTH	Upgrade main feeder of Circuit 4W28 to 1000 Cu to address voltage and conductor capacity issues (0.3 miles)	2018	\$60,000		✓		4W28 is the dedicated circuit for Analog Devices. Any type of load relief for feeder 4W28 will require the reconfiguration of ADI distribution system or an additional RMLD feeder to the site.
35	BOOTH	Substation automation	2019	\$112,000	✓		in progress	
36 (1)	BOOTH	Upgrade UG circuit exits 4W6, 5W8 to parallel 750 to increase circuit capacity.	2019	\$120,000		✓		Can't parallel up the feeder get-a-ways at Station 4 and Station 5, no spare conduits available. Can't parallel up the feeder get-a-ways at Station 3, no room for the second set of cables in the back of the switchgear. Solution: Load relief by feeder switching and/or new Wilmington Substation.
37	BOOTH	Upgrade main feeder of Circuit 4W23 to 795 to address voltage and conductor capacity issues (1.1 miles)	2020	\$165,000	✓			Change construction years to FY20, FY21 and FY 22. Hurdle: Verizon pole replacement area.
38 (1)	BOOTH	Upgrade UG circuit exits 3W18, 4W4, 4W10, 4W18 to parallel 750 to increase circuit capacity.	2021-23	\$370,000		✓		Can't parallel up the feeder get-a-ways at Station 4 and Station 5, no spare conduits available. Can't parallel up the feeder get-a-ways at Station 3, no room for the second set of cables in the back of the switchgear. Solution: Load relief by feeder switching and/or new Wilmington Substation.
39	BOOTH	Upgrade main feeder of Circuit 4W9 to 795 to address voltage and conductor capacity issues.	2021-23	\$75,000	✓			
40	BOOTH	Review and upgrade electric system comprehensive analysis	2024	\$100,000	✓			
41	BOOTH	Transformer D and E replacement at both Sub 4 and Sub 5. They are approaching their end of useful life.	2024-25	\$3,400,000	✓			
42	BOOTH	Install oil containment for Transformer D and E at Sub 4	2024-25	\$100,000	✓		completed	
43 (1)	BOOTH	Upgrade UG circuit exits 3W8, 4W12 to parallel 750 Cu to increase circuit capacity.	2024-26	\$180,000		✓		Can't parallel up the feeder get-a-ways at Station 4, no spare conduits available. Can't parallel up the feeder get-a-ways at Station 3, no room for the second set of cables in the back of the switchgear. Solution: Load relief by feeder switching and/or new Wilmington Substation.



CONSULTANT RECOMMENDATION			YEAR	COST (Booth Estimate)	RECOMMENDATION		STATUS	RMLD WORK PLAN
					ACCEPTED	ALTERNATE SOLUTION		
44	BOOTH	Upgrade main feeder of Circuit 4W30 to 795 to address voltage and conductor capacity issues.	2024-26	\$165,000	✓			
45	BOOTH	Replace control panels for Ring bus at Sub 4	2024-26	\$200,000	✓		in progress	Design Complete. Material to arrive by 10/24/16. Costruction to begin in early December 2016
46	UPG	Station 3 Transformers: #3. Adjust timing delay on the winding temperature trip.			✓		in progress	PLM designing upgrades. Materials out to bid September 2016; award pending.
47	UPG	Station 3 Transformers: #4. Add a low oil trip to transformers so they trip before any winding damage can occur.			✓		in progress	PLM designing upgrades. Materials out to bid September 2016; award pending.
48	UPG	Station 3 Transformers: #5. Replace LTC main braking rollers with the new design that has a brass sleeve for the roller to ride on.			✓		in progress	Scheduled for late November 2016
49	UPG	Station 3 Transformers: #6. Repair LTC control displays for #TA and #TB			✓		in progress	Temporary controls installed. Originals sent back for repair.
50	UPG	Station 3 Transformers: #7. Replace or repair the Trans-TB Hydran unit.			✓			
51	UPG	Station 3 Transformers: #8. Repair the Trans TB temperature differential unit which is in failure mode.			✓		completed	Quote received for replacement unit.
52	UPG	Station 3 15 kV Breakers #2: the close spring assembly needs to be replaced.			✓		in progress	
53	UPG	Station 3 15 kV Breakers: #3. DC control power fuses for trip, close, motor should be separated.			✓		in progress	Will be addressed during Station #3 upgrades
54	UPG	Station 3 15 kV Breakers: #4. Control handle trip should be separated from relay and should trip breaker directly.			✓		in progress	Will be addressed during Station #3 upgrades
55	UPG	Station 3 Relays: #1. The DC negative feed to the differential relay for the digital inputs should be altered to tie a DC negative via a fuse.			✓		in progress	Will be addressed during Station #3 upgrades
56	UPG	Station 3 Relays: #2. Review and alter the under voltage transfer scheme so that it operates like the same schemes at the other stations.					in progress	Will be addressed during Station #3 upgrades
57	UPG	Station 4 115 kV Breakers: #1 (GCB1). Replace the breaker.			✓		completed	
58	UPG	Station 4 Transformers: #1. Repair trans #110D cooling contactor for stage #2.						Will need to follow-up with UPG for more information.
59	UPG	Station 4 Transformers: #2. Replace the trans #110D main tank pressure relief device contact.			✓		completed	
60	UPG	Station 4 Transformers: #3. Replace the trans #110D main tank low oil gauge.			✓		completed	
61	UPG	Station 4 Transformers: #4. Repair the DC control power supply control cabling.			✓		completed	
62	UPG	Station 4 Transformers: #5. Replace the trans 110E main tank low oil and pressure relief device cables from the devices to the conduit bodies.			✓		completed	
63	UPG	Station 4 Transformers: #6. Replace the trans 110E cooling fan mounted top left.			✓		completed	
64	UPG	Station 4 Transformers: #7. Replace all four bushings of Trans #110E and #110D.			✓		completed	See Item #10 (Booth Recommendation)
65	UPG	Station 4 15kV Breakers: #2. check circuit 4W11 on a normal basis to insure that the heaters remain on to keep the breakers above ambient temperature so that no moisture condenses on the breaker insulation.			✓		completed	
66	UPG	Station 4 Breakers: #4. Replace the ground stab on 4W22.			✓		completed	
67	UPG	Station 5 Transformers: #1. Replace the trans #D main tank low oil and pressure relief divide output cable. Reconnect the LTC low oil level gauge wiring in the conduit body where the device cable terminates.			✓		completed	
68	UPG	Station 5 15kV Breakers: #1. Take bus out of service and check alignment and correct if possible.			✓		in progress	Bus E has been tested. Bus D tested on 12/4 and 12/5. Followup needed with Bus side connection in switchgear and additional heaters added. Switchgear to be reinsulated in early Nov 16































































CONSULTANT RECOMMENDATION			YEAR	COST (Booth Estimate)	RECOMMENDATION		STATUS	RMLD WORK PLAN
					ACCEPTED	ALTERNATE SOLUTION		
69	UPG	Station 5 15kV Breakers: #2. Remove breaker 5W9, inspect for corossions, and correct misalignment of the Breaker contact Rosette and cell stab during maintenance cycle.			✓		in progress	Bus E has been tested. Bus D tested on 12/4 and 12/5. Followup needed with Bus side connection in switchgear and additional heaters added. Switchgear to be reinsulated in early Nov 16
70	UPG	Station 5 15kV Breakers: #3. Take bus out of service and check alignment and correct if possible.			✓		in progress	Bus E has been tested. Bus D tested on 12/4 and 12/5. Followup needed with Bus side connection in switchgear and additional heaters added. Switchgear to be reinsulated in early Nov 16
71	UPG	Station 5 15kV Breakers: #4. Take bus tie breaker out of service and check alignment and correct if possible.			✓		in progress	Bus E has been tested. Bus D tested on 12/4 and 12/5. Followup needed with Bus side connection in switchgear and additional heaters added. Switchgear to be reinsulated in early Nov 16

Note: Recommenations and priorities are based on existing system conditions. Should conditions change, these priorities will likely require re-evaluation.

(1) New Substation in Wilmington will address these recommendations; alternate solution provided in the meantime.

 Leidos Timeline
 Recommendation Not Accepted

 RMLD Proposed Timeline
 Recommendation Completed

CONSULTANT RECOMMENDATION		CY 2015		CY 2016				CY 2017				CY 2018		RMLD WORK-PLAN/COMMENTS
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
1	ESTABLISH PLANNING CULTURE													
1.1	Update 2008 Strategic Plan (New Strategic Plan)													
1.2	Establish planning culture													On-going
1.3	Update Integrated Resources plan													
1.4	Update six-year plan													Annually
1.5	Develop electric system master plan													Long-term Planning, GIS, and Technology Roadmap
2	DEVELOP AN EFFECTIVE SUSTAINABLE WORKFORCE													
2.1	Develop workforce development plan													Leidos Support
2.2	Develop succession plans													Leidos Support - CY16 Q2 and Q3
2.3	Update job descriptions													Leidos Support - CY16 Q2 and Q3
2.4	Implement consistent performance review process													Leidos Support - CY16 Q2 and Q3
2.5	Hire additional HR personnel													
2.6	Increase efforts to fill vacant positions													On-going
3	IMPROVE ORGANIZATIONAL EFFECTIVENESS													
3.1	Reorganize to better align functions													On-going
3.2	Create new Finance and Administration division													2 vacancies. Appointed new Director of Business Finance
3.3	Align Customer Services under the Integrated Resources Division													Completed
3.4	Reorganize & Expand Engineering group (Develop System Engineering Group)													Tied to IBEW negotiations. Posted two systems engineer positions
3.5	Formalize business process and performance measurement													Assessing IT roadmap and staffing.
3.6	Develop and implement internal and external communication plans													
3.7	Assess organizational culture and employee satisfaction													Leidos Support
4	DEVELOP LEADERSHIP CAPABILITIES													
4.1	Assess leadership													Tied to union contracts
4.2	Provide management and leadership training.													On-going
4.3	Provide cross-divisional management training.													On-going

LEIDOS - 2015 ORGANIZATIONAL STUDY

Leidos Timeline
Recommendation Not Accepted

RMLD Proposed Timeline
Recommendation Completed

CONSULTANT RECOMMENDATION		CY 2015		CY 2016				CY 2017				CY 2018		RMLD WORK-PLAN/COMMENTS
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
5	ESTABLISH PROJECT MANAGEMENT CULTURE													
5.1	Develop project management policies and procedures													On-going
5.2	Establish project management training plan													HR to organize with Director of E&O
5.3	Add project management experience and certifications to job descriptions													On-going - job description revisions
5.4	Establish project management performance expectations													
6	ENSURE COMPETITIVELY PRICED SERVICES													
6.1	Continue regular cost of service and rate design review													
6.2	Increase customer and engagement and education of alternate rates													TOU, DSM, Education, Solar Choice
7	IMPROVE FINANCIAL PLANNING AND RISK MANAGEMENT													
7.1	Review and update reserve policies													All policies
7.2	Establish a risk management committee and enterprise risk management plan.													
7.3	Develop a succession plan for the Manager of Accounting and Business													Finalized
7.4	Formalize financial and accounting business processes													In Progress
8	STRENGTHEN SAFETY CULTURE													
8.1	Review Board Safety Policy													All policies. Developed Safety Program.
8.2	Develop injury and illness prevention program													Review of existing manual and OSHA requirements
9	DIVERSIFY RESOURCES													
9.1	Develop distributed generation penetration study													On-going
9.2	Review cost effectiveness and economic potential for end-use measures													Tangent and DSM
10	ESTABLISH A CULTURE OF COMPLIANCE													
10.1	Assign Compliance Manager and develop compliance plan and requirements.													Leidos support
11	IMPROVE CUSTOMER SERVICE													
11.1	Conduct customer satisfaction surveys.													Communication Plan

LEIDOS - 2015 ORGANIZATIONAL STUDY

Leidos Timeline
Recommendation Not Accepted

RMLD Proposed Timeline
Recommendation Completed

CONSULTANT RECOMMENDATION		CY 2015		CY 2016				CY 2017				CY 2018		RMLD WORK-PLAN/COMMENTS
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
11.2	Conduct post transaction surveys.													Communication Plan
11.3	Develop and implement customer engagement plan.													Service Requirements Handbook. Issued new Terms and Conditions.
12	PLAN FOR FUTURE TECHNOLOGIES													
12.1	Complete operating technology roadmap													
13	FOCUS ON ASSET MANAGEMENT													
13.1	Develop and implement an asset management plan													Asset management system - GIS/Cogsdale
13.2	Develop and implement asset management business processes													
13.3	Implement asset management system													
13.4	Develop customer service manual (Service Requirement Handbook)													Completed
14	LEVERAGE GEOGRAPHIC INFORMATION SYSTEMS													
14.1	Conduct robust GPS-based inventory of assets and infrastructure													CDM
14.2	Adopt and implement industry standard common information model													CDM
14.3	Develop and implement business processes for GIS management													CDM
14.4	Provide GIS training for Engineering and Operations (Add Other Divisions)													On-going
15	FORMALIZE AND ENHANCE WORK MANAGEMENT													
15.1	Develop work management business processes													Integrated with asset management plan.
15.2	Implement modern work management system													
16	PLAN FOR RESILIENCY													
16.1	Develop disaster recovery and business continuity plans													Emergency OP Procedure - completed.
17	ENHANCE FACILITIES													
17.1	Enhance current workspace													On-going