



## Town of Reading Meeting Minutes

### Board - Committee - Commission - Council:

RMLD Citizens Advisory Board

Date: 2017-08-16

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: Final

### Attendees: **Members - Present:**

Mr. George Hooper, Chair (Wilmington); Mr. Jason Small, Vice Chair (North Reading); Mr. Dennis Kelley, Secretary (Wilmington); Mr. Neil Cohen (Reading)

### **Members - Not Present:**

### **Others Present:**

Mr. Philip Pacino, Chair, Board of Commissioners, Ms. Coleen O'Brien, Mr. Hamid Jaffari, Ms. Jane Parenteau, Ms. 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 the April 5, 2017, CAB meeting.

Mr. Cohen made a motion that the Citizens' Advisory Board approve the Minutes of the April 5, 2017, meeting as written, seconded by Mr. Kelley. Hearing no further discussion, **motion carried 4:0:0** (4 in favor, 0 opposed, 0 absent).

3. Reliability Study Update – H. Jaffari, Director of Engineering & Operations  
Materials: Booth and Associates – 2015 Reliability Study – Recommendations Spreadsheet

Mr. Jaffari reported the completion of Items 2, 45, 48, 49 and 68-71 (as noted in red) since the last report to the CAB. With the completion of Items 2 and 68-71, Substation 5 should be operational until the new substation in Wilmington is built.

Chair Hooper asked about the progress on the new Wilmington substation. Mr. Jaffari reported that potential land has been identified on Ballardvale Street. The building to land ratio at this site is 36%; Town requirement is 35%, and therefore, a variance may be required. A preliminary design and evaluation of the site has been done, and NationalGrid has said they can extend the transmission line. Additionally, RMLD may qualify as a PTF (pool transmission facility). This means RMLD will own the wire that attaches to the 115kV line and will not have to pay the local network charges. This

will save approximately half a million dollars a year. NationalGrid does not usually award PTF's anymore, but they are entertaining this option.

4. Organizational Study Update – C. O'Brien, General Manager  
Materials: Leidos – 2015 Organizational Study Spreadsheet

Ms. O'Brien reviewed the progress on the Organizational Study recommendations. Some items have been completed, and in other cases we may be addressing items in a slightly different cyclic manner than what Leidos had suggested. Status changes of key items include:

- **Establish Planning Culture:** The Strategic Plan will be addressed in calendar year 2017. In order to complete the Strategic Plan, career development plans, job descriptions, etc., needed to be up-dated. We will set up teams to put together a "strategic plan" for each of the divisions, which blends up into the Plan for presentation to the Commissioners. The Electric System Master Plan is near completion. Mr. Jaffari will present the updated technology road map at a future CAB meeting, including short and long-term planning on the technical side.
- **Develop Effective Sustainable Workforce:** Most of the career development and succession plans were done as part of the organizational restructure. The job descriptions are approximately 70% complete. The performance review process is in progress; we have been developing the roadmaps, laying out the system - all the policies and procedures, which leads into employee career development plans and the review process. We expected there would be a delay of about a year and a half to two years, but we are back on track.

We continue to fill a number of vacancies (due to retirement, resignations, etc.), but there are still many vacancies including Engineering, IT, and IRD. Chair Hooper asked about Engineering staffing noting it has been a while since there was a full compliment. Ms. O'Brien reported that she is looking at alternative recruiting means. Based on what Leidos said the organizational structure was supposed to be, we have never had a full compliment. We now have five engineering positions and each can progress to system engineering on their own merit. Each engineer will know the system intimately. Additionally, each of the five engineers has specialty areas, i.e., GIS, NERC, cyber security, overhead and underground, etc., but then they are all equal on the system. We currently have three engineers that we are working vigorously to train.

- **Improve Organizational Effectiveness:** We have developed a quasi work order system (SpryPoint) prior to going to a real work order system. There are tablets in most of the line trucks, and we are integrating GIS, time and asset tracking, and GIS collection. We completed one external/internal communication plan last year. Another communication plan and an employee survey will be completed.
- **Develop Leadership Capabilities:** All managers' CDPs now include appropriate leadership training (project management, conflict management, etc.). Cross-divisional management training occurs weekly – senior managers know exactly what the other senior managers are doing. That is pulling everything together so that when one manager acts, they know the impact on other divisions.
- **Establish Project Management Culture:** Performance expectations relative to project management are part of job descriptions and the review process.
- **Ensure Competitively Priced Services:** This was recently addressed in the rate analysis/redesign with PLM.
- **Improve Financial Planning and Risk Management:** We continue to update the policies. Accounting has been reorganized, and they are working on the financial and accounting business processes.

- **Strengthen Safety Culture:** This year an OSHA training company will review everything related to illness and injury.
- **Establish Culture of Compliance:** We are not yet at a point where we are able to assign a Compliance Manager to bring this together.
- **Focus on Asset Management:** Implementation of SpryPoint is phase one; the work order system/asset management plan will probably go into Cogsdale.
- **Leverage Geographical Information Systems:** The GIS completion date is September 1. Work will then begin on some of the macro computer programs (i.e., load management, etc.). GIS training is ongoing.
- **Formalized and Enhance Work Management:** Work spaces has been reconfigured and space is now being utilized efficiently. Most of the carpeting and some chairs, are being replaced. Any type of hazard is being fixed, but we are very cognizant of spending money on the building if not needed. The Control Room rebuild is in progress.

Ms. O'Brien concluded the update and asked for any suggestions of things that are not included in the Leidos report. The group agreed that the report seems complete.

5. **Proposed Rate: Electric Vehicle Charging Station – J. Parenteau, Director of Integrated Resources**

Materials: Recommendation: Electric Vehicle Rate, and DPU Filing Sheet

Ms. Parenteau presented the recommendation for an Electric Vehicle Rate to be used for RMLD charging stations. The distribution charge is based on depreciation expense on the capital costs (charging station and transformer), as well as estimated system average operating and maintenance cost. The current sum of charges when filed will be \$0.2158, which equates to about \$1.81 per gallon.

RMLD has received a grant from Mass DEP for a workplace charging station at the Ash Street location. The grant will pay 50% of the charging station cost; RMLD will pay the balance and the installation costs. RMLD has submitted additional grant applications through the Mass DEP for ten charging stations located throughout the service territory. The Mass DEP is evaluating proposals and awarding grants on a continual basis.

Mr. Kelley made a motion that the RMLD Citizens' Advisory Board recommend to the RMLD Board of Commissioners the adoption of the electric supply equipment rate MDPU number 277, effective November 1, 2017, on the recommendation of the General Manager, seconded by Mr. Small. Hearing no further discussion, **motion carried 4:0:0** (4 in favor, 0 oppose, 0 absent).

6. **Sub-Committee for the Payment to the Town – G. Hooper, Chair**

Chair Hooper reported that the Sub-Committee for the Payment to the Town of Reading is looking for two members from the CAB to serve on the Sub-committee. Chair Pacino noted that this request for the Sub-committee to meet came from the Reading Town Meeting. Chair Pacino provided some historical background on this Sub-committee. The Town would like a report from the Sub-committee in November. Chair Pacino and Mr. Stempeck will represent the Commission. Ms. O'Brien reported that she has met with the Reading Town Manager to get a better understanding of what they are requesting. The impression was that they are looking for a formula that eliminates large fluctuations in the payment from year to year, so that the Town can expect a certain amount for annual budgeting purposes.

Chair Hooper and Mr. Cohen agreed to serve on the Sub-committee. Mr. Kelley asked if there was any historical data on the payments to the four towns. Ms. O'Brien agreed

to provide that information to the CAB members. Ms. O'Brien also noted that APPA (American Public Power Association) has examples of formulas used to calculate payment in lieu of taxes, which is typically an "above the line" payment.

7. Selection of Vice Chair – G. Hooper Chair

Chair Hooper called for nominations for the vacant Vice Chair position. Mr. Kelley nominated Mr. Small. Mr. Small accepted the nomination.

Mr. Kelley made a motion to appoint Mr. Small as Vice Chair, seconded by Mr. Cohen. Hearing no further discussion, **motion carried 4:0:0** (4 in favor, 0 opposed, 0 absent).

8. Next Meeting – G. Hooper, Chair

The next meeting of the CAB was scheduled for September 20. Additional future meetings were scheduled for October 25, November 15, and December 13.

Mr. Kelley asked for an update on the Community Solar projects (estimated vs. actual generation as well as up-time since the projects went live). Ms. Parenteau agreed to provide that information. Mr. Kelley also mentioned that he has been getting a lot of questions and comments regarding the rate increases. Ms. Parenteau agreed to put together a write-up addressing key points relative to the rate structure/increases. CAB members should feel free to refer customers with questions regarding their rates and/or energy efficiency measures to Integrated Resources.

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

The Citizens' Advisory Board Meeting adjourned at 7:21 PM.

As approved on January 17, 2018.