

1. 6:00 P.M. Joint Meeting Agenda 1/20/2026

Joint Meeting Agenda 1/20/2026

Documents:

[JOINT MEETING AGENDA 2026-01-20 FINAL .PDF](#)

2. 6:00 P.M. Joint Meeting Agenda Packet 1/20/2026

Documents:

[JOINT AGENDA PACKET 2026-01-20.PDF](#)



Date: **Tuesday January 20, 2026**

Time: **6:00 PM**

Session: Open

Building: Reading Municipal Light Department

Address: 230 Ash Street, Reading MA

Location: Winfred Spurr Audio Visual Room

Remote Participation: Zoom

Live stream: RCTV / YouTube

Meeting Called by:

BoC: P. Daskalakis, Chair

CAB: V. Soni, Chair

**RMLD BOARD OF COMMISSIONERS (BoC)
& RMLD CITIZENS' ADVISORY BOARD (CAB)
JOINT MEETING NOTICE**

Posted in accordance with a posting method adopted by majority vote of the RMLD Board of Commissioners (BoC) and Citizens' Advisory Board (CAB). (940 CMR 29.03). The agenda contains a list of topics the Chair reasonably anticipates will be discussed at the meeting.

Board of Commissioners Webpage: [Board of Commissioners | Reading Municipal Light Dept \(rml.d.com\)](https://rml.d.com/BoardofCommissioners)

Citizens' Advisory Board Webpage: [Citizens' Advisory Board | Reading Municipal Light Dept \(rml.d.com\)](https://rml.d.com/CitizensAdvisoryBoard)

FOR REMOTE AND/OR PUBLIC PARTICIPATION:

Join Zoom Webinar: https://rml.d.zoom.us/join/wn_mno7jz_hTnSdwylM7wI93A

RCTV YouTube (live stream): <https://www.youtube.com/c/RCTVStudios/videos?view=57>

AGENDA

- | | |
|--|--------------------------------------|
| 1. Call Meeting to Order | Chairs (BoC, CAB) (2min) |
| 2. Public Comment | P. Daskalakis, Chair (5 min) |
| 3. Jason Small - Recognition for 8 years of CAB service | V. Soni, Chair (3 min) |
| 4. Liaisons to the RMLD BoC and CAB | Town Liaisons (4 min) |
| 5. Marketing Update (attachment 1) | M. Jolly, Marketing Manager (20 min) |
| 6. Efficiency and Electrification Update (attachment 2) | M. Wu, Director of IRD (10 min) |
| 7. Certificate Retirement Update (attachment 3) | M. Wu, Director of IRD (15 min) |
| 8. Union Negotiations – IBEW Supplemental MOA (attachment 4) | J. Small, GM (5 min) |

BoC Suggested motion: Move that the RMLD Board of Commissioners vote to approve the executed Supplemental Memorandum of Agreement between IBEW Local 103 and Reading Municipal Light Department.

9. Procurement Requests for Approval (attachment 5) J. Small, GM (10 min)
- IFB 2025-31 - Hourly Rates for Professional Manpower, Vehicles, Trade Tools, and Equipment for Underground Electrical Distribution Construction and Maintenance
Suggested Motion: Move that IFB 2025-31 – Hourly Rates for Professional Manpower, Vehicles, Trade Tools, and Equipment for Underground Electrical Distribution Construction and Maintenance be awarded to Power Line Contractors, Inc., pursuant to M.G.L., c. 30 § 39M, as the lowest responsible and eligible bidder, on the recommendation of the General Manager. The contract is for a three-year term.
10. 2026 Operating Candence (attachment 6) P. Daskalakis, Chair (5 min)
11. Approval of Meeting Minutes (attachment 7) Chairs (BoC, CAB) (5min)
- Citizens' Advisory Board
Suggested Motion: Move that the RMLD Citizens' Advisory Board approve the following 2025 open session meeting minutes, as presented, on the recommendation of the General Manager and the Board Secretary: December 17th
 - Board of Commissioners
Suggested Motion: Move that the RMLD Board of Commissioners approve the following 2025 open session meeting minutes, as presented, on the recommendation of the General Manager and the Board Secretary: December 17th
12. Establishment and Appointment of Committees P. Daskalakis, Chair (15 min)
- GM Goals & Review Committee
Suggested Motion: Move that the RMLD Board of Commissioner's establish the RMLD GM Goals and Review Committee and appoint two Board of Commissioners and two Citizens' Advisory Board members.
BoC Suggested Motion: Move that the RMLD Board of Commissioners appoint _and _to serve on the RMLD GM Goals & Review Committee.
CAB Suggested Motion: Move that the Citizens' Advisory Board appoint _and __to serve on the GM Goals & Review Committee.
 - Policy Review Committee
BoC Suggested Motion: Move that the RMLD Board of Commissioner's establish the RMLD Policy Review Committee and appoint two Board of Commissioners and two Citizens' Advisory Board members.
BoC Suggested Motion: Move that the RMLD Board of Commissioners appoint __and __to serve on the RMLD Policy Review Committee.
CAB Suggested Motion: Move that the Citizens' Advisory Board appoint _____and _____to serve on the RMLD Policy Review Committee.
13. ENE Board of Directors Appointment J. Small, GM (5 min)
- BoC Suggested Motion:** That pursuant to Section 3.2 of the Operating Agreement of the Energy New England, LLC, the Reading Municipal Light Department Board of Commissioners hereby

appoint Jason Small as a Class B Director of the Energy New England, LLC Board of Director's for a term of three-years.

14. Training & Travel Approval (attachment 8)

P. Daskalakis (10 min)

- MMA / MLCA Connect 351

BoC Suggested Motion: Move that the RMLD Board of Commissioners approve for Raymond Porter and David Talbot to attend the MMA / MLCA Connect 351, to take place January 23 – 25, 2026, at the Menino Convention & Exhibition Center, Boston, MA.

- APPA E&O Conference

BoC Suggested Motion: Move that the RMLD Board of Commissioners approve Jason Small's travel to, and attendance at, the 2026 American Public Power Association (APPA) E&O Conference to take place on March 29 – April 1st 2026, at the Von Braun Center, in Huntsville, Alabama.

15. GM Update

J. Small, GM (5 min)

16. Scheduling

Chairs (BoC, CAB) (1 min)

Upcoming Meeting Schedule

*= not confirmed

- | | |
|---|---|
| • Tuesday January 20 th at 6:00pm | • *Tuesday July 21 st at 6:00pm |
| • Tuesday February 17 th at 6:00pm | • *Tuesday August 18 th at 6:00pm |
| • Tuesday March 24 th at 6:00pm | • *Tuesday September 15 th at 6:00pm |
| • *Tuesday April 21 st at 6:00pm | • *Tuesday October 20 th at 6:00pm |
| • *Tuesday May 19 th at 6:00pm | • *Tuesday November 17 th at 6:00pm |
| • *Tuesday June 16 th at 6:00pm | • *Tuesday December 15 th at 6:00pm |

2026 Warrant Schedule

2026 WARRANT SCHEDULE		
	AP	PAYROLL
January	Swanson	Daskalakis
February	Coulter	Porter
March	Talbot	Swanson
April	Daskalakis	Coulter
May	Porter	Talbot
June	Swanson	Daskalakis
July	Coulter	Porter
August	Talbot	Swanson
September	Daskalakis	Coulter
October	Porter	Talbot

November	Swanson	Daskalakis
December	Coulter	Porter

17. Adjournment

Chair s (BoC & CAB) (2 min)

CAB Suggested Motion: Move that the RMLD Citizens' Advisory Board adjourn regular session.
Note: Roll call vote required.

BoC Suggested Motion: Move that the RMLD Board of Commissioners adjourn regular session.
Note: Roll call vote required.

BOARD MATERIALS AVAILABLE BUT NOT DISCUSSED

Accounts Payable / Payroll Questions through January 12
Surplus and Scrap Material Report December 2025
November 2025 Preliminary Financials



**READING MUNICIPAL
LIGHT DEPARTMENT**

**BOARD OF COMMISSIONERS (BoC)
& CITIZENS' ADVISORY BOARD (CAB)
JOINT REGULAR SESSION MEETING**

JANUARY 20, 2026



Date: **Tuesday January 20, 2026**

Time: **6:00 PM**

Session: Open

Building: Reading Municipal Light Department

Address: 230 Ash Street, Reading MA

Location: Winfred Spurr Audio Visual Room

Remote Participation: Zoom

Live stream: RCTV / YouTube

Meeting Called by:

BoC: P. Daskalakis, Chair

CAB: V. Soni, Chair

**RMLD BOARD OF COMMISSIONERS (BoC)
& RMLD CITIZENS' ADVISORY BOARD (CAB)
JOINT MEETING NOTICE**

Posted in accordance with a posting method adopted by majority vote of the RMLD Board of Commissioners (BoC) and Citizens' Advisory Board (CAB). (940 CMR 29.03). The agenda contains a list of topics the Chair reasonably anticipates will be discussed at the meeting.

Board of Commissioners Webpage: [Board of Commissioners | Reading Municipal Light Dept \(rml.d.com\)](https://rml.d.com/BoardofCommissioners)

Citizens' Advisory Board Webpage: [Citizens' Advisory Board | Reading Municipal Light Dept \(rml.d.com\)](https://rml.d.com/CitizensAdvisoryBoard)

FOR REMOTE AND/OR PUBLIC PARTICIPATION:

Join Zoom Webinar: https://rml.d.zoom.us/webinar/register/WN_MNo7Jz_HTnSdwylM7wI93A

RCTV YouTube (live stream): <https://www.youtube.com/c/RCTVStudios/videos?view=57>

AGENDA

- | | |
|--|--------------------------------------|
| 1. Call Meeting to Order | Chairs (BoC, CAB) (2min) |
| 2. Public Comment | P. Daskalakis, Chair (5 min) |
| 3. Jason Small - Recognition for 8 years of CAB service | V. Soni, Chair (3 min) |
| 4. Liaisons to the RMLD BoC and CAB | Town Liaisons (4 min) |
| 5. Marketing Update (attachment 1) | M. Jolly, Marketing Manager (20 min) |
| 6. Efficiency and Electrification Update (attachment 2) | M. Wu, Director of IRD (10 min) |
| 7. Certificate Retirement Update (attachment 3) | M. Wu, Director of IRD (15 min) |
| 8. Union Negotiations – IBEW Supplemental MOA (attachment 4) | J. Small, GM (5 min) |

BoC Suggested motion: Move that the RMLD Board of Commissioners vote to approve the executed Supplemental Memorandum of Agreement between IBEW Local 103 and Reading Municipal Light Department.

9. Procurement Requests for Approval (attachment 5) J. Small, GM (10 min)
- IFB 2025-31 - Hourly Rates for Professional Manpower, Vehicles, Trade Tools, and Equipment for Underground Electrical Distribution Construction and Maintenance
Suggested Motion: Move that IFB 2025-31 – Hourly Rates for Professional Manpower, Vehicles, Trade Tools, and Equipment for Underground Electrical Distribution Construction and Maintenance be awarded to Power Line Contractors, Inc., pursuant to M.G.L., c. 30 § 39M, as the lowest responsible and eligible bidder, on the recommendation of the General Manager. The contract is for a three-year term.
10. 2026 Operating Candence (attachment 6) P. Daskalakis, Chair (5 min)
11. Approval of Meeting Minutes (attachment 7) Chairs (BoC, CAB) (5min)
- Citizens' Advisory Board
Suggested Motion: Move that the RMLD Citizens' Advisory Board approve the following 2025 open session meeting minutes, as presented, on the recommendation of the General Manager and the Board Secretary: December 17th
 - Board of Commissioners
Suggested Motion: Move that the RMLD Board of Commissioners approve the following 2025 open session meeting minutes, as presented, on the recommendation of the General Manager and the Board Secretary: December 17th
12. Establishment and Appointment of Committees P. Daskalakis, Chair (15 min)
- GM Goals & Review Committee
Suggested Motion: Move that the RMLD Board of Commissioner's establish the RMLD GM Goals and Review Committee and appoint two Board of Commissioners and two Citizens' Advisory Board members.
BoC Suggested Motion: Move that the RMLD Board of Commissioners appoint _and _to serve on the RMLD GM Goals & Review Committee.
CAB Suggested Motion: Move that the Citizens' Advisory Board appoint _and __to serve on the GM Goals & Review Committee.
 - Policy Review Committee
BoC Suggested Motion: Move that the RMLD Board of Commissioner's establish the RMLD Policy Review Committee and appoint two Board of Commissioners and two Citizens' Advisory Board members.
BoC Suggested Motion: Move that the RMLD Board of Commissioners appoint __and __to serve on the RMLD Policy Review Committee.
CAB Suggested Motion: Move that the Citizens' Advisory Board appoint _____and _____to serve on the RMLD Policy Review Committee.
13. ENE Board of Directors Appointment J. Small, GM (5 min)
- BoC Suggested Motion:** That pursuant to Section 3.2 of the Operating Agreement of the Energy New England, LLC, the Reading Municipal Light Department Board of Commissioners hereby

appoint Jason Small as a Class B Director of the Energy New England, LLC Board of Director's for a term of three-years.

14. Training & Travel Approval (attachment 8)

P. Daskalakis (10 min)

- MMA / MLCA Connect 351

BoC Suggested Motion: Move that the RMLD Board of Commissioners approve for Raymond Porter and David Talbot to attend the MMA / MLCA Connect 351, to take place January 23 – 25, 2026, at the Menino Convention & Exhibition Center, Boston, MA.

- APPA E&O Conference

BoC Suggested Motion: Move that the RMLD Board of Commissioners approve Jason Small's travel to, and attendance at, the 2026 American Public Power Association (APPA) E&O Conference to take place on March 29 – April 1st 2026, at the Von Braun Center, in Huntsville, Alabama.

15. GM Update

J. Small, GM (5 min)

16. Scheduling

Chairs (BoC, CAB) (1 min)

Upcoming Meeting Schedule

*= not confirmed

- | | |
|---|---|
| • Tuesday January 20 th at 6:00pm | • *Tuesday July 21 st at 6:00pm |
| • Tuesday February 17 th at 6:00pm | • *Tuesday August 18 th at 6:00pm |
| • Tuesday March 24 th at 6:00pm | • *Tuesday September 15 th at 6:00pm |
| • *Tuesday April 21 st at 6:00pm | • *Tuesday October 20 th at 6:00pm |
| • *Tuesday May 19 th at 6:00pm | • *Tuesday November 17 th at 6:00pm |
| • *Tuesday June 16 th at 6:00pm | • *Tuesday December 15 th at 6:00pm |

2026 Warrant Schedule

2026 WARRANT SCHEDULE		
	AP	PAYROLL
January	Swanson	Daskalakis
February	Coulter	Porter
March	Talbot	Swanson
April	Daskalakis	Coulter
May	Porter	Talbot
June	Swanson	Daskalakis
July	Coulter	Porter
August	Talbot	Swanson
September	Daskalakis	Coulter
October	Porter	Talbot

November	Swanson	Daskalakis
December	Coulter	Porter

17. Adjournment

Chair s (BoC & CAB) (2 min)

CAB Suggested Motion: Move that the RMLD Citizens' Advisory Board adjourn regular session.
Note: Roll call vote required.

BoC Suggested Motion: Move that the RMLD Board of Commissioners adjourn regular session.
Note: Roll call vote required.

BOARD MATERIALS AVAILABLE BUT NOT DISCUSSED

Accounts Payable / Payroll Questions through January 12
Surplus and Scrap Material Report December 2025
November 2025 Preliminary Financials

ATTACHMENT 1
MARKETING UPDATE



Marketing Update

2025 Recap + 2026 Planning

Board of Commissioners / Citizens' Advisory Board

January 20, 2026

2025 Summary

2025 was an exciting year full of **growth and engagement across channels, a new brand, and increased community connections**. The marketing team grew with the addition of a marketing communications coordinator, enabling us to focus on growing current programs and exploring new ways to support and connect with customers. Previous programs and events were revived, new programs were introduced, and the long-awaited logo and web projects were completed.

The customer survey results showed **a strong trust in the utility and satisfaction with service (98%)**. It also showed **opportunity for increased education and outreach on energy efficiency** and a marked preference for email and website communications along with traditional mail.

Key accomplishments for 2025 included:

Customer Survey * Logo Launch * Website Launch * Improved Email Open Rates * EV Show * New Community Programs Expansion * Internal Processes + SOP updates * EE Program Promotion * New customer resources in webinars and workshops * Increased presence in the community and industry

Marketing Snapshot

2025 COMPLETE

- Logo Project
- Brand extension to Website and Digital Properties
- Heat Pump Loan Promotion
- River Park Ribbon Cutting
- Community Organization Outreach: Local and Regional
- Team Growth – New Position
- Yearly Internal Events Calendar
- Portal Launch
- Segmentation + Satisfaction Surveys

IN PROGRESS/ONGOING

- Continued Website Updates and Analytics Review
- Full Brand Rollout
- Youth + Community Programs Expansion
- Community Organization Outreach: Local and Regional
- AMI Rollout
- EE Program Promotion
- Customer Testimonials

'26 + BEYOND

- Program Promotion
- Education: Webinars and Workshops
- Social Growth and Platform Reviews
- Continued SOP Review/Updates
- Customer Resources Development
- Focus on New Customers
- Explore Mail Communications
- Event Evolution



Our Core Customer Message

RMLD is your **trusted source for
reliable, low-cost, and increasingly
non-carbon energy.**

Key 2025 Marketing Goals:

- + Promote Electrification and Clean Energy Adoption
- + Revive + Elevate Our Brand
- + Increase RMLD Brand Awareness and Reputation
- + Foster Community Engagement and Relationship Building
- + Increase State and Federal Government Relations

In 2025, RMLD worked to:

- + Actively engage our customers in the community.
- + Deliver key messages in a customer-centered format.
- + Continue to evolve to meet customer needs and preferences, while promoting electrification.
- + Improve key touch points such as email, web and social.



Email Communications 2025 Recap

- ✓ *Re-imagined eNewsletter*
- ✓ *Introduced automatic new customer 'Welcome' series*
- ✓ *Employed event-based + timely email pushes (heat pump loan, webinars, Connected Homes, and more)*
- ✓ *Set consistent Peak Alert outreach*

Key 2025 goals addressed:

- + **Promote Electrification and Clean Energy Adoption**
- + **Revive + Elevate Our Brand**
- + **Increase RMLD Brand Awareness and Reputation**

 Emails sent

357,629

↑+107,022 vs. previous year

 Delivered

350,090

↑+106,044 vs. previous year

 Open rate

64%

↑+3% vs. previous year

Email Communications 2025 By The Numbers

Subscribed as of 12/31/25:

- Commercial: 1,222 (+197);
Residential: 20,053 (+1,183)

2,767 Peak Alert Opt Ins

Overall open rate

+28% vs industry average

Your open rate ————— 64%

vs. previous year ————— 3% ↑

~ 63% Desktop Users

Highest performing content

- **EMAIL:** Connected Homes Outreach to EV owners, 90% OR / 44% CR
- **LINK:** Heat Pump Program with >700 clicks.

RMLD Current eNewsletter

- Open Rate: 62-68% (up 2-8% from 2024)
- Click Rate: 1-2%; Limited (1% unsubscribes)
- Top content: Focused on incentive programs + news/happenings

New Customer Welcome Email

- Open Rate: 85+%
- Click Rate: 30+%; 0 unsubscribes
- Top content: Invoice Cloud + EE Programs

Peak Alerts

- 36 sent in 2025
- Open Rates: Consistent: 58-65%;
Click Rates: 1% - Not specially targeted for clicks

Social 2025 Recap

- ✓ *Set consistent monthly content stream; Maximize photos/links/reels.*
- ✓ *Align visual brand and voice/tone of content.*
- ✓ *Explored format and content enhancements.*
- ✓ **Draft Facebook social plan and calendaring.**
- ✓ **Promote ‘follow’ on digital outreach and in person.**

Key 2025 goals addressed:

- + **Foster Community Engagement and Relationship Building**
- + **Promote Electrification and Clean Energy Adoption**
- + **Revive + Elevate Our Brand**
- + **Increase RMLD Brand Awareness and Reputation**

Social Content By The Numbers

1,468 Facebook Followers

(Majority Women 35-54)

- 255 posts; 137,889 Views
- 15K Visits + 62%
- 1,475 Interactions +275%
- Excellent Non-Follower Views 49% -- content reaching a wider audience.

883 LinkedIn Followers

- 350 New in 2025
- Limited Posting
- 11K Impressions; 4K Page views



- *Top Content: Team focused, Tips/Resources*



165



40



Timothy Hebert and 48 others reacted to your company's update

2d



An Energy Milestone! RMLD commissioned the River Park Energy Storage System in North...

- *Top Content: News.*



Rafael Panos and 126 others reacted to your company's update

2d



RMLD is thrilled to welcome Jason Small to serve as our next general manager, effective January 2....

127 reactions • 29 comments

Website + Brand 2025 Updates

- ✓ **Launched newly designed website including:**
 - ✓ new sitemap + enabled analytics
 - ✓ distributed ownership model
 - ✓ customer-focused, action-based sitemap and homepage prompts
 - ✓ updated Solar/Renewable Choice, Rebates, Programs, Rates, Community pages, and more
- ✓ **Web best practices implemented including meta descriptions, accessibility and performance adjustments.**
- ✓ **Continued with brand rollout to extend to all digital properties, stationery, and moving to remaining items in 2026.**

Key 2025 goals addressed:

- + Promote Electrification and Clean Energy Adoption
- + **Revive + Elevate Our Brand**
- + Increase RMLD Brand Awareness and Reputation

Website By The Numbers

Web Analytics active as of 1/1/2026. Limited reporting/baseline. 7 days data below.

- 41s Avg. Engagement Time/User
- 3K+ page views; 1K+ users
- 70% desktop users
- Note 404 may be due to testing as we worked thru redirects.
- Most common search terms: portal/sign in(7), calendar (5), advanced metering/AMI (6), rebates (6), jobs (4)
- From Home most common paths: EE programs (37); Residents (33); Account (32); Start/Stop Form (28); Careers (25); Contact (24); Search (18); Rebates (8; About (6)

		Views	Users	Views per User	Average Engagement
Total		3,119 100% of total	1,475 100% of total	2.11 Avg 0%	42s Avg 0%
1	RMLD, MA Official Website	1,260 (40.4%)	928 (62.92%)	1.36	18s
2	My Account RMLD, MA	241 (7.73%)	191 (12.95%)	1.26	18s
3	Custom404 • RMLD, MA • CivicEngage	134 (4.3%)	98 (6.64%)	1.37	9s
4	Residential Rebates RMLD, MA	104 (3.33%)	76 (5.15%)	1.37	35s
5	Careers RMLD, MA	74 (2.37%)	44 (2.98%)	1.68	17s
6	Advanced Metering RMLD, MA	73 (2.34%)	48 (3.25%)	1.52	49s
7	Energy Efficiency Programs RMLD, MA	73 (2.34%)	50 (3.39%)	1.46	28s
8	Residents RMLD, MA	69 (2.21%)	61 (4.14%)	1.13	7s
9	Heat Pump Rebate or 0% Interest Loan RMLD, MA	63 (2.02%)	33 (2.24%)	1.91	1m 39s
10	Electric Vehicle Charger Rebate RMLD, MA	56 (1.8%)	51 (3.46%)	1.10	34s

Events + Programs 2025 Recap

- ✓ **Program-specific Heat Pump Loan event**
- ✓ **Engaged in industry events NEPPA, Chambers**
- ✓ **Strategic program promotion at local events**
 - ✓ EE Programs, Solar/Renewable Choice, Peak Alert, Connected Homes, and more
- ✓ **Expand Community Programs**
 - ✓ New Youth Program: Wilmington Cub Scouts
 - ✓ New Safety Program: Reading Fire
 - ✓ Webinars: Heat Pump, Commercial PDR
- ✓ **Reviewed and restarted RMLD events**
 - ✓ Elementary Contest
 - ✓ Power Week
 - ✓ EV Show
 - ✓ Bike Swap
 - ✓ River Park Ribbon Cutting

Key 2025 goals addressed:

- + **Foster Community Engagement and Relationship Building**
- + **Promote Electrification and Clean Energy Adoption**
- + **Increase RMLD Brand Awareness and Reputation**

Events + Programs By The Numbers

17 Events Attended or Supported

- Includes town days, new residents' events and Touch-a-trucks

13 Events, Trainings/Programs, or Webinars Hosted

- Includes Safety Training, Scouts Education, and BESS Launch. Heat Pump Incentive Event, and River Park BESS Ribbon Cutting

EVENT SPOTLIGHT: PPW 2025

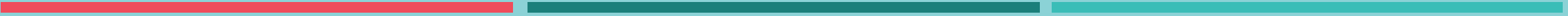


- More than 300 Customers Attended
- Added 8 new businesses and community partners
- Updated attractions including scavenger hunt, and new games area

EVENT SPOTLIGHT: EV Show



- Partnered with Wilmington Farmers Market
- 5 Dealerships Featured
- Busy event with lots of foot traffic
- Revived and reimagined from previous



2026 Planning

Key 2026 Focus Areas:

- + Promote Electrification and Non-Carbon Energy Adoption
- + Increase RMLD Brand Awareness and Reputation
- + Foster Community Engagement and Relationship Building
- + Expand RMLD Brand Suite

We will:

- + Directly engage our customers as ambassadors to influence and inform our brand.
- + Deliver key messages in a customer-centered format.
- + Continue to evolve to meet customer needs and preferences, while promoting electrification.
- + Improve key touch points such as email, web, print and in-person events.
- + Keep cost and other key drivers top of mind.



2026 Planning: Email

- + Continue active cleanup of email marketing lists.
- + Expand Peak Alert list with focus on opt in push and community connections.
- + Leverage email as the **preferred communication tool** to share resources for customers.
- + Promote community connections (friends + family, word-of-mouth).

42-62%

of survey respondents prefer to be contacted by email.

Where customers turn for EE info:

34-60% Web search

29-41% RMLD

22-39% Friends and Family

2026 Planning: Social

- + Expand internal SOP and defined roles.
- + Leverage social as a community connection asset.
- + Explore expanding presence on LinkedIn as content platform.
- + Continue to promote organic and sustainable follower growth via in person or direct outreach.

Less than 5%
of survey respondents
prefer to hear about
RMLD offerings on social
platforms.

**Preferred communication
methods from the utility
are:**

- 55-75% Email
- 39-48% on Bill
- 36-44% Website
- 33-49% Mail

2026 Planning: Website

- + Active content updates.
- + Data-based shifts to home page and user flow..
 - + Monitor search terms and common user paths
- + Expand customer content and resources: tips, tutorials, programs etc.
- + Expand customer testimonials and profiles – word of mouth through website.
- + Clarify and promote RMLD offerings: TOU, Renewable Choice, Solar Choice.

34-60% of respondents search the web directly with 29-41% turn to RMLD first for info on saving money on electricity.

2026 Planning: Events + Programs

- + Continue to update internal SOPs across programs.
- + Expand safety trainings to other communities.
- + Formalize youth and school-based programming opportunities, including high, and middle schools.
- + Explore developing resources for retailers, real estate agents, and contractors.
- + Develop program-based resources for customers (i.e. webinars; how-tos, groups).
- + Explore developing resources for town officials/legislators.
- + Explore additional tactics: print and bill inserts.
- + Expand in-person educational workshops and trainings for customers.
- + Continue legislative and industry outreach in partnership with general manager.

Per the 2025 Survey, customers would like to see RMLD:

- provide steps to reduce usage,
- work to understand their barriers to reduce use, and
- consider customers best interest first.

--

49% of respondents want more energy efficiency offerings shared.

--

22-39% turn to friends and family for info on how to save money on electricity.



THANK YOU

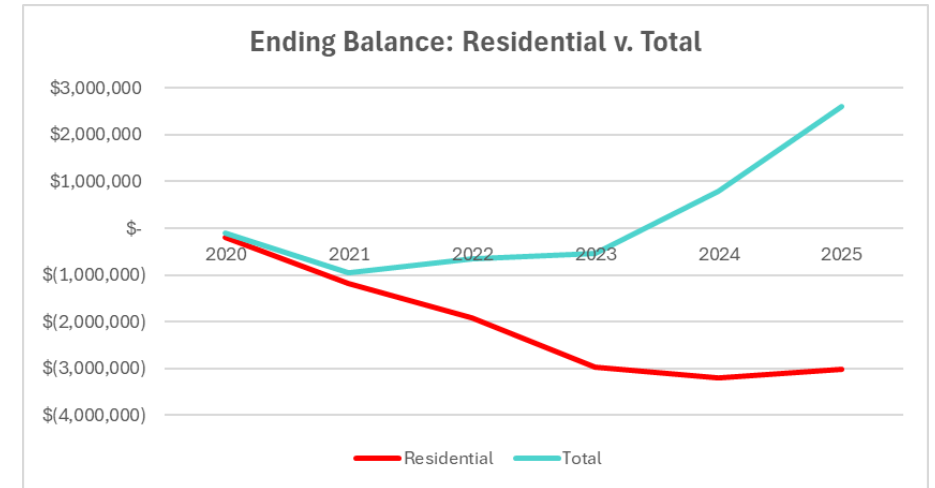
ATTACHMENT 2
EFFICIENCY AND
ELECTRIFICATION UPDATE



Integrated Resources Report
BOC/CAB
January 20, 2026

Electrification and Efficiency Update

- In 2025, RMLD launched an improved and expanded heat pump and weatherization program, added 3 new programs – load management device, new construction MUD, new construction commercial, and renovated 2 programs – commercial energy assessment, and commercial retrofits. We plan to add at least 2 new programs in 2026.
- With the contrast between active residential participation and less active commercial participation, we continue to have a positive ending balance in the EEC fund, within which the residential balance is negative.
- RMLD is hosting the Commercial and Industrial Customer Workshop on January 28, 2026, the first time since covid.



# of Rebates	2024	2025 tentative
HP and WX	148	128
Solar	26	19
EV Charger	101	116
Appliances	436	370
Commercial	4	5

Source: IRD Programs Team analysis and RMLD accounting report



THANK YOU!

ATTACHMENT 3
CERTIFICATE RETIREMENT UPDATE



Integrated Resources Report
BOC/CAB
January 20, 2026

Certificate Retirement Update



Sources: NEPOOL GIS and IRD analysis

- Starting in 2024, RMLD retires certificates associated with 55% of its electricity load, 6 years ahead of the state mandate.
- Certificate generation largely depends on weather due to resource intermittency. In 2025, certificates generated declined mainly due to lower hydro production.
- In addition, the regional certificate market is still tight in the near term with cancellations of renewable projects. RMLD is ending a few pricy hydro contracts in 2026 that will reduce certificate generation this year.
- RMLD's Renewable Choice Program is a great way for customers to help increase certificate retirement above 55%.

2026 Certificate Retirement Scenarios

Retirement Level		55%	60%	80%	100%
2026 Retail Load Estimate MWh	664,940	365,717	398,964	531,952	664,940
EFEC estimate		252,445	252,445	252,445	252,445
CES-E estimate		83,426	83,426	83,426	83,426
ME II estimate		29,847	63,094	66,797	66,797
MA II estimate				15,220	15,220
MA I estimate				56,459	56,459
Buy RECs				57,607	190,595
Total Additional Cost			\$ 166,235	\$ 4,329,050	\$ 7,653,750
Additional Cost in \$/kwh			\$ 0.00026	\$ 0.00664	\$ 0.01175
Monthly Bill Increase for 800 kwh Usage			\$ 0.2	\$ 5.3	\$ 9.4
Annual Bill Increase for 800 kwh Usage			\$ 2	\$ 64	\$ 113

Sources: NEPOOL GIS and IRD analysis

As a reference, in 2023, there were not enough certificates generated to retire 60% of the retail load. RMLD would have had to buy 25,585 certificates to meet 60%.



THANK YOU!

ATTACHMENT 4
IBEW SUPPLEMENTAL MOA

SUPPLEMENTAL MEMORANDUM OF AGREEMENT
BY AND BETWEEN
THE READING MUNICIPAL LIGHT DEPARTMENT
AND
IBEW, LOCAL 103, AFL-CIO

FOR THE CONTRACT PERIODS OF:
January 1, 2025 – December 31, 2025
January 1, 2026 – December 31, 2028

Whereas, the Reading Municipal Light Department (“RMLD”) and the International Brotherhood of Electrical Workers, Local 103 (“IBEW”) were parties to a collective bargaining agreement that expired on December 31, 2024; and

Whereas, following unsuccessful efforts to negotiate a successor agreement, the parties mutually agreed to engage in mediation in an effort to resolve the impasse that had been reached at the bargaining table; and

Whereas, following mediation sessions and additional meetings between the RMLD and IBEW the parties reached and tentative agreement on the terms of a successor agreement for the period of January 1, 2025-December 31, 2027; and

Whereas, the RMLD and IBEW reduced their agreement to writing and the IBEW ratified the terms of the MOA and the RMLD Board of Commissioners also voted in favor of the terms of the successor agreement; and

Whereas, following the ratification of the successor agreement the RMLD negotiated successor agreements with separate bargaining units representing other employees of the RMLD; and

Whereas, those collective bargaining agreements expire on December 31, 2028; and

Whereas, the RMLD and IBEW met recently to discuss having their contract expire on the same date, for the parties’ mutual benefit; and

Whereas, the parties reached agreement with respect to the terms of two collective bargaining agreements, one covering January 1, 2025, to December 31, 2025, and a new one covering January 1, 2026, to December 31, 2028; and

Whereas, pursuant to Massachusetts General Law a collective bargaining agreement is limited to a duration of three (3) years;

Now Therefore, the RMLD and the IBEW hereby agree to the following supplemental Memorandum of Agreement to the contract that expired on December 31, 2024. Unless expressly amended below, the remaining terms of the contract that expired on December 31, 2024, remain in full force and effect.

THE FOLLOWING AMENDMENTS ARE TO TAKE EFFECT ON JANUARY 1, 2025,
UNLESS EXPRESSLY EFFECTIVE ON AN ALTERNATIVE DATE AS SET FORTH
BELOW:

1. ARTICLE 4, GRIEVANCE PROCEDURE –

- a. In Section 3, Step 2, second paragraph, insert the word “working” after “(20)”.
- b. Add a new Section 8 which provide that “For purposes of this Article, a “working day” shall be defined as Monday through Friday between the hours of 7AM and 3PM, excluding weekends and holidays as provided in Article 12.”

2. ARTICLE 9, MISCELLANEOUS – Amend Section 6 to read as follows:

The provisions of RMLD Policy No. 26 (“Commercial Driver Licensee's Alcohol and Drug Testing) are incorporated by reference in this Agreement and are attached hereto as Appendix B. For the avoidance of doubt, such provisions shall apply to all employees covered by this Agreement, provided, however, that positions that do not require a CDL and/or positions that are not Group 4 positions, shall not be subject to RANDOM TESTING as set forth in Appendix B, Section 6.

3. ARTICLE 10, SALARIES –

Retroactively to January 1, 2025, all employees in the bargaining unit will receive a four and a half percent (4.5%) increase in their individual salaries. Such salary increases shall be effective irrespective of whether they result in an individual employee’s salary exceeding the salary range for his or her position as set forth in Appendix A.

4. ARTICLE 23, MEDICAL INSURANCE –

- a. Delete “Blue Cross or other” in the first paragraph and replace with “health insurance”.

5. ARTICLE 24, CLOTHING –

- a. In Section 1 add the position of “GIS Technician” to the list of positions eligible for the \$300.00 annual boot voucher.
- b. In Section 2 add the position of “Facilities Manager” to the list of positions in Group 1.
- c. In Section 2 increase the amount of the FR Clothing Allowance to \$1,200.00 effective January 1, 2025.
- d. Add a new Section 3, entitled “Safety Glasses” which shall read that “The RMLD shall pay for one (1) pair of prescription safety glasses with permanently installed side shields per contract duration. The prescription safety glasses shall be obtained from a reasonably located store designated by RMLD. The RMLD will

provide full replacement for prescription safety glasses damaged in the line of duty provided the damaged pair is returned in exchange for the replacement.”

6. ARTICLE 26, LONGEVITY – Effective January 1, 2025, increase each allowance by \$100.00, as follows:

- a. Upon completion of 5 years of continuous service - \$500
- b. Upon completion of 10 years of continuous service - \$600
- c. Upon completion of 15 years of continuous service - \$700
- d. Upon completion of 20 years of continuous service - \$850
- e. Upon completion of 25 years of continuous service - \$950
- f. Upon completion of 30 years of continuous service - \$1,050

7. ARTICLE 30, FAMILY AND MEDICAL LEAVE POLICY –

- a. Amend Section C(4) to read as follows: “Employees will be required to first use accrued vacation, sick, comp, and personal days (per employee choice) as part of their 12-week childbirth or adoptive leave. In addition, a female employee who is giving birth to a child may use accrued sick time to cover any part of the leave in which she is personally ill because of a medical condition relating to her pregnancy or childbirth.”
- b. Amend Section D(4) to read as follows: “Employees will be required to first use accrued vacation, sick, comp, and personal days (per employee choice) as part of their 12-week family or personal medical leave period.”

8. ARTICLE 31, DURATION – Amend dates of the agreement to be “January 1, 2025” and “December 31, 2025”.

THE FOLLOWING AMENDMENTS ARE TO TAKE EFFECT ON JANUARY 1, 2026,
UNLESS EXPRESSLY EFFECTIVE ON AN ALTERNATIVE DATE AS SET FORTH
BELOW:

Unless expressly amended below, the remaining terms of the contract that expired on December 31, 2025, remain in full force and effect.

1. ARTICLE 10, SALARIES –

Effective January 1, 2026, all employees in the bargaining unit shall receive a four and a half percent (4.5%) increase in their individual salaries; effective January 1, 2027, all employees in the bargaining unit will receive a four and a half percent (4.5%) increase in their individual salaries; and effective on January 1, 2028, all employees in the bargaining unit will receive a four and a half percent (4.5%) increase in their individual salaries. Such salary increases shall be effective irrespective of whether they result in an

ATTACHMENT 5
PROCUREMENT REQUESTS
FOR APPROVAL



January 14, 2026

Town of Reading Municipal Light Board

Subject: IFB 2025-31 Hourly Rates for Professional Manpower, Vehicles, Trade Tools, and Equipment for Underground Electrical Distribution Construction and Maintenance

Pursuant to M.G.L., c. 30 § 39M, on December 10, 2025, an invitation for bid (IFB) was placed as a legal notice in the Middlesex East Section of the Daily Times Chronicle, was published in the Central Register, and was posted on COMMBUYS and the RMLD website, requesting sealed bids for Hourly Rates for Professional Manpower, Vehicles, Trade Tools, and Equipment for Underground Electrical Distribution Construction and Maintenance.

An invitation for bid was sent to sixteen (16) companies.

Sealed bids were received from three (3) companies: Fishbach and Moore Electric Group, LLC, McDonald Electrical Corporation, and Power Line Contractors, Inc.

The sealed bids were publicly opened and read aloud at 11:00 a.m. on January 7, 2026, in the Town of Reading Municipal Light Department's Audio Visual Spurr Room, 230 Ash Street, Reading, Massachusetts.

The bids were reviewed, analyzed, and evaluated by staff and recommended to the General Manager.

Move that IFB 2025-31 – Hourly Rates for Professional Manpower, Vehicles, Trade Tools, and Equipment for Underground Electrical Distribution Construction and Maintenance be awarded to **Power Line Contractors, Inc.**, pursuant to M.G.L., c. 30 § 39M, as the lowest responsible and eligible bidder, on the recommendation of the General Manager¹. The contract is for a three-year term.

¹See attached analysis.

These services will be paid from various operating and capital accounts as the work dictates.

Matthew Bernard, General Line Foreman

Peter Price (Jan 13, 2026 05:59:24 EST)

Peter Price, Director of Engineering

Jason Small (Jan 13, 2026 10:49:21 EST)

Jason Small, General Manager

IFB 2025-31:**Hourly Rates for Professional Manpower, Vehicles, Trade Tools, and Equipment for Underground Electrical Distribution Construction and Maintenance****Bidder:** **Power Line Contractors, Inc.**

	YEAR 1	YEAR 2	YEAR 3	
	<i>March 1, 2026 - February 28, 2027</i>	<i>March 1, 2027 - February 28, 2028</i>	<i>March 1, 2028 - February 28, 2029</i>	<i>#</i>
Crew Rate - Regular Hourly				
Working Foreman/Electrician/Cable Splicer	145.00	149.00	152.00	
Journeyman Electrician/Cable Splicer	145.00	149.00	152.00	
Splicing Van	5.00	8.00	8.00	
<i>Crew Rate Per Hour:</i>	<u>\$295.00</u>	<u>\$306.00</u>	<u>\$312.00</u>	
Crew Rate - Overtime Hourly				
Working Foreman/Electrician/Cable Splicer	161.00	163.00	165.00	
Journeyman Electrician/Cable Splicer	159.00	161.00	163.00	
Splicing Van	2.00	2.00	2.00	
<i>Crew Rate Per Hour:</i>	<u>\$322.00</u>	<u>\$326.00</u>	<u>\$330.00</u>	
Annual Cost - Regular Time (estimate)				
# of Hours Per Year (estimate)	350	350	350	
<i>Total Estimate Per Year (hours x rate):</i>	\$103,250.00	\$107,100.00	\$109,200.00	
Annual Cost - Over-time (estimate)				
# of Hours Per Year (estimate)	50	50	50	
<i>Total Estimate Per Year (hours x rate):</i>	\$16,100.00	\$16,300.00	\$16,500.00	
Total (Regular and Over Time) Combined				
<i>Annual Total:</i>	\$119,350.00	\$123,400.00	\$125,700.00	
Three-Year Total:	\$368,450.00			

Bidder: McDonald Electrical Corporation

	YEAR 1	YEAR 2	YEAR 3	
	March 1, 2026 - February 28, 2027	March 1, 2027 - February 28, 2028	March 1, 2028 - February 28, 2029	#
Crew Rate - Regular Hourly				
Working Foreman/Electrician/Cable Splicer	169.75	175.72	180.38	
Journeyman Electrician/Cable Splicer	154.22	159.50	163.64	
Splicing Van	25.00	26.25	27.60	
<i>Crew Rate Per Hour:</i>	<u>\$348.97</u>	<u>\$361.47</u>	<u>\$371.62</u>	
Crew Rate - Overtime Hourly				
Working Foreman/Electrician/Cable Splicer	225.16	233.39	239.80	
Journeyman Electrician/Cable Splicer	204.51	212.04	217.90	
Splicing Van	25.00	26.25	27.60	
<i>Crew Rate Per Hour:</i>	<u>\$454.67</u>	<u>\$471.68</u>	<u>\$485.30</u>	
Annual Cost - Regular Time (estimate)				
# of Hours Per Year (estimate)	350	350	350	
<i>Total Estimate Per Year (hours x rate):</i>	\$122,139.50	\$126,514.50	\$130,067.00	
Annual Cost - Over-time (estimate)				
# of Hours Per Year (estimate)	50	50	50	
<i>Total Estimate Per Year (hours x rate):</i>	\$22,733.50	\$23,584.00	\$24,265.00	
Total (Regular and Over Time) Combined				
<i>Annual Total:</i>	\$144,873.00	\$150,098.50	\$154,332.00	
Three-Year Total:	\$449,303.50			

Bidder: Fishbach and Moore Electric Group LLC

	YEAR 1	YEAR 2	YEAR 3	
	March 1, 2026 -	March 1, 2027 -	March 1, 2028 -	
	February 28, 2027	February 28, 2028	February 28, 2029	#
Crew Rate - Regular Hourly				
Working Foreman/Electrician/Cable Splicer	181.20	184.80	188.50	
Journeyman Electrician/Cable Splicer	159.40	162.55	165.90	
Splicing Van	51.00	52.00	53.00	
<i>Crew Rate Per Hour:</i>	<u>\$391.60</u>	<u>\$399.35</u>	<u>\$407.40</u>	
Crew Rate - Overtime Hourly				
Working Foreman/Electrician/Cable Splicer	245.60	250.50	255.50	
Journeyman Electrician/Cable Splicer	213.10	217.35	221.70	
Splicing Van	51.00	52.00	53.00	
<i>Crew Rate Per Hour:</i>	<u>\$509.70</u>	<u>\$519.85</u>	<u>\$530.20</u>	
Annual Cost - Regular Time (estimate)				
# of Hours Per Year (estimate)	350	350	350	
<i>Total Estimate Per Year (hours x rate):</i>	\$137,060.00	\$139,772.50	\$142,590.00	
Annual Cost - Over-time (estimate)				
# of Hours Per Year (estimate)	50	50	50	
<i>Total Estimate Per Year (hours x rate):</i>	\$25,485.00	\$25,992.50	\$26,510.00	
Total (Regular and Over Time) Combined				
<i>Annual Total:</i>	\$162,545.00	\$165,765.00	\$169,100.00	
Three-Year Total:	\$497,410.00			

ATTACHMENT 6
2026 OPERATING CANDENCE

TOPICS	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Strategic Plan									vote			
BoC												
Meeting Minutes Approval	vote monthly											
Executive Session Review			vote			vote			vote			vote
Reorganization (BoC)			vote	vote								
Reorganization (CAB)									vote			
OPEB	as needed											
Policies			vote			vote			vote			vote
Finance & Accounting												
Annual Report						vote						
AP Payroll Questions	meeting packet											
Audit					vote							
Budget Approval										Review	vote	
Budget increase Approval	as needed											
A&F Update	meeting packet (topics as requested)											
IRD & Power Supply												
Certificate Retirement Rate	Review	vote										
Certificate Update												
Customer Programs												
Rates	once COSS is completed											
Power Supply Contract approval	as needed											
In Territory Assets	as needed											
IT Update (Executive)												
HR Update												
Operations Update (projects)												
Engineering Update (projects)												
Marketing Update												
GM												
GM Updates	monthly											
GM annual goals		Review	vote								Review	vote
GM Performance Review												
GM Contract Negotiation	as needed											
CBA's- Union Negotiations	as needed											
Special Topics												
Insurance Review	by request											
Ash Street Campus	vote as needed											
Land Acquisition Approval	vote as needed											
Legislative update												
Significant Expansion/Retirement	vote as needed											
Procurements	vote monthly											
Scrap & Surplus Report	meeting packet											

ATTACHMENT 7
APPROVAL OF MEETING MINUTES



**RMLD BOARD OF COMMISSIONERS (BoC)
AND CITIZENS' ADVISORY BOARD (CAB)
JOINT MEETING MINUTES**

Date: Wednesday December 17, 2025	Time: 6:00 PM
Building: Reading Municipal Light Department	Address: 230 Ash Street, Reading MA
Session: Open	Location: Winfred Spurr Audio Visual Room
Purpose: General Business	Version: Draft
Minutes Submitted By: Vivek Soni CAB and David Talbot BoC.	

Documents and attachments used at this meeting can be found on the RMLD website in the meeting packet.

BoC Webpage: [Board of Commissioners | Reading Municipal Light Dept \(rmlld.com\)](https://www.rmlld.com/Board-of-Commissioners)

CAB Webpage: [Citizens' Advisory Board | Reading Municipal Light Dept \(rmlld.com\)](https://www.rmlld.com/Citizens-Advisory-Board)

RCTV YouTube (video): <https://www.youtube.com/c/RCTVStudios/videos?view=57>

BoC Members Present: Pamela Daskalakis, Chair; Robert Coulter, Vice Chair; David Talbot, Commissioner; Raymond Porter, Commissioner; Rich Swanson, Commissioner (Remote).

BoC Members Absent:

CAB Members Present: Vivek Soni, Chair (Reading); Tim Woods, Vice Chair (Wilmington); Charlie Protopapas (Wilmington); Charles Ragusa (Lynnfield); Robert Kastle (North Reading).

CAB Members Absent:

RMLD Staff: Paul Heanue, Interim General Manager Erica Oliver, Executive Assistant.

Topics of Discussion:

CALL MEETING TO ORDER

- Chair Daskalakis called the RMLD BoC meeting to order at 6:00 PM.
- Chair Soni called the RMLD CAB meeting to order at 6:00 PM.

PUBLIC COMMENT

Daskalakis responded to a public comment email from Rebecca Lieberman.

- Daskalakis reported on her emailed response to Ms. Lieberman's public comment relative to the minimal impact to consumer bills.
- Referenced prior analysis (18 months ago):
- Moving from 28% to 55% non-carbon had < \$0.70/month impact.
- Beyond 55%, costs spike significantly.
- Annual budgeting and policy process includes allocation review.
- Will continue yearly analysis and increase ahead of schedule if financially reasonable.
- Porter agreed; noted individuals can select a non-carbon energy choice alternative.
- Daskalakis expressed excitement about the January website update which makes info easier for ratepayers to access.
- Stating the website vastly improved; expects good feedback in January review.



- Porter asked about the Shred the Peak notifications going out with reverse 911 calls.
- Daskalakis stated that a Reverse 911; would need multi-town coordination.
- It was noted that multitown complex is a barrier.
- Daskalakis suggested Mr. Small (new GM) discuss with town officials during onboarding.
- Porter appreciated the question; noted limits of sending more notices:
 - Alerts may not yield incremental value.
 - More effective to target major industrial/commercial users.
 - Residential alerts could require multiple calls per month.
 - Suggested time-of-use programs as alternative.
- Daskalakis confirmed multiple alerts have occurred (three days in a row).
- Porter explained the unpredictability; alerts can burden homeowners.
- Heanue shared experience with Reverse 911 in Hingham where the use was limited to critical alerts.
- Heanue was skeptical about using it for peak shaving.
- Talbot asked about a prior emailed question from Lieberman asking the Board and GM how much the average electric bill would go up if RMLD went from 55% to 75% noncarbon power supply.
- Talbot recalled, and IGM Heanue confirmed, that Heanue's emailed response to her and the Board was that the average household bill would go up between \$55 and \$60 a year or about \$5 per month.

New North Reading CAB Member

Chair Soni introduced the newest CAB Member from North Reading, Robert Kasle.

- Kasle shared his background:
 - 40 years in the business.
 - Looking forward to contributing to the board and North Reading.
 - Expressed appreciation for being part of the team.

Reading Town Charter Update

- Porter presented at town meeting; approved with minimal fanfare.
- Likely unchanged for next 5–10 years (10-year review requirement).

ReCAL (Senior Center Project)

- Porter stated there were no new updates on schools, senior center, or solar panel discussions.

Municipal Light Commissioners Association (MLCA)

Porter gave an update on the MLCA

- In-person meeting during Massachusetts Municipal Association conference:
- MCLA will meet Fri, Jan 23 meeting from 11:30 AM–1:30 PM
- Location: Boston.
- Entrance fee: \$280 (covered by training budget with reimbursement paperwork).
- Meeting will set agenda for the year.
- Opportunity for BoC and CAB to network and learn roles.
- Few face-to-face opportunities; association provides guidance and resources.

COMMITTEE UPDATES

- General Manager contract signed; Small starts Jan 2.
- Discussed sunseting current committees; update will be provided in January.
- Proposed new Policy Subcommittee for deep dive review and recommendations.

RECOGNITION OF INTERIM GENERAL MANAGER (IGM), PAUL HEANUE



- Daskalakis thanked Heanue for contributions as IGM; provided steady leadership during transition, supported staff and BoC and offered experience, insight, and guidance.
- Heanue expressed gratitude; described experience as rewarding and enjoyable.
- Soni and Swanson extended thanks and appreciation.

APPROVAL OF MEETING MINUTES

Materials: Meeting Materials (attachment 1)

Citizens' Advisory Board Minutes

- The meeting minutes were approved as presented.
- **CAB Motion:** Vice Chair Woods made a motion, seconded by Mr. Ragusa that the RMLD Citizens' Advisory Board approve the following 2025 open session meeting minutes, as presented, on the recommendation of the Interim General Manager and the Board Secretary: August 27; September 17; October 23; November 6; November 12; November 19th. **Motion Carried: 5:0** (5 in favor) *Roll Call: Chair Soni, aye; Vice Chair Woods, aye; Mr. Protopapas, aye; Mr. Ragusa, aye; Mr. Kasle, aye.*

Board of Commissioners Minutes

- The meeting minutes were approved as presented.
- **BoC Motion:** Mr. Talbot made a motion, seconded by Mr. Porter that the RMLD Board of Commissioners approve the following 2025 open session meeting minutes, as presented, on the recommendation of the Interim General Manager and the Board Secretary: June 17; September 17; September 24; October 2; October 23; October 24; November 6; November 12; November 19th. **Motion Carried: 5:0:0** (5 in favor) *Roll Call: Chair Daskalakis, aye; Vice Chair Coulter, aye; Commissioner Talbot, aye; Commissioner Porter, aye; Commissioner Swanson, aye.*

IGM UPDATE

Presenter: P. Heanue, IGM

- AMI rollout delayed due to vendor issues, earliest start now late January.
- Weekly calls increased to multiple times per week, redesign of billing.

SCHEDULE

The next meeting is scheduled for Tuesday January 20th at 6:00pm.

February's Joint BoC/CAB meeting is scheduled for Tuesday February 17th at 6:00pm

March's Joint BoC/CAB meeting is scheduled for Tuesday March 24th at 6:00pm

ADJOURNMENT

Citizens' Advisory Board

- The CAB regular session meeting adjourned at 6:28 PM.
- **CAB Motion:** Vice Chair Woods made a motion, seconded by Mr. Ragusa, that the RMLD Citizens' Advisory Board adjourn regular session. **Motion Carried: 5:0** (5 in favor) *Roll Call: Chair Soni, aye; Vice Chair Woods, aye; Mr. Protopapas, aye; Mr. Ragusa, aye; Mr. Kasle, aye.*



EXECUTIVE SESSION

Board of Commissioners

- The BoC went into Executive Session at 6:28 PM.
- **BoC Motion:** Mr. Porter made a motion, seconded by Mr. Talbot, that the RMLD Board of Commissioners go into Executive Session pursuant to Massachusetts G.L. c.164 section 47D, exemption from public records and open meeting requirements in certain instances, under **purpose number 6:** to consider the purchase, exchange, lease or value of real property relative to 232 Ash Street in Reading, MA and under **purpose number 3:** to discuss strategy with respect to collective bargaining for the AFSCME LMS and CT unions and return to open session for the sole purpose of adjournment. **Motion Carried: 5:0:0** (5 in favor) *Roll Call: Chair Daskalakis, aye; Vice Chair Coulter, aye; Commissioner Talbot, aye; Commissioner Porter, aye; Commissioner Swanson, aye.*

ADJOURNMENT

Board of Commissioners

- The BoC regular session meeting adjourned at 7:23 PM.
- **BoC Motion:** Mr. Porter made a motion, seconded by Mr. Talbot, that the RMLD Board of Commissioners adjourn regular session. **Motion Carried: 5:0:0** (5 in favor) *Roll Call: Chair Daskalakis, aye; Vice Chair Coulter, aye; Commissioner Talbot, aye; Commissioner Porter, aye; Commissioner Swanson, aye.*

As approved _____

A true copy of the RMLD Citizens' Advisory Board minutes

As approved by a majority the Board.

Vivek Soni, Chair

RMLD Citizens' Advisory Board

A true copy of the RMLD Board of Commissioners minutes

As approved by a majority the Commission.

David Talbot, Secretary Pro Tem

RMLD Board of Commissioners

ATTACHMENT 8
TRAINING & TRAVEL APPROVAL

MMA MLCA CONNECT 351



Event Details

Share this page

2026 Connect 351

CONNECT 351

Register here for **Connect 351**, the largest conference for municipal officials in Massachusetts!

The event will be held Jan. 22-24, 2026, at the Menino Convention & Exhibition Center in Boston.

This two-and-a-half-day conference includes inspiring speakers, educational workshops, member business meetings, important policy discussions, countless networking opportunities, and the largest municipal Trade Show in New England.

Pricing for Connect 351

- Municipal Staff & Officials and MMA Partner Program Members: \$289 (\$40 surcharge for on-site registration)
- Other Governmental Entities: \$359 (\$40 surcharge for on-site registration)
- WEMO Leadership Luncheon: \$59
- Friday Dinner: \$69

Online registration is open through Tuesday, Jan. 20, 2026, at 11:59 p.m.

This year, the MMA will provide a range of services to enhance the experience of attendees at Connect 351. This will include Closed Captioning/CART (Communication Access Realtime Translation) services, separate quiet space available for sensory regulation as needed, and reserved seating. If there is a specific accommodation you will require to fully participate in Connect351 or have questions or concerns, please contact Chief Equity Officer, Jillian Harvey at jharvey@mma.org. We will do our best to accommodate your needs.

Note: Personal guests may attend the Trade Show and can pick up a free Trade Show-only badge at either registration counter (pre-registration not required). Personal guests may also attend Friday Night Dinner, as the guest of a member, with the purchase of an additional ticket.

This event requires all attendees to wear a name badge at all times. Name badges may be picked up on-site upon arrival to the event. Please be aware that the MMA has the right to remove event credentials from an individual at any time.

Adding to the calendar or selecting your registration option, **does NOT mean you are registered**. You must check out the cart using the “*proceed to check out*” button at the bottom of this page, and then check out the cart. You will then receive a confirmation email, which indicates that you are fully registered.

Non-illness-related cancellation policy: Refunds will be made in full for registration or meal tickets ONLY if you notify the MMA in writing by email to connect351@mma.org no later than Sunday, Jan. 4, 2026, at 11:59 p.m.

The MMA does not require payment ahead of Connect 351. We will invoice any balances due after the conclusion of the conference.

Check Payments

Please make checks payable to:

Massachusetts Municipal Association

3 Center Plaza

Suite 610

Boston, MA 02108

When 1/22/2026 1:00 PM - 1/24/2026 3:30 PM
Eastern Standard Time

Where Menino Convention & Exhibition Center
415 Summer St
Boston

[ADD TO CALENDAR](#)

Program

Select programs by

View all ▾

Boardroom Breakout Session

This can't miss event is great for networking, first-time attendees, and those who simply want to have fun kicking off the conference! Participants will work together as teams in their attempt to solve puzzles, challenges, and critical-thinking tasks to discover the final answer that completes their mission before

the timer hits zero. Participation is free, but spots are limited. Please add this to your registration if you would like to attend.

Time

3:00 PM - 4:00 PM

1/22/2026 3:00 PM

Women Elected Municipal Officials Luncheon

Enjoy lunch with your WEMO colleagues from around the Commonwealth and hear from Tami Pyfer! These seats fill up quickly, so register early! Location: MCEC

Time

12:00 PM - 1:30 PM

1/23/2026 12:00 PM

Friday Night Dinner

Register now to join us on Friday, Jan. 23, for dinner and our annual Legislative Awards. Purchase additional tickets for personal guests. Location: Omni Hotel

Time

6:30 PM - 8:30 PM

Sign In**Username****Password**

SIGN IN

[Forgot username?](#) |

[Forgot password?](#)

Need help logging in?

[Click here](#)



Massachusetts
Municipal
Association



Email Us(617) 426-7272

3 Center Plaza, Suite 610

Boston, Massachusetts 02108

© Advanced Solutions International



January 22-24, 2026 in Boston's Seaport District

[SCHEDULE + SPEAKERS](#)

[WORKSHOPS](#)

[TRADE SHOW](#)

[AWARDS](#)

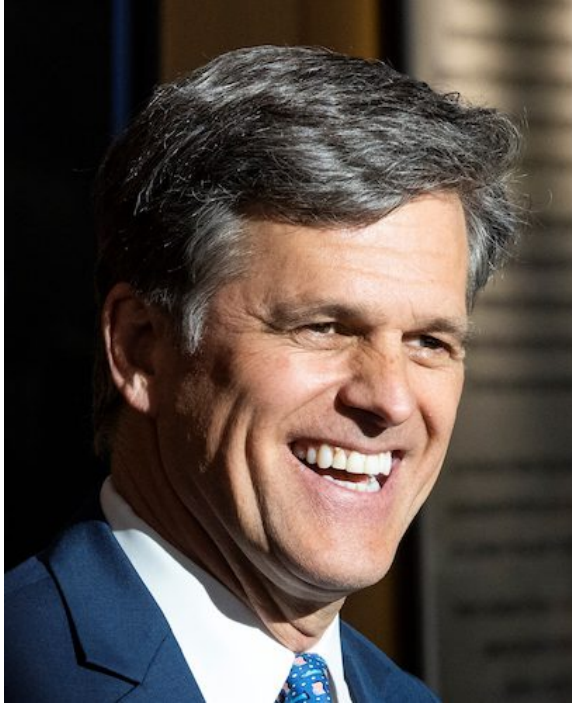
[BUSINESS MEETING](#)

[MORE](#)

[REGISTER](#)

SCHEDULE + SPEAKERS

FEATURED SPEAKERS



FRIDAY KEYNOTE:

Timothy Shriver

Friday, Jan. 23



WEMO LUNCHEON:

Tami Pyfer

Friday, Jan. 23



SATURDAY KEYNOTE:

Clarence Anthony

Saturday, Jan. 24



SPECIAL GUEST:

Gov. Maura Healey

Friday, Jan. 23



SPECIAL GUEST:

Lt. Gov. Kim Driscoll

Friday, Jan. 23

SCHEDULE

Filter event type:

- ☐ Business Meetings
- ☐ Networking
- ☐ Speakers
- ☐ Trade Show
- ☐ Workshops

Thursday January 22

1 - 5pm

Registration

2 - 5:30pm

Trade Show

2 - 2:45pm

Women Leading Government Session

2 - 5:30pm

Headshot Station

3 - 4pm

Boardroom Breakout

3 - 5:30pm

Affinity Networking Spaces

4 - 5:30pm

Welcome Reception

6:30 - 9:30pm

Belonging in Municipal Affairs: Community Connections

Friday January 23

7:30am - 5pm

Registration

8am - 4pm

Trade Show

8 - 9:30am

Headshot Station

9:30 - 11:15am

Friday General Session and Keynote: Timothy Shriver

11:15am - 4pm

Headshot Station

11:30am - 1:30pm

Massachusetts Light Commissioners Association (MLCA)

11:30am - 1pm

Cape and Islands Municipal Leaders Association

11:30am - 2pm

Affinity Networking Spaces

11:45am - 1:35pm

Learning Labs

12 - 1:30pm

Women Elected Municipal Officials Leadership Luncheon: Tami Pyfer

12 - 1pm

Massachusetts Municipal Communicators

12 - 1pm

MMA-Suffolk Programs Reception

2 - 3:15pm

Workshop Block One

3:30 - 4:45pm

Workshop Block Two

5 - 6:15pm

Friday Reception

6:30 - 8:30pm

Friday Dinner

Saturday January 24

8am - 2pm

Registration

8 - 9:15am

Attendee Breakfast

8 - 9:15am

MIIA Annual Business Meeting and Breakfast

9:30 - 10:30am

Saturday General Session and Keynote: Clarence Anthony

10:30 - 11:45am

MMA Annual Business Meeting

10:45am - 1:15pm

Affinity Networking Spaces

12 - 1:15pm

Mayors' Business Meeting

12 - 1:15pm

MMMA Business Meeting

12 - 1:15pm

MSA Business Meeting

12 - 1:15pm

MMCA Business Meeting

12 - 1:15pm

Mayoral Chiefs of Staff Lunch

1:30 - 2:45pm

Ready For Anything: Interactive Sessions

2:45 - 3:30pm

Networking coffee and dessert



Massachusetts
Municipal
Association



3 Center Plaza, Suite 610,
Boston, Massachusetts
02108



617-426-7272



Email Us

[MEMBERS](#)

[ADVOCACY](#)

[NEWS](#)

[RESOURCES](#)

[EVENTS](#)

[ABOUT MMA](#)

[MUNICIPAL JOBS](#)

[MUNICIPAL MARKETPLACE](#)

[CONTACT US](#)

© 2025, MASSACHUSETTS MUNICIPAL ASSOCIATION. [TERMS OF USE](#)



Design and development by Viv Web Solutions

APPA E&O



Engineering & Operations Conference

Huntsville, Alabama • March 29 - April 1, 2026

SUNDAY, MARCH 29, 2026

8:30 AM - 12:00 PM Conducting Thorough Incident Investigations

Gain the knowledge and tools necessary to conduct thorough incident investigations, including overseeing effective root cause analyses. Truly understanding the underlying causes of workplace incidents creates the foundation for implementing corrective actions that prevent future occurrences. Walk through what to do and expect in the entire investigation process, from initial response and data collection to analysis, reporting, and follow-up. Learn the latest suite of incident investigation techniques and root cause analysis methods and review tools for data collection and documentation.

8:30 AM - 12:00 PM Strategic Distribution System Management for the Modern Grid

A public power utility's distribution system is its most visible and valuable asset. It is essential to business success and connected to every customer. In addition to delivering energy safely, affordably, and reliably to a traditional electrical load base, today's distribution system must be robust in its capacity and resilience to support an increasingly electrified economy. This includes connection points and capacity for large data center loads, throughput for distributed energy resources, and infrastructure for communications and information management systems.

1:30 PM - 5:00 PM Own Your Journey: Leadership Strategies for You and Your Team

Imagine planning a trip without choosing a destination, mapping an itinerary, or deciding who you'll travel with. Many of us approach our careers this way — hoping things will work out without ever taking the wheel. This is your invitation to stop wandering and start steering — not just for yourself, but for the teams you lead and influence. Learn how to begin to take ownership of your career and individual leadership development, while also learning how to cultivate accountability, foster a growth mindset, and empower others on your team.

1:30 PM- 5:00 PM Battery Energy Storage System Strategies for Public Power

Battery energy storage systems, or BESS, are transforming how utilities manage reliability, resilience, and capacity. Get a comprehensive overview of BESS applications and strategies, including practical use cases and examples from public power. Explore how

storage can be deployed for multiple objectives — from improving distribution reliability to supporting bulk supply services — while learning about emerging technologies and safety considerations.

5:00 PM - 6:30 PM Welcome Reception

Kick off the conference with this opportunity to network and build lasting relationships in this relaxed setting. Enjoy music, food, and drinks while connecting with friends and colleagues.

MONDAY, MARCH 30, 2026

7:30 AM - 8:30 AM Photo Opportunity

RP3 designees and Safety Award honorees can get their photos taken.

7:30 AM - 8:30 AM Networking Breakfast with Sponsors

Visit with peers and chat with conference sponsors at this informal breakfast.

7:30 AM- 8:30 AM Newcomers Networking Breakfast

Meet with other first-time attendees, get tips on making the most of your conference experience, and forge lasting connections that will fuel your success throughout the event.

8:45 AM- 10:00 AM Opening General Session

General Session

Welcome to Huntsville

Honoring Our Colleagues: Safety Awards of Excellence

Keynote: A Passion for Space and the Importance of Using the Right Tool

10:00 AM - 10:30 AM Networking Break with Sponsors

10:30 AM - 11:45 AM EPA's Regulatory Agenda and Public Power

Join us for a run-down of the latest regulatory agenda at the Environmental Protection Agency, including recent developments affecting public power environmental programs and operations, from power plant air emission requirements to wastewater discharges, permitting, and solid waste disposal.

10:30 AM - 11:45 AM Tackling the Root Cause of Outages

Discover what's driving system outages at utilities across the U.S. and where your utility's reliability indices compare to public power benchmarks as reported in the PowerTRX Reliability platform (formerly eReliability Tracker). Dive into where the data shows mitigation strategies are working, from vegetation management to contact with wildlife, and what other practices can help your utility understand and improve its reliability track record.

10:30 AM - 11:45 AM EV Infrastructure: Utility and Commercial Perspectives

As the landscape for EV charging infrastructure continues to evolve, utilities and commercial customers have changing considerations for load, cost, and other grid impacts. Follow the latest trends in Level 3 DC fast chargers, including how this infrastructure is affecting load growth and electric rates. Review strategies for right-sizing transformers with EV load and considerations for optimizing EV infrastructure builds, whether utility-owned or commercial installations.

10:30 AM - 11:45 AM Managing Growing Pains: Balancing Growth and Risk

Community growth brings economic opportunities but also new risks for utilities. Explore how T&D planners can manage line extension policies, capacity constraints, power supply costs, and rate design to ensure growth benefits both the utility and its customers. Review how growth has affected utility capacity and reliability in different regions and how public power is leveraging distributed generation to manage some growth.

11:45 AM - 1:15 PM Lunch on your own

1:15 PM - 2:30 PM Finding and Realizing Value in Energy Storage

Learn how utilities are deploying energy storage to address reliability, manage peak load, and integrate renewables. Review the use and business cases for storage, including how these assets can support peak shaving or energy arbitrage and if there are opportunities to stack value for these assets. Get a rundown on the latest economics surrounding energy storage, including the market outlook and what to look for when bidding for storage assets.

1:15 PM - 2:30 PM Artificial Intelligence and Grid Optimization

Explore practical and emerging use cases for artificial intelligence across your operations. Discuss how to effectively use AI tools for enhanced forecasting, grid optimization, and more. Learn what it takes to set up and train AI to deliver accurate results and what controls to implement to reduce risk to your utility and customers.

1:15 PM - 2:30 PM The Shifting Fortune of Fossil Fuels

The national conversation around fossil fuels is shifting — and utilities are adapting in real time. From maintaining coal generation to navigating new natural gas facility development, the industry faces evolving challenges. Discuss how utility leaders are responding to changing policy, market pressures, and reliability demands.

2:30 PM - 3:00 PM Networking Break with Sponsors

Networking

3:00 PM - 4:15 PM Leveraging AI for Compliance

Environmental, Generation and Fuels

Learn how utilities and regulators are using artificial intelligence to manage increasingly complex compliance requirements. Review potential use cases including automating data collection, enabling real-time monitoring, and developing predictive analytics with AI. Discuss how to integrate AI tools into your workflows to reduce manual workload, support decision making, and helping you keep pace with evolving environmental regulations.

3:00 PM - 4:15 PM Risk Mitigation and the Future of FEMA Funding

With the future of FEMA uncertain, reimbursement and federal declarations are waning. Hear from utilities and a member of the FEMA review council how you can increase your utility's chances of getting reimbursed and what you should consider in reserve funding in the current climate. Walk through a reimbursement template to check if your practices align with the latest requirements and expectations.

3:00 PM - 4:15 PM Lessons in Distributed Energy Resource Management

Grid Modernization

Learn how to leverage distributed energy resources in your community to help combat rising costs and distribution and transmission constraints. Hear from utilities that have implemented distributed energy resource management systems to gather their advice for a smooth deployment, including tips for effectively engaging customers in programs. Discuss what a virtual power plant concept could do for your system and considerations for effectively aggregating DER in your area.

3:00 PM - 4:15 PM Navigating Supply Chain Challenges and Tariffs

As critical infrastructure projects continue to be delayed by long lead times and material shortages, utilities also face uncertainty from global markets – affecting the cost and feasibility of major efforts. Explore the various procurement strategies, considerations with

domestic versus foreign manufacturing, inventory optimization methods, and other ways your peer utilities are building resilience into their supply chains.

4:30 PM - 6:00 PM Rocket City Reception

Ready for liftoff? Celebrate Huntsville's rich legacy of space exploration and innovation while networking with peers, enjoying cosmic-inspired food and drinks, and winding down in an atmosphere that's truly out of this world.

TUESDAY, MARCH 31, 2026

7:30 AM - 8:30 AM Women in Public Power Breakfast

Ignite empowering connections as you join a vibrant gathering of women in public power, fostering engaging conversations that unravel shared challenges, embrace exciting opportunities, and propel our industry forward.

7:30 AM - 8:30 AM Photo Opportunity

RP3 designees and Safety Award honorees can get their photos taken.

7:30 AM - 8:30 AM Networking Breakfast with Sponsors

Power up with coffee and connections at this informal breakfast. Visit with your peers and chat with sponsors.

8:45 AM - 10:00 AM CEOs Leading Public Power Forward: Service, Safety, and Strategy

Welcome

Honoring Our Colleagues: RP3 Designations

CEOs Leading Public Power Forward: Service, Safety, and Strategy: Panel

10:00 AM- 10:30 AM Networking Break with Sponsors

10:30 AM - 11:45 AM Stress-Free Asset Management

For utilities with aging equipment and infrastructure, digital asset tracking is vital. Learn how utilities use asset management systems to enhance data insight, transform maintenance programs, enhance reliability, and extend the life of critical T&D assets. Review how asset management software can add value to your operations and what utilities recommend for smooth implementation.

10:30 AM - 11:45 AM Navigating Nuclear Energy

Interest in nuclear energy is gaining as a means to facilitate meeting the increasing energy demand from large loads, including data centers, but turning that interest into reality remains a challenge. Learn what public power entities are doing to bring nuclear projects across the finish line and where the latest advanced nuclear projects stand in terms of technical readiness, supply chain, and public opinion.

10:30 AM - 11:45 AM Effective Emergency Management Planning for All Hazards

When disaster strikes, you need to be ready with the knowledge and tools to respond and get your community back on its feet. Preparedness all starts with a robust emergency management plan. Review what elements should be in your plan, how often you should review it, and who needs to be familiar with the plan and how to familiarize the team to it. Also learn about how to engage with the Public Power Mutual Aid Network to effectively request and offer help when a storm hits.

10:30 AM - 11:45 AM Monitoring Your Distribution System

Discover how real-time monitoring of distribution transformers and feeders is affecting grid reliability and customer trust. Dive into utility case studies that show how improved visibility leads to smarter decisions, better outage response, and readiness for DER integration. See how public power uses various operational technologies to monitor their systems and what utilities should expect on the horizon for monitoring assets including substations and feeders.

11:45 AM - 1:15 PM Lunch in the Public Power NextTech Expo

Take a break and enjoy lunch in the Public Power NextTech Expo with our sponsors.

1:15 PM - 2:30 PM Operational Benefits of Advanced Metering Infrastructure

Learn how utilities are getting the most from their AMI deployments, especially in providing efficiencies in operations. Walk through how several utilities have integrated AMI with other operations technology and software to optimize distribution planning, gain insight into usage patterns and other business intelligence, and structure rates and programs accordingly. Review common concerns and considerations in integrations to help smooth your utility's efforts.

1:15 PM - 2:30 PM The Reality of Supporting Data Centers

The headlines keep coming about data centers driving massive, sudden load growth and upward rate pressure, along with statements about the predictions being overblown. Hear directly from utility executives about what it takes to deliver reliable electricity to these facilities — including infrastructure requirements and grid planning complexities — and

what data center customers are looking for in a utility partner. Gain lessons from recent developments about the on-the-ground realities of infrastructure, load flexibility, contracts, and forecasts.

1:15 PM - 2:30 PM Communicating the Importance of Resource Adequacy

As discussions of utility resource mixes become more charged, public power leaders must learn how to convey technical concepts into relatable terms. Learn how other public power communities have made talking about power supply and resource adequacy digestible to the policy makers, customers, and other decision makers in their communities. Get strategies for how to frame utility messages alongside community goals and explain technical challenges in an accessible way.

1:15 PM - 2:30 PM Managing Distributed Solar and Storage

With new behind-the-meter solar and storage across the grid come new challenges in hosting capacity, maintaining power quality, and managing reverse power flows. Review the latest technical strategies and practices for modeling and monitoring these assets, and what it takes to successfully integrate solar + storage into a local system. Also discuss which incentives and engagement tactics are effective in bringing customers on board.

2:30 PM - 3:00 PM Networking Break

3:00 PM - 4:15 PM A New Look at Alternative Fuels

Utilities are under increasing pressure to expand and adjust their power supply while ensuring long-term reliability. As dispatchable fossil fuel plants are retired, many are exploring alternative fuel options. As the economic challenges of hydrogen and other clean fuels have increased, other non-fossil alternatives, including biomass and waste-derived fuels, are getting increased attention. Explore how to find out which options might be available in your region and discuss the costs, implications, and trade-offs to be aware of with these viable fuel sources.

3:00 PM - 4:15 PM Engineering the Grid for Extreme Events

Extreme weather events are stressing grid reliability and exposing vulnerabilities. Examine engineering strategies for grid hardening, wildfire mitigation, flood protection, storm resilience, and more for your transmission and distribution systems. Learn what steps utilities in regions with high risk for extreme events have taken to bolster their infrastructure and get insights into the latest engineering design standards and technologies that can help your planning.

3:00 PM - 4:15 PM The Economics of Grid Modernization

The value behind a grid modernization project goes well beyond the price tag, to how these investments support reliability, operational efficiency, customer engagement, and more. Learn practical strategies for building business cases for your projects that showcase the full potential value of the project alongside the cost. Review how to translate technical risk into business terms and learn best practices for structuring costs, capturing savings, and securing funding for grid modernization efforts.

3:00 PM - 4:15 PM Building an Operations Center for the Future

If you're planning or building a new operations center (or hoping to in the near future), then it is important to be familiar with a new slate of construction, technology, and operational improvements. Review the considerations necessary for designing a new system operations center, from integrating the latest operational technology, security features, and strategies for construction and commissioning. Discuss how to design a facility that will meet your operational needs for today and allow for adaptability for what the future might bring.

4:30 PM - 6:00 PM

Get together with friends and associates before exploring Rocket City's historical downtown charm, southern farm-to-table restaurants, and unique brewery scene.

WEDNESDAY, APRIL 1, 2026

7:30 AM - 8:30 AM Breakfast

8:45 AM - 10:00 AM Closing General Session: Cybercrime, Identity Theft, and Crimes

Known for his former life as con man, check forger, and impostor between the ages of 15 and 21, Frank Abagnale's story inspired the Academy Award-nominated feature film, *Catch Me If You Can*. Abagnale's unique expertise and first-hand experience now focus on a life of service and his contributions to the world of cybersecurity are immeasurable. The FBI and more than 14,000 financial institutions, corporations, and government agencies utilize his fraud prevention programs. And although most of his work is with the U.S. government, he refuses to be paid for it.

**MATERIALS AVAILABLE
BUT NOT DISCUSSED**

ACCOUNTS PAYABLE / PAYROLL

Erica Oliver

From: Erica Oliver
Sent: Tuesday, January 13, 2026 9:49 AM
To: Erica Oliver
Subject: AP and Payroll Questions for the 2026-1-20 Board Book

AP

December 8 through January 12, there were no commissioner questions.

Payroll

December 12 through January 9, there were no commissioner questions.

Erica Oliver (Morse)
Executive Assistant
Reading Municipal Light Department
O: 781-942-6489
www.rmlld.com



SURPLUS AND SCRAP MATERIAL

Erica Oliver

From: Maureen Sullivan
Sent: Wednesday, December 31, 2025 11:47 AM
To: Erica Oliver
Cc: Barbara Mulvey
Subject: Surplus Update - December 2025

Good morning Erica,

I am sending this email to inform you that there were NO Surplus Items of Substantial Value that were disposed of in December 2025.

Thank you!
Maureen

Maureen Sullivan
Materials Manager
Reading Municipal Light Department (RMLD)
230 Ash Street
Reading, MA 01867

Tel. No. 781-942-6441
Email: msullivan@rmlld.com

NOVEMBER 2025
FINANCIALS

Town of Reading, Massachusetts
Municipal Light Department
Statement of Net Assets
11/30/2025

	2025	2024
ASSETS		
Current:		
Unrestricted Cash	\$ 37,723,312	\$ 25,012,428
Restricted Cash	22,394,663	35,994,358
Restricted Investments	193,536	190,016
Receivables, Net	13,743,108	11,233,390
Prepaid Expenses	1,683,285	4,996,953
Inventory	3,789,780	3,775,554
Total Current Assets	79,527,683	81,202,698
Noncurrent:		
Lease Receivable	3,659,550	2,031,553
Investment in Associated Companies	1,167,888	1,103,077
Construction in Progress	8,125,577	2,281,544
Capital Assets, Net	113,930,804	100,849,902
Total Noncurrent Assets	126,883,819	106,266,076
Deferred Outflows	8,090,189	10,435,629
TOTAL ASSETS	214,501,691	197,904,403
LIABILITIES		
Current		
Accounts Payable	8,748,055	5,907,877
Accrued Liabilities	1,007,572	876,151
Customer Deposits	1,943,127	1,838,732
Advances from Associated Companies	200,000	200,000
Contribution in Aid of Construction	5,190,164	4,015,068
Total Current Liabilities	17,088,918	12,837,827
Non-current		
Accrued Employee Compensated Absences	1,427,326	964,193
Net OPEB Obligation	5,736,013	4,620,985
Net Pension Liability	14,233,746	16,531,638
Total Non-current Liabilities	21,397,085	22,116,816
Deferred Inflows	5,887,831	2,986,963
TOTAL LIABILITIES	44,373,834	37,941,605
NET POSITION		
Invested in Capital Assets, Net of Related Debt	122,056,381	103,131,446
Restricted for Depreciation Fund	3,075,786	13,179,328
Restricted for Pension Trust	-	-
Unrestricted	44,995,690	43,652,024
TOTAL NET POSITION	170,127,857	159,962,798
Total Liabilities and Net Assets	\$ 214,501,691	\$ 197,904,403

Town of Reading, Massachusetts
Municipal Light Department
Business Type Proprietary Fund
Statement of Revenues, Expenses and Changes in Fund Net Assets
11/30/2025

	Month Current Year	Month Last Year	Year to Date Current Year	Year to Date Last Year	Percent Change
Operating Revenues					
Base Revenue	\$ 3,273,918	\$ 3,036,445	\$ 39,524,293	\$ 36,594,993	8.0%
Fuel Revenue	2,852,011	2,448,050	32,828,638	29,354,783	11.8%
Purchased Power Capacity & Transmission	2,435,743	2,390,132	32,321,693	29,678,032	8.9%
Forfeited Discounts	71,202	80,304	1,056,696	985,534	7.2%
Efficiency Electrification Conservation Rev	247,052	248,334	2,984,802	2,809,064	6.3%
NYPA Credit	(45,407)	(63,417)	(839,664)	(989,989)	(15.2%)
Total Operating Revenues	8,834,519	8,139,848	107,876,458	98,432,417	9.6%
Expenses					
Power Expenses:					
547 Purchased Power Fuel	2,560,282	2,117,684	35,537,393	28,614,499	24.2%
555 Purchased Power Capacity	1,234,647	1,175,448	13,657,269	13,121,288	4.1%
565 Purchased Power Transmission	1,372,079	1,026,336	18,635,940	15,057,186	23.8%
Total Purchased Power	5,167,008	4,319,468	67,830,602	56,792,973	19.4%
Operations and Maintenance Expenses:					
580 Supervision and Engineering	214,797	147,343	1,819,060	1,637,083	11.1%
581 Station/Control Room Operators	44,065	47,800	557,837	610,720	(8.7%)
582 Station Technicians	47,322	45,617	565,976	507,106	11.6%
583 Line General Labor	47,417	59,048	794,590	976,544	(18.6%)
586 Meter General	23,303	28,170	308,874	297,985	3.7%
588 Materials Management	41,543	39,728	550,528	534,255	3.0%
593 Maintenance of Lines - Overhead	46,721	31,288	611,966	941,429	(35.0%)
593 Maintenance of Lines - Tree Trimming	86,378	114,239	876,759	1,326,564	(33.9%)
594 Maintenance of Lines - Underground	4,817	2,729	77,102	175,224	(56.0%)
595 Maintenance of Line - Transformers	12,955	28,671	119,945	93,324	28.5%
598 Line General Leave Time Labor	69,542	83,870	632,668	670,887	(5.7%)
Total Operations and Maintenance Expenses	638,860	628,503	6,915,305	7,771,121	(11.0%)
General & Administration Expenses:					
903 Customer Collections	126,842	92,339	1,417,187	1,326,913	6.8%
904 Uncollectible Accounts	6,800	5,000	74,800	55,000	36.0%
916 Energy Audit	109,518	55,603	949,940	1,047,214	(9.3%)
916 Energy Conservation	116,210	159,888	1,321,279	1,325,485	(0.3%)
920 Administrative and General Salaries	203,997	168,472	2,713,977	2,095,064	29.5%
921 Office Supplies and Expense	772	730	11,647	11,816	(1.4%)
923 Outside Services - Legal	34,111	126,126	671,144	508,569	32.0%
923 Outside Services - Contract	6,768	3,276	397,768	258,549	53.8%
923 Outside Services - Education	7,081	958	166,963	181,318	(7.9%)
924 Property Insurance	45,821	43,733	582,380	521,274	11.7%
925 Injuries and Damages		(10,670)	41,950	19,284	117.5%
926 Employee Pensions and Benefits	174,854	196,474	3,757,707	3,438,188	9.3%
930 Miscellaneous General Expense	114,469	31,909	487,503	603,144	(19.2%)
931 Rent Expense	27,393	13,973	300,342	215,593	39.3%
933 Vehicle Expenses	26,891	21,753	396,614	328,957	20.6%
933 Vehicle Expenses - Capital	(41,750)	(32,380)	(401,781)	(372,498)	7.9%
935 Maintenance of General Plant	65,471	105,600	893,934	617,805	44.7%
935 Maintenance of Building & Garage	64,606	69,263	913,756	812,993	12.4%
Total General & Administration Expenses	1,089,854	1,052,047	14,697,110	12,994,668	13.1%

Town of Reading, Massachusetts
Municipal Light Department
Business Type Proprietary Fund
Statement of Revenues, Expenses and Changes in Fund Net Assets
11/30/2025

	Month Current Year	Month Last Year	Year to Date Current Year	Year to Date Last Year	Percent Change
Other Operating Expenses:					
403 Depreciation	479,263	454,743	5,271,890	5,002,168	5.4%
408 Voluntary Payments to Towns	171,490	157,665	1,886,392	1,734,312	8.8%
Total Other Expenses	650,753	612,408	7,158,282	6,736,480	6.3%
Operating Income	1,288,044	1,527,422	11,275,159	14,137,175	(20.2%)
Non Operating Revenues (Expenses):					
415 Other Expense	-	(1,619)	-	(17,865)	(100.0%)
419 Interest Income	72,200	99,301	1,058,539	950,269	11.4%
419 Other	162,654	140,179	510,685	807,436	(36.8%)
426 Return on Investment to Reading	(208,499)	(210,209)	(2,303,752)	(2,320,349)	(0.7%)
426 Intergovernmental Grants	316	191	3,478	2,103	65.4%
426 Loss on Disposal	1,981	2,853	4,986	2,416	106.3%
431 Interest Expense	(7,798)	(7,915)	(85,047)	(89,057)	(4.5%)
Total Non Operating Revenues (Expenses)	20,854	22,781	(811,111)	(665,047)	22.0%
Change in Net Assets	1,308,898	1,550,203	10,464,048	13,472,128	(22.3%)
Net Assets at Beginning of Year	159,663,809	146,490,671	159,663,809	146,490,671	9.0%
Ending Net Assets	\$ 160,972,707	\$ 148,040,874	\$ 170,127,857	\$ 159,962,799	6.4%

Town of Reading, Massachusetts
Municipal Light Department
Business Type Proprietary Fund
Statement of Revenues, Expenses and Changes in Fund Net Assets Compared to Budget
11/30/2025

	Actual Year to Date	Budget Year to Date	OVER/UNDER \$	OVER/UNDER %
Operating Revenues				
Base Revenue	\$ 39,524,293	\$ 41,580,416	\$ (2,056,123)	(4.9%)
Fuel Revenue	32,828,638	32,211,826	616,811	1.9%
Purchased Power Capacity & Transmission	32,321,693	35,030,251	(2,708,558)	(7.7%)
Forfeited Discounts	1,056,696	1,247,413	(190,717)	(15.3%)
Efficiency Electrification Conservation Rev	2,984,802	3,053,025	(68,223)	(2.2%)
NYPA Credit	(839,664)	(1,048,800)	209,135	(19.9%)
Total Operating Revenues	107,876,457	112,074,131	(4,197,674)	(3.7%)
Expenses				
Power Expenses:				
555 Purchased Power Fuel	35,537,393	32,211,826	3,325,567	10.3%
555 Purchased Power Capacity	13,657,269	13,162,592	494,677	3.8%
565 Purchased Power Transmission	18,635,940	22,032,658	(3,396,718)	(15.4%)
Total Purchased Power	67,830,602	67,407,077	423,525	0.6%
Operations and Maintenance Expenses:				
580 Supervision and Engineering	1,819,060	1,133,711	685,349	60.5%
581 Station/Control Room Operators	557,837	534,993	22,843	4.3%
582 Station Technicians	565,976	1,232,500	(666,524)	(54.1%)
583 Line General Labor	794,590	690,931	103,659	15.0%
586 Meter General	308,874	313,611	(4,737)	(1.5%)
588 Materials Management	550,528	612,754	(62,226)	(10.2%)
593 Maintenance of Lines - Overhead	611,966	593,779	18,187	3.1%
593 Maintenance of Lines - Tree Trimming	876,759	1,463,389	(586,630)	(40.1%)
594 Maintenance of Lines - Underground	77,102	169,404	(92,302)	(54.5%)
595 Maintenance of Line - Transformers	119,945	322,507	(202,562)	(62.8%)
598 Line General Leave Time Labor	632,668	395,906	236,762	59.8%
Total Operations and Maintenance Expenses	6,915,304	7,463,484	(548,180)	(7.3%)
General & Administration Expenses:				
903 Customer Collection	1,417,187	1,473,445	(56,258)	(3.8%)
904 Uncollectible Accounts	74,800	73,333	1,467	2.0%
916 Energy Audit	949,940	839,469	110,472	13.2%
916 Energy Conservation	1,321,279	3,626,066	(2,304,787)	(63.6%)
920 Administrative and General Salaries	2,713,977	2,973,100	(259,123)	(8.7%)
921 Office Supplies and Expense	11,647	18,333	(6,687)	(36.5%)
923 Outside Services - Legal	671,144	619,667	51,477	8.3%
923 Outside Services - Contract	397,768	622,417	(224,649)	(36.1%)
923 Outside Services - Education	166,963	355,529	(188,566)	(53.0%)
924 Property Insurance	582,380	620,301	(37,921)	(6.1%)
925 Injuries and Damages	41,950	24,842	17,108	68.9%
926 Employee Pensions and Benefits	3,757,707	5,008,490	(1,250,783)	(25.0%)
930 Miscellaneous General Expense	487,503	614,312	(126,809)	(20.6%)
931 Rent Expense	300,342	238,333	62,009	26.0%
933 Vehicle Expense	396,614	360,250	36,364	10.1%
933 Vehicle Expense - Capital Clearing	(401,781)	(467,746)	65,965	(14.1%)
935 Maintenance of General Plant	893,934	664,583	229,351	34.5%
935 Maintenance of Building & Garage	913,756	1,091,160	(177,405)	(16.3%)
Total General & Administration Expenses	14,697,110	18,755,885	(4,058,775)	(21.6%)

Town of Reading, Massachusetts
Municipal Light Department
Business Type Proprietary Fund
Statement of Revenues, Expenses and Changes in Fund Net Assets Compared to Budget
11/30/2025

	Actual Year to Date	Budget Year to Date	OVER/UNDER \$	OVER/UNDER %
Other Operating Expenses:				
403 Depreciation	5,271,890	5,475,152	(203,262)	(3.7%)
408 Voluntary Payments to Towns	1,886,392	2,648,646	(762,254)	(28.8%)
Total Other Expenses	7,158,282	8,123,798	(965,516)	(11.9%)
Operating Income	11,275,159	10,323,888	951,271	9.2%
Non Operating Revenues (Expenses):				
415 Other Expense				0.0%
419 Interest Income	1,058,539	275,000	783,539	284.9%
419 Other Income	510,685	650,833	(140,148)	(21.5%)
426 Return on Investment to Reading	(2,303,752)	(2,387,408)	83,656	(3.5%)
426 Intergovernmental Grants	3,478	82,500	(79,022)	(95.8%)
426 Loss on Disposal	4,986	(67,292)	72,278	(107.4%)
431 Interest Expense	(85,047)	(91,667)	6,619	(7.2%)
Total Non Operating Revenues (Expenses)	(811,111)	(1,538,033)	726,922	(47.3%)
Net Income	\$ 10,464,048	\$ 8,785,855	\$ 1,678,192	19.1%

CASH FLOWS OPERATING FUND AND RESTRICTED FUNDS

NOV 2025

Operating Cash			Restricted Cash and Restricted Investments			Total	
Beginning Balance			Beginning Balance			Beginning Balance	
11/1/25	* includes \$3500 petty cash	\$	11/1/25	\$	11/1/25	\$	
		39,095,842.68		22,539,593.70		61,635,436.38	

Plus	Cash from Electric Sales net of returned pymnts	\$	6,582,787.82			\$	6,582,787.82		
Plus	Cash from Other Receipts	\$	154,389.91			\$	154,389.91		
Plus	Cash from Certificate Sales	\$	-			\$	-		
Plus	Cash from Interest	\$	330.93		\$	71,267.71	\$	71,598.64	
Plus	Change in Market Value Securities				\$	251.55	\$	251.55	
							\$	-	
Less	Accounts Payable	\$	(1,968,897.81)				\$	(1,968,897.81)	
Less	Power Supply	\$	(5,167,832.82)				\$	(5,167,832.82)	
Less	Payroll	\$	(947,956.72)				\$	(947,956.72)	
Less	Processing Fees	\$	(48,264.90)				\$	(48,264.90)	
							\$	-	
	Transfers in Construction Fund Reserve	\$	-	Transfers to Operating Fund	\$	-	\$	-	
Less	Transfers out EEC Reserve	\$	(130,841.15)	Plus	Transfers from Operating Fund	\$	130,841.15	\$	-
Plus	Transfers in Fuel Reserve	\$	260,869.40	Less	Transfers to Operating Fund	\$	(260,869.40)	\$	-
Plus	Transfers in Depreciation Fund Reserve	\$	760,092.88	Less	Transfers to Operating Fund	\$	(760,092.88)	\$	-
Less	Transfer out Depreciation Accrual	\$	(486,872.14)	Plus	Transfer from Operating Fund	\$	486,872.14	\$	-
Less	Transfers out Town Payments Reserve	\$	(380,336.05)	Plus	Transfers from Operating Fund	\$	380,336.05	\$	-
					\$	-	\$	-	

						\$	-
Ending Balance * includes \$3500 petty cash	\$	37,723,312.03	Ending Balance 11/30/25	\$	22,588,200.02	Ending Balance	\$ 60,311,512.05



						Net Decrease		
01-12-1131-001	Operating Fund	\$	37,719,812.02	01-11-1125-004	Sinking Fund-MKT Valuation - Sick	\$	193,535.55	
01-12-1135-000	Petty Cash	\$	3,500.00	01-12-1126-000	Cash-Depreciation Fund	\$	3,075,787.59	
		\$	37,723,312.02	01-12-1131-002	Cash-Construction Fund	\$	-	
				01-12-1131-003	Cash-Deferred Fuel Reserve	\$	2,186,398.39	
				01-12-1131-004	Cash-EEC Reserves	\$	5,098,421.36	
				01-12-1131-005	Cash-Operating Fund Payable to Town	\$	1,901,680.24	
				01-12-1131-009	Cash-Rate Stabilization	\$	6,334,439.17	
				01-12-1131-010	Cash-Reserve Uncollectible Accounts	\$	200,000.00	
				01-12-1131-013	Cash-Sick Leave Benefits	\$	921,319.22	
				01-12-1131-018	Cash-Hazard Waste Fund	\$	750,000.00	
				01-12-1131-050	Santander - ENE	\$	1,926,618.50	
						\$	22,588,200.02	