



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

Date: Tuesday January 20, 2026	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: Final
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 \(rml.d.com\)](http://Board of Commissioners | Reading Municipal Light Dept (rml.d.com))

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

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); Charles Ragusa (Lynnfield); Robert Kasle (North Reading).

CAB Members Absent: Charlie Protopapas (Wilmington)

RMLD Staff: Jason Small, General Manager; Erica Oliver, Executive Assistant; Megan Wu, Director of IRD; Melissa Jolly, Marketing Manager

Topics of Discussion:

CALL MEETING TO ORDER

- Chair Daskalakis called the RMLD BoC meeting to order at 6:01 PM.
- Chair Soni called the RMLD CAB meeting to order at 6:01 PM.

PUBLIC COMMENT

Rebecca Lieberman – 50 Pratt St, Reading, MA

- Ms. Lieberman expressed concern that renewable energy levels and REC retirements have not increased since reaching 55% non-fossil power in 2024, and she urged moving toward higher percentages given the minimal cost increase (about \$0.20/month to reach 60%).
- Ms. Liberman reasoned that increasing renewable use would reduce fossil-fuel dependence, protect against supply chain and refinery disruptions, and address Reading's high per-capita emissions.
- Ms. Lieberman asked whether incentives could be offered to encourage Time-of-Use program participation to help reduce peak demand.
- Chair Daskalakis thanked Ms. Lieberman for her comments and noted that those topics were on the agenda to be discussed later in the meeting.

Joseph White – Prescott St, Reading, MA



- Mr. White asked what renewable energy resources RMLD currently uses and what the state mandates are.
- Mr. Small explained that RMLD's renewable and non-carbon portfolio includes hydro, wind, solar, and nuclear.
- Nuclear is the largest portion of the portfolio and is considered non-carbon, qualifying toward state requirements.

New General Manager

- Chair Soni congratulated Mr. Small on his new role as General Manager.
- Expressed appreciation on behalf of the CAB for Mr. Small's eight years of service, noting his strong contributions to the CAB.

Reading Town Charter Update

- Mr. Porter reported no new updates regarding the town charter.
- The committee is on a 10-year hiatus unless new issues arise.

Reading School Projects

- Mr. Porter provided a brief update on Reading school projects, stating both are in the engineering and design phase. Plans are still being drawn, and once approved, construction will begin.

MARKETING UPDATE

Presenter: M. Jolly, Marketing Manager

Materials: Marketing Update Presentation (attachment 1)

- Ms. Jolly provided a high-level overview of the past year's activities and upcoming plans.
- Many initiatives will continue from the previous year, with an emphasis on maintaining momentum and ongoing community engagement

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

- Reported that the past year was productive, with the marketing function expanding from a team of one to now including a new marketing coordinator.
- Highlighted major accomplishments:
 - Brand extension completed, including finalizing the logo and website projects.
 - Steady engagement growth across social media channels.
 - Increased in person community engagement, with positive feedback from events, person community engagement, with positive feedback from events.



- Built partnerships with local organizations, including Reading Co-op.
- Shared that customer survey results showed 98% positive trust and satisfaction, providing valuable insights for future programs and resources.
- Emphasized ongoing focus on community engagement, including hosting events, webinars, and resources for diverse customer segments.
- Chair Soni asked whether community engagement efforts extend beyond Reading to other towns.
- Ms. Jolly confirmed engagement across all four communities and provided examples:
 - Reading: Safety program with Reading Fire Department; events and community presence.
 - Wilmington: Cub Scout workshop; EV Show collaboration
 - North Reading: Sustainability Committee engagement; participation in Riverfest; outreach to EMS.
 - Lynnfield: Planning an educational workshop with the Lynnfield Senior Center as a pilot.
- Noted that many initiatives serve as pilots to be expanded organically across all RMLD communities.

Marketing Snapshot

2025 COMPLETE	IN PROGRESS/ONGOING	'26 + BEYOND
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

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- Presented an overview of major 2025 accomplishments for the marketing and communications team:
 - Successfully promoted the Reading Co-op loan program.
 - Expanded outreach to community organizations across multiple towns.
 - Conducted internal improvements, including launching a customer portal with the IRD team.
- Reported progress on ongoing initiatives:
 - Final stages of broader brand rollout, including signage and vehicle updates planned for next year.
 - Ongoing promotion of energy programs (Connected Homes, Shred the Peak, rebates, etc.).
- Outlined future focus areas:
 - Internal process improvements to operate efficiently with a small team.
 - Enhance customer resources, focusing on new customers (realtor partnerships or welcome materials).
 - Explore more segmented communications, including mail, based on survey feedback.
 - Maintain a strong presence at community events, which residents value.



- Chair Soni asked several questions and provided feedback:
 - Noted that some website links were outdated or misdirected.
 - Observed that the rate information on the website does not clearly map to customer bills, making it challenging to understand or compare plans.
 - Recommended creating a clear table or simplified resource explaining bill line items and rate plan options.
 - Encouraged reviewing the website from a customer perspective to ensure ease of navigation.
- Ms. Jolly agreed with the feedback and noted that:
 - The team worked to simplify bill explanations during the website transition.
 - Some rate information is legally required, limiting the format.
 - Website cleanup is ongoing and will incorporate Chair Soni's suggestions for improvement.
- Ms. Wu mentioned that a bill explainer document had previously been developed and presented.
- Mr. Porter praised the marketing team's recent commercial and industrial workshop in partnership with the Reading–North Reading Chamber of Commerce.
- Highlighted the value of reaching busy commercial customers through channels they already use.
- Expressed appreciation for the workshop's collaboration with external vendors and the potential benefits for customer efficiency and demand reduction.
- Ms. Jolly confirmed strong partnerships with the Reading–North Reading and the Wilmington–Tewksbury Chamber of Commerce.
- Added that RMLD is now included in the Reading Town Manager's monthly updates and is working to secure similar communication channels in all service towns.

EFFICIENCY AND ELECTRIFICATION UPDATE

Presenter: M. Wu, Director of IRD

Materials: IRD Presentation (attachment 2)

- Ms. Wu provided an update on efficiency and electrification programs, noting that demand response updates will follow after confirmation of the annual capacity peak.

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

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- The expanded heat pump and weatherization program launched last year is now RMLD's largest program.
- RMLD now offers ~20 total programs across residential and commercial sectors.
- Last year, RMLD added:
 - 1 new residential program and 2 new commercial programs.
 - Improvements to existing programs to better calculate energy savings and incentive levels.
- Mentioned plans to add at least two new programs in the upcoming year.

Residential vs. Commercial Participation

- Residential participation remains strong, consistently exceeding collected funds.
- Commercial and industrial participation remains very low due to:
 - Low electric rates making payback periods less compelling.
 - Energy costs being a small share of commercial budgets.
 - Long project timelines and operational disruptions.
- RMLD typically sees 4–5 commercial participants each year and aims to increase that number through outreach and educational workshops.

Program Funding and Balances

- RMLD collects ~\$3 million annually; spending varies by sector.
- Current balances show:
 - Total surplus (~\$2.5M).
 - Residential deficit (~\$3M).
- The EEC account sits at ~\$5 million, including funds transferred from the operating budget in 2021.

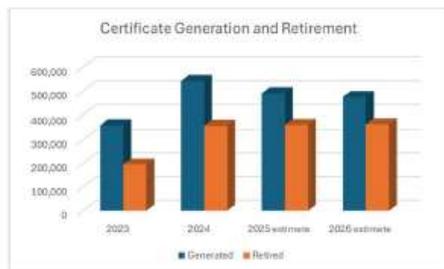
Future Considerations

- Program enhancements could include increased incentives in areas where federal incentives have lapsed.
- Commercial heat pump adoption may grow and is easier to implement for small C&I customers.
- Discussion is needed on whether to:
 - Adjust the EEC rate, increase program spending, or pursue a hybrid approach.



- Chair Soni asked for clarification on ending balances and spending.
- Chair Soni suggested implementing an annual evaluation of funding levels, emphasizing customer clarity.
- Vice Chair Coulter confirmed understanding of annual contributions (~\$3M/year).
- Vice Chair Coulter asked whether a positive ~\$2M annual surplus should prompt a lower charge or increased program offerings.
- Chair Daskalakis clarified that a decision on changing the rate will be made in February.
- Requested staff develop a formal set of recommendations, outlining:
 - Program expansion options
 - Potential rate adjustments (one-time or annual)
 - Budget implications
- Mr. Small suggested establishing a target balance for the EEC fund so adjustments can be made annually based on whether the fund is above or below target.
- Mr. Swanson asked for a list of all programs.
- Ms. Wu confirmed that all program information is available on the RMLD website.
- Mr. Talbot requested analysis on:
 - Which programs most effectively reduce peak demand
 - Which customers contribute most to peak usage
 - Recommended prioritizing outreach to the top peak demand customers, supported by usage data.
 - Suggested long-term rate design to influence commercial customer behavior.
- Ms. Wu noted that electrification programs increase load; peak mitigation is addressed separately in the demand response portfolio.
- RMLD maintains lists of top 100 commercial customers by kWh and peak demand but finds participation remains low despite outreach.
- Mr. Porter said that heat pumps and EVs increase demand. Solar adoption is a key mitigation strategy.
- Suggested adjusting incentives to make solar investment cost neutral over system life.
- Vice Chair Coulter expressed caution about creating incentives that allow developers to inflate prices, ultimately burdening ratepayers.
- Chair Daskalakis summarized that the BoC is looking for:
 - An evaluation of the solar program,
 - Assessment of potential enhancements,
 - Cost projections and impacts on the EEC fund.
- Mr. Kasle supports exploring solar grants for large users.
- Encouraged continued emphasis on heat pumps to reduce natural gas use, given rising gas prices.

Certificate Retirement Update



Sources: NEPOOL GIS and IED 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%.

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- Ms. Wu noted that the BoC reviews the certificate retirement rate at the start of each year, but this timing is not ideal.
 - There is a six-month lag in certificate minting.
 - Because of this lag, decisions made early in the year are based on incomplete data, often made 12–15 months in advance, which increases uncertainty.

Factors Affecting Certificate Generation

- Ms. Wu outlined major variables influencing the number of certificates available for retirement:
 - Weather dependent production: Hydro, solar, and wind output all fluctuate with weather conditions.
 - Changes in resource contracts: Several hydro contracts are being dropped due to rising costs, affecting future certificate generation.

Factors Affecting Required Retirement Levels

- Ms. Wu noted that retirement percentages are tied to retail electricity sales.
- If customer demand increases, the absolute number of certificates required also increases—even if the percentage stays unchanged.
- Suggested BoC consider if sufficient certificates will be available to meet higher retirement percentages.

Financial Considerations

- For the next few years, increasing certificate retirement does not directly increase customer bills.
- Instead, increased retirement reduces revenue from certificate sales, representing an opportunity cost rather than a direct expense.
- Ms. Wu emphasized that the BoC should consider this when considering higher retirement levels.

2026 Certificate Outlook and Data Limitations

- Ms. Wu presented a preliminary analysis for 2026, noting it is highly uncertain because:
 - 2025 is not closed and certificate generation for 2026 cannot be confidently forecasted.
 - 2024 was a strong year due to unusually high hydro production.
 - Generation declined in 2025 and is expected to remain lower.



Recommendation on Retirement Percentage Changes

- Ms. Wu cautioned against increasing the retirement percentage for 2026 due to uncertainties in certificate availability and timing of data.
- Ms. Wu also suggested that January is not the optimal time for making annual retirement decisions given the certificate minting lag.

Renewable Choice Program

- Ms. Wu encouraged ongoing promotion of the Renewable Choice Program, which allows interested customers to voluntarily increase certificate retirements.
- This program has no impact on general ratepayers, as the additional retirement is funded by participating customers.

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	63,084	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 IED 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%.

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- Ms. Wu discussed estimated customer cost impacts at different certificate retirement percentages.
- Mr. Swanson asked whether certificate prices rise when renewable production declines.
- Ms. Wu responded that prices are under pressure due to factors such as the expiration of federal incentives and some renewable projects pulling out.
 - Regional policy shifts reduce demand.
 - Availability is tightening overall.
 - There is an “invisible cap” on prices based on the Alternative Compliance Payment (~\$40 for Mass/CT Class I), which limits upward price movement.

Renewable Choice Program

- Mr. Swanson asked whether participating customers pay the full cost of certificate retirement. Ms. Wu confirmed they do.
- Chair Soni asked why the Renewable Choice Program cost differs from the cost table shown earlier.
- Ms. Wu clarified that the program uses only Mass Class I certificates, priced at ~\$40/MWh, while the table averaged costs across all certificate categories.
- Program pricing is kept stable and does not fluctuate with market conditions.



Risk of Not Having Enough Certificates

- Vice Chair Coulter highlighted increased risk due to weather uncertainty and legislative shifts.
- Vice Chair Coulter expressed support for maintaining the current retirement percentage rather than increasing it.
- Chair Daskalakis raised a procedural question if the BoC sets a retirement percentage and RMLD does not have enough certificates, would RMLD return to the BoC before purchasing additional certificates?
- Ms. Wu responded under current policy 30, the BoC sets a requirement and staff must comply.
- Policy 30 does not explicitly require revisiting the decision when certificate supply is insufficient.
- Vice Chair Coulter noted that purchasing 25k certificates at \$40/MWh would add \$2M, underscoring the financial risk.
- Chair Daskalakis emphasized that the BoC should have an opportunity to reconsider if certificate availability falls short, rather than obligating RMLD to purchase large quantities without review.

Evaluating Actual Costs vs. Prior Assumptions

- Chair Daskalakis requested an analysis comparing:
 - The estimated customer impact when the BoC originally moved to 55%, and the actual cost impact after one full year.
 - The initial estimate was ~\$0.69 per month (~\$8 per year).
- Chair Daskalakis asked:
 - How close was reality to the estimate?
 - When can this evaluation be done?
- Ms. Wu confirmed that staff will present this analysis at the February board meeting.
- Mr. Small and Mr. Swanson agreed this analysis would help determine variability between estimates and actuals, which could inform future decisions.

Long-Term Considerations

- Ms. Wu highlighted the following considerations:
 - Retirement percentages must be sustainable for 15–20 years, not just a single year.
 - Staff can model one year at a time but cannot guarantee long-term certificate availability.
- Ms. Wu asked what cost threshold the BoC considers acceptable.
- Chair Daskalakis responded that the BoC is not ready to vote on a threshold.

Additional Policy Considerations

- Mr. Kastle acknowledged the difficulty of measuring renewables due to variability in intermittent generation.
- Chair Daskalakis agreed that this reinforces the need to review Policy 30 to ensure it addresses risk and assumptions appropriately.
- Mr. Porter added that timing of weather volatility matters.

UNION NEGOTIATIONS – IBEW SUPPLEMENTAL MOA

Presenter: J. Small, GM

Materials: IBEW MOA (attachment 4)

- Mr. Small explained that IBEW was the first union to settle its agreement, completing a three-year contract.
 - Aligned IBEW with the other union contracts by using a 1-year + 3-year structure.
 - Cleaned up sick time buyback language by removing the doctor's-note requirement and allowing buyback if fewer than 40 sick hours are used in a year.



- Updated FMLA language so employees must use their sick, vacation, and personal time while on FMLA.
- IBEW ratified the MOA with Mr. Heanue's signature.
- Chair Soni asked whether the contract terms, including raises, are essentially the same across all unions.
- Mr. Small confirmed they are, noting that while one union structured its increases differently internally, the overall percentage is the same.
- Mr. Porter expressed appreciation for the unions' collaboration throughout negotiations, and noted that the final settlement provides fair compensation and contract improvements.

BoC motion: Mr. Porter made a motion, seconded by Mr. Talbot that the RMLD Board of Commissioners vote to approve the executed Supplemental Memorandum of Agreement between IBEW Local 103 and Reading Municipal Light Department. 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.

PROCUREMENT REQUESTS FOR APPROVAL

Presenter: J. Small, GM

Materials: Bid Letters (attachment 5)

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

- Mr. Small explained that RMLD issued a bid for hourly-rate underground contract work.
 - 16 vendors were invited; 3 submitted bids.
 - Power Line is the lowest responsive bidder.
 - The contract is as needed, intended to secure rates for situations where:
 - RMLD lacks the necessary equipment,
 - Additional labor is required, or
 - Emergency or project work arises.
 - Contract duration: 3 years.
- Vice Chair Coulter asked whether the rates include equipment.
- Mr. Small clarified the listed rates primarily cover labor. Other equipment rates exist in the bid documents but were not part of the lowest-bid calculation. Additional equipment would be billed per bid terms as needed.
- Mr. Swanson asked about anticipated hours or project types.
- Mr. Small said typical work includes cable installation, replacements, splicing, and maintenance.
 - No specific projects are yet scheduled.
 - The Wilmington Substation project may require outside support, timing to be determined.
- Mr. Talbot asked where the bid was posted and questioned posting to outdated newspapers.
- Mr. Small explained bids are posted on COMMBUYS, Massachusetts' official procurement site.
- The newspaper posting requirement stems from state bidding laws, not internal RMLD policy.

BoC Motion: Mr. Porter made a motion, seconded by Vice Chair Coulter 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. 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.

2026 OPERATING CADENCE

Materials: Agenda Topic Cadene (attachment 6)

- Chair Daskalakis noted that the purpose is to ensure visibility into the typical annual cycle of agenda items.
- Both Boards agreed to the proposed cycle of agenda topics.

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											
CBAs- 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											

Major Recurring Agenda Items

- Certain high impact items will follow a two meeting structure:
 - Meeting 1: Review and discussion
 - Meeting 2: Follow up and vote-up and vote
- Chair Daskalakis noted that the timing of certificate retirement decisions may shift in the future based on Ms. Wu’s feedback about data availability.

Commitment to Schedule

- The BoC will stick to the cadence as closely as possible, while adding new items as needed.

Meeting Efficiency Improvements

- Chair Daskalakis outlined efforts to improve meeting effectiveness:



- Introduce time limits to help ensure the full agenda is covered.
- Front-load staff presentations so employees do not need to sit through unrelated discussions.
- BoC packets will continue to be distributed a few days in advance.
- Chair Daskalakis requested that BoC members pre-read materials, allowing staff to focus on key issues during presentations rather than walking through every slide.

APPROVAL OF MEETING MINUTES

Materials: Meeting Materials (attachment 7)

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 General Manager and the Board Secretary: December 17th. Motion Carried: 4:0:1 (4 in favor; 1 absent) Roll Call: Chair Soni, aye; Vice Chair Woods, aye; Mr. Ragusa, aye; Mr. Kastle, aye. Mr. Protopapas was absent from this meeting.

Board of Commissioners Minutes

- The meeting minutes were approved as presented.
- BoC Motion: Vice Chair Coulter 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 General Manager and the Board Secretary: December 17th 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.

ESTABLISHMENT AND APPOINTMENT OF COMMITTEES

GM Goals & Review Committee

- Chair Daskalakis raised the idea of forming a subcommittee (2 CAB members + 2 BoC members) to work with Mr. Small on developing 2026 GM Goals.
- Mr. Talbot supported forming a committee, noting it would help streamline work.
- Interest from BoC was limited due to tight timing over the next 3 weeks.
- Vice Chair Woods and Mr. Ragusa expressed willingness to serve.
- Several members noted the value of a subcommittee but felt the timeline was too compressed this cycle.
- The BoC agreed not to use the committee for this year's goal-setting process.
- Mr. Small will bring proposed 2026 goals to the Board in February.
- The BoC will review and vote in March.
- The BoC agreed to establish a GM Goals & Review Committee now, but delay naming Commissioners until October, timed with the annual goal review cycle.
- The CAB proceeded with appointing their members.
- **BoC Motion:** Mr. Swanson made a motion, seconded by Mr. Talbot 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. 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.

- **CAB Motion:** Vice Chair Woods made a motion, seconded by Mr. Ragusa that the Citizens' Advisory Board appoint Tim Woods and Charles Ragusa to serve on the GM Goals & Review Committee. Motion Carried: 4:0 (4 in favor) Roll Call: Chair Soni, aye; Vice Chair Woods, aye; Mr. Ragusa, aye; Mr. Kastle, aye. Mr. Protopapas was absent from the meeting.

Policy Review Committee

- Chair Daskalakis noted that the operating cadence includes quarterly policy reviews, prompting creation of a dedicated subcommittee.
- The committee's role is to:
 - Identify key changes or issues in policies,
 - Provide recommendations to the BoC,
 - Leave actual redlining to the GM and staff.
- Ms. Oliver confirmed she maintains a spreadsheet showing:
 - Each policy
 - Last revision date
 - Policies dissolved and moved into procedures.
- Mr. Talbot and Vice Chair Coulter expressed interest in joining committee.
- Mr. Porter was willing and could rotate participation depending on workload.
- Discussion clarified that:
 - Only two Commissioners can serve at a time (to avoid quorum issues).
 - Alternates can be named.
- **BoC Motion:** Mr. Swanson made a motion, seconded by Mr. Talbot 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. 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.
- **BoC Motion:** Mr. Swanson made a motion, seconded by Vice Chair Coulter that the RMLD Board of Commissioners appoint David Talbot and Raymond Porter, to serve on the RMLD Policy Review Committee, with Robert Coulter as alternate. 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.
- **CAB Motion:** Vice Chair Woods made a motion, seconded by Mr. Ragusa that the Citizens' Advisory Board appoint Vivek Soni and Robert Kastle to serve on the RMLD Policy Review Committee. Motion Carried: 4:0 (4 in favor) Roll Call: Chair Soni, aye; Vice Chair Woods, aye; Mr. Ragusa, aye; Mr. Kastle, aye. Mr. Protopapas was absent from the meeting.

ENE BOARD OF DIRECTORS APPOINTMENT

- Mr. Small was appointed as a Class B Director of ENE Board.
- **BoC Motion:** Mr. Talbot made a motion, seconded by Mr. Porter 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. 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.

TRAINING & TRAVEL APPROVAL

Materials: Meeting Materials (attachment 8)

MMA / MLCA Connect 351

- Chair Daskalakis noted the upcoming MMA/ MLCA Connect Conference, occurring this weekend, with several individuals planning to attend.

BoC Motion: Vice Chair Coulter made a motion, seconded by Mr. Swanson 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. 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.

APPA E&O Conference

- Mr. Small reminded the BoC that he serves on the APPA RP3 (Reliable Public Power Provider) Application Panel.
- The APPA holds an annual in-person panel meeting at the start of its national conference.
- As a panel member, Mr. Small is required to attend.

BoC Motion: Mr. Porter made a motion, seconded by Mr. Swanson 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. 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.

GM UPDATE

Presenter: J. Small, GM

- Mr. Small formally recognized Mr. Heanue for his contributions during his tenure and for facilitating a smooth leadership transition, highlighting that:
 - Mr. Heanue provided extensive background information,
 - Included Mr. Small in decisions that would carry into his tenure,
 - Dedicated significant time to ensure a successful handoff.
- Mr. Small has focused primarily on meeting staff and understanding operations.
- Activities included:
 - Senior management team meeting during the first week.
 - An all hands meeting in the cafeteria to introduce himself and speak with all employees.
 - Individual and small group meetings with supervisors and staff to understand current projects, challenges, and workflows.
- Mr. Small stated he is “getting his feet on the ground” and will continue to familiarize himself with the organization.

AMI Project

- Following Mr. Heanue’s December update, AMI progress continues:
 - 40 meters were installed last week as part of a test deployment.
 - A few remaining issues need to be resolved related to integration with the billing system.



- The team continues to meet multiple times per week and believes the solution is very close to completion.

Cost of Service Study (COSS)

- Mr. Small has begun discussions with senior management regarding the upcoming COSS.
- Noted that within the next month, RMLD will reach out to several vendors for proposals.
- The study is expected to take 2–3 months once a vendor is selected.
- The goal is to have a draft report within 3–5 months.
- Timeline alignment:
 - The draft should be ready before internal budgeting begins in July.
 - This will allow the BoC to consider study recommendations before developing the FY27 budget.

SCHEDULE

The next meeting is scheduled for Tuesday February 17th at 6:00pm.

ADJOURNMENT

Citizens' Advisory Board

- The CAB regular session meeting adjourned at 7:53 PM.
- **CAB Motion:** Vice Chair Woods made a motion, seconded by Mr. Ragusa, that the RMLD Citizens' Advisory Board adjourn regular session. Motion Carried: 4:0 (4 in favor) Roll Call: Chair Soni, aye; Vice Chair Woods, aye; Mr. Ragusa, aye; Mr. Kastle, aye. Mr. Protopapas was absent from the meeting,

Board of Commissioners

- The BoC regular session meeting adjourned at 7:53 PM.
- **BoC Motion:** Mr. Swanson 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 February 17, 2026

A true copy of the RMLD Citizens' Advisory Board minutes
As approved by a majority the Board.

Vivek K. Soni

Vivek K. Soni (Feb 25, 2026 09:18:36 CST)

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 (Feb 28, 2026 11:37:35 EST)

David Talbot, Secretary Pro Tem

RMLD Board of Commissioners