



## Town of Reading Meeting Posting with Agenda

### Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2021-12-20

Time: 7:00 PM

Building:

Location:

Address:

Agenda:

Purpose: General Business

Meeting Called By: Robert Coulter, Chair

Notices and agendas are to be posted 48 hours in advance of the meetings excluding Saturdays, Sundays and Legal Holidays. Please keep in mind the Town Clerk's hours of operation and make necessary arrangements to be sure your posting is made in an adequate amount of time. A listing of topics that the chair reasonably anticipates will be discussed at the meeting must be on the agenda.

**All Meeting Postings must be submitted in typed format; handwritten notices will not be accepted.**

### Topics of Discussion:

PER GOVERNOR BAKER'S MARCH 10, 2020, ORDER SUSPENDING CERTAIN PROVISIONS OF THE OPEN MEETING LAW, G.L. c. 30A, §20 AND THE JUNE 16, 2021, ACT EXTENDING CERTAIN COVID-19 MEASURES, THIS MEETING WILL BE HELD REMOTELY VIA ZOOM.

### **Public participation at this meeting:**

This meeting will be held remotely on Zoom and streamed live on RCTV and YouTube.

<https://www.youtube.com/c/RCTVStudios/videos?view=57>.

For public participation on Zoom please email [emorse@rml.com](mailto:emorse@rml.com). Please include your full name and address. Comments and questions will be monitored during the meeting.

#### 1. Call Meeting to Order – Chair Coulter

**Code of Conduct:** The RMLD Board of Commissioners recognizes the importance of hearing public comment, at the discretion of the Chair, on items on the official agenda. We ask that all questions or comments from the public be directed to the Chair and that all parties, including members of the RMLD Board, act in a professional and courteous manner when addressing the Board or responding to comments. Once recognized by the Chair, all persons addressing the Board shall state their name and address prior to speaking. It is the role of the Chair to maintain order in all public comment or ensuing discussion.

#### 2. Public Comment – Chair Coulter

- Citizens' Advisory Board
- Liaisons to RMLD Board
- Public Comment

#### 3. Approval of Board Minutes - (Attachment 1) – **ACTION ITEM** – Chair Coulter

**Board of Commissioners Suggested Motion:** Move that the Board of Commissioners approve the meeting minutes of the September 23, 2021, meeting on the recommendation of the General Manager.

This Agenda has been prepared in advance and represents a listing of topics that the chair reasonably anticipates will be discussed at the meeting. However the agenda does not necessarily include all matters which may be taken up at this meeting.



## Town of Reading Meeting Posting with Agenda

4. Report on Citizens' Advisory Board Meeting –Mr. Talbot
5. General Manager's Report - Ms. O'Brien, General Manager
6. Release of Executive Session Meeting Minutes 2017-2020 – Vice Chair Pacino
7. Update on Employee Survey (Attachment 2) – Ms. Walsh, Director of Human Resources
8. Integrated Resources Report (Attachment 3) -**ACTION ITEM** - Mr. Phipps, Director of Integrated Resources

### **Decarbonization Strategy of RMLD Power Supply**

- 2021 YTD Power Supply
- Power Supply Strategy
- Nuclear Addition

Suggested Motion: Move that the Citizens' Advisory Board recommend that the Board of Commissioners vote to accept the General Manager's recommendation to add additional supply contracts from Seabrook and/or Millstone nuclear facilities such that total nuclear does not exceed 40% of RMLD's annual power supply portfolio.

- Battery Storage

9. Quarterly Financial Update Through September 30, 2021 (Attachment 4) – Ms. Markiewicz, Director of Business & Finance
10. Procurement Requests Requiring Board Approval – (Attachment 5) – **ACTION ITEM** - Mr. Hamid Jaffari, Director of Engineering & Operations

### **RFP 2021-02 Air-Source Heat Pump Rebate Program Support Services**

Suggested Motion: Move that bid RFP 2021-02 for Air-Source Heat Pump Rebate Program Support services be awarded to: Abode Energy Management LLC as the responsive and responsible proposer offering the most advantageous proposal, on the recommendation of the General Manager. This is a three-year contract.

### **IFB 2021-06 On-Call Electrical Maintenance and Repair Services**

Suggested Motion: Move that bid 2021-06 for On-Call Electrical Maintenance and Repair Services be awarded to: Dagle Electrical Construction Corp. for \$87,778.00, pursuant to M.G.L., c. 30 § 39M, as the lowest responsible and eligible bidder, on the recommendation of the General Manager. This is a three-year contract.

### **IFP 2021-33 500 MCM CU 15kV EPR Underground Primary Cable**

Suggested Motion: Move that IFP 2021-33 for 500 MCM CU 15kV EPR Underground Primary Cable be awarded to: Arthur J. Hurley Company, Inc., for \$78,507.00, pursuant to M.G.L. Chapter 164 § 56D on the recommendation of the General Manager.

11. Determination of Uniqueness for Property – Mr. Jaffari, Director of Engineering & Operations  
Suggested Motion: Move that the RMLD Board of Commissioners approve the Determination of Uniqueness of property and waive the publication requirements of M.G.L. Chapter 30B § 16, with respect to the acquisition of land located at 251 Ballardvale Street, Wilmington, MA 01887.

12. Scheduling – Chair Coulter

- Subsequent RMLD Board Meetings: January Doodle Poll

This Agenda has been prepared in advance and represents a listing of topics that the chair reasonably anticipates will be discussed at the meeting. However the agenda does not necessarily include all matters which may be taken up at this meeting.



## Town of Reading Meeting Posting with Agenda

- CAB Meeting Coverage: (January) Mr. Pacino  
AP: Mr. Stempeck; Payroll: Mr. Coulter
- Proposed Warrant Schedule for 2021 – Ms. Morse

### 13. Adjournment – Chair Coulter (Board of Commissioners) **ACTION ITEM**

Suggested Motion: Move that the Board of Commissioners adjourn regular session.

### BOARD MATERIALS AVAILABLE BUT NOT DISCUSSED

- Accounts Payable / Payroll Questions through pay date 12/13/2021
- Financial Update through September and October 2021
- Surplus and Scrap Material Report November 2021
- Legal Expenses and Outside Services through October 2021



**READING MUNICIPAL  
LIGHT DEPARTMENT**

**BOARD OF COMMISSIONERS MEETING**

**REGULAR SESSION**

**Monday, December 20, 2021**

# **APPROVAL OF BOARD MINUTES**

## **ATTACHMENT 1**

# **UPDATE ON EMPLOYEE SURVEY**

## **ATTACHMENT 2**



Culture Solutions Group, LLC

Caroline Fisher, PhD

[caroline@culturesolutionsgroup.com](mailto:caroline@culturesolutionsgroup.com)

970-390-9420

[www.culturesolutionsgroup.com](http://www.culturesolutionsgroup.com)

November 19, 2021

Coleen M. O'Brien  
General Manager  
Reading Municipal Light Department  
[www.rmld.com](http://www.rmld.com)  
[cobrien@rmld.com](mailto:cobrien@rmld.com)

**PROPOSAL FOR SERVICES: 2022 RMLD Culture Assessment & Application Process (DRAFT)**

Dear Colleen,

**Thank you for reaching out to discuss the Denison Culture Survey and related culture development services to support Reading Municipal Light District (RMLD) at this point on your organization's path.** On behalf of Culture Solutions Group (CSG), we hope this is the first of many conversations to come and we look forward to the possibility of serving as your partner in this arena.

**Culture Solutions Group has provided culture assessment, design and development services to organizations for over twenty (20) years, despite the fact that 'culture' has only recently become popular in the business world.** We provide such services to public, private and not-for-profit sectors alike and we feel honored to serve the power/utility industry as our primary focus. Since 2000, we have supported eighty-one (81) power/utility organizations (both distribution and generation/transmission) with culture assessment, culture and leadership development, management coaching, human resource support, team development/alignment and board of director team facilitation. We have supported power/utility industry associations with their internal

culture assessment/development and also speak regularly at their annual conferences on the topics of culture development and board team alignment.

**Although we use a variety of organizational and leadership assessment tools, we advocate the use of the Denison Culture Model/Assessment as an easy to implement, multi-level and highly validated culture assessment tool. Unique aspects of this model and tool include:**

- Over twenty (20) years of research in over 14,000 companies reveal **direct linkages between aspects of your culture and your specific strategies, goals and performance targets** (including customer satisfaction, quality and reliability of services, safety, employee engagement/retention, growth, ability to innovate, profitability and more).
- Due to understanding of the above linkages between culture and strategies/performance, the Denison model allows us to **specifically target those cultural areas that will directly drive (and even accelerate) your desired business results and organizational health.**
- This model and survey tool are **highly customizable (including survey site and implementation methods) and offer the addition of your desired and unique survey questions** (both scaled and verbatim/open text questions).
- This model and survey allow you to **quickly assess your full organization's culture (highest level culture view) as well as the sub-cultures** within and across departments, levels, roles and teams.
- Each client organization is on its own unique journey and has different performance desires/needs/challenges. While the steps below are fairly concrete, there is much flexibility in the application of the Denison tool and the CSG process.

**Below you will find an overview of process outcomes, steps and pricing for CSG's Culture Assessment & Application Process.** As there are many ways to move forward with the Denison culture model and assessment, we are hopeful the "pick list" below will provide content for our next conversation. We enjoy collaborating with our clients to create the very best approach together, especially in the face of limited budgets, time constraints and other resource challenges.



**Again, we are thrilled to offer this proposal to support you and RMLD as you move forward on this important path.** Please consider this document as merely the next step in clarifying the very best approach for you and the RMLD organization at large.

Best Regards,



Caroline Fisher, PhD - Principal  
Culture Solutions Group, LLC

### **GENERAL SURVEY/PROCESS OUTCOMES**

Through the **Culture Solutions Group (CSG) Culture Assessment & Application Process**, the following outcomes are achieved (at a minimum):

- A current baseline assessment of RMLD's organizational/cultural strengths and weaknesses (aspects of the culture that are helping or hindering as you move toward your intended vision, mission, strategies, goals, core values and performance measures).
- A benchmark against which to measure success of past change initiatives, as well as target future change and engagement/alignment efforts -- relative to desired RMLD performance at the individual, team, departmental and organizational levels.
- Clear prioritization of RMLD's short-, mid-, and long-term organizational improvement efforts.
- Shared understanding, a shared language, and shared expectations concerning RMLD's culture -- and implications for both individual and group performance throughout the organization.
- Increased understanding and utilization of culture as a business oriented, behavioral, tangible, and results oriented mechanism -- and dispelling of the notion of culture as intangible, esoteric and difficult to manage (in other words, it's not "soft stuff").

**FEES – SUMMARY OF OPTIONS:**

ITEM	OPTIONS	
<b>CULTURE SURVEY PURCHASE &amp; IMPLEMENTATION</b>		
Culture Survey Package – Basic (described below)		
	Data Feed for automatic demographic breakdowns and anonymity protection	
	Alternative to Data Feed: Individual passwords for anonymity	
	Denison Content Modules – Customizations	
Survey Launch & Implementation Support		
<b>POST SURVEY STEPS</b>		
Selected Interviews/Focus Groups		
Data Debrief Session – Senior Management		
Data Debrief & Action Planning Sessions – Managers & All Employees		

## **SURVEY PURCHASE & IMPLEMENTATION FEES - DENISON:**

### **CULTURE SURVEY PURCHASE – PACKAGE:**

- Coaching and provision of best practices related to culture development and leadership alignment in today's utility organizations and beyond
- Assistance in design/customization of the RMLD culture survey process
- Private and confidential survey site set-up/customization
- Unlimited additional questions (scaled, verbatim, demographic) (including selected questions from previously used RMLD employee surveys if comparison is desired)
- Electronic survey implementation for 80 employees (all implementation details handled by CSG)
- Survey implementation – communication and launch strategy
- Daily tracking of responses/participation throughout survey implementation period – with daily updates to RMLD (anonymity fully protected)
- Unlimited reports (including all desired demographic/sub-culture data reports)
- Survey data review and interpretation by Caroline Fisher and CSG
- Initial comprehensive survey data debrief session (via Go-to-Meeting) with Colleen & Janet

### **Additional Survey Set-Up Options:**

- **HR data feed in lieu of demographic self-identification:** [REDACTED]
- **Individual usernames/passwords for kiosk implementation or increased assuredness of privacy:** [REDACTED]  
[REDACTED]
- **Denison topic modules (10 – 15 validated questions each; modules include Innovation; Safety; Engagement; Trust; etc.):** [REDACTED]  
[REDACTED]

## **ADDITIONAL SERVICE & PROGRAM OPTIONS - CSG:**

### **STEP 1: Survey Launch & Implementation (optional)**

It is often helpful for the survey be implemented in "live" in-room sessions during which the context for the survey will be clarified, discussion of "culture" will take place, and the survey will be implemented. The benefits of the in-room implementation include the following:

- Full participation by all employees within the organization
- Simultaneous participation by multiple levels and functions – symbolic and representative of the notion that the organization and its success 'belong to all of us, regardless of role'
- Control and elaboration of the survey intent and meaning - placing the survey in the business context with a rich discussion of what the process is and what it is not; why the process is being implemented at this point in time; and what significance the data will serve for the organization going forward
- Full and complete clarification of the survey questions and procedures

This step includes:

- Design of invitation letter and survey instructions
- Launch session design/customization and materials production
- Launch session implementation

### **STEP 2: Selected Interviews/Focus Groups (optional)**

Organizations often request that a number of interviews/focus groups take place with individuals throughout the organization to create deeper understanding of the issues driving the behavioral data displayed through the culture survey. The integrated result of the two data-gathering processes (written surveys and interviews/focus groups) will be a qualitative and quantitative snapshot that depicts both the behaviors comprising the culture and the underlying 'drivers' that have created and sustained the culture to this point.

The combination of interviews and survey data provides a powerful depiction of the organization's current cultural issues – and allows team members to quickly understand which areas are supporting current desired results, and which areas are acting as barriers.

This step includes:

- Design of interview protocol
- Interview session implementation
- Interview summary report

### **STEP 3: Data Debrief Session – with Senior Management Team (recommended)**

It is recommended that the Senior Management Team spend one half to three quarters of a day to:



- 1) Become 'grounded' in business culture and its relevance for the utility industry
- 2) Review the survey and interview data
- 3) Interpret the data in terms of current and future business vision, mission strategies, goals and core values
- 4) Discuss/clarify the implications and opportunities for this team's role as senior leaders relative to the culture survey findings
- 5) Identify appropriate next steps for 'moving the needle' toward the desired RMLD culture

This step includes:

- Data interpretation, review and application
- Session design and materials production
- Session implementation
- Session follow-up

#### **STEP 4: Data Debrief & Action Planning Sessions – with Full Organization (optional, but highly recommended)**

Organizations frequently desire that all employees be given the opportunity to understand the notion of business culture, how culture plays out within both the organization and their department and take ownership for action steps identified for their department. Recommended outcomes for this data debrief/action planning process are similar to those listed above, but on a scale appropriate for non-managers within the organization. This process, as implemented with employees at all levels of the organization, is designed to be a high energy, interactive, challenging and motivating experience – with employees understanding and participating in their organization's culture in entirely new ways.

This step includes:

- Session design and materials production
- Session implementation
- Session follow-up

#### **CONFIDENTIALITY AGREEMENT**

CSG acknowledges that, while providing proper and high-quality services and support for RMLD, confidential and proprietary information will be

shared and utilized. Caroline Fisher and each member of the Culture Solutions Group team will treat all such information as confidential and use of such data will be exclusively in relation to and in support of process outcomes and according to RMLD's direction.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

**IN SUMMARY:**

Again, Colleen, please let this proposal be just one step in clarifying the most optimal approach for assessing RMLD employee perspectives regarding culture at this point in time. Thanks in advance for the

opportunity to explore options regarding culture development at this point on your organization's journey. We look forward to continuing the conversation!

Caroline Fisher, PhD & the Culture Solutions Group team

**SIGNATURES IN AGREEMENT**

**Both parties hereto by and through their authorized representatives have reviewed the information contained above and by their signatures below accept its terms and conditions.**

**Coleen M. O'Brien, General Manager  
Reading Municipal Light Department**

**Date**

**Caroline Fisher, PhD, Principal  
Culture Solutions Group, LLC**

**Date**





# **INTEGRATED RESOURCES REPORT**

## **ATTACHMENT 3**



# Decarbonization Strategy of RMLD Power Supply

***BoC and CAB Report***  
from Integrated Resources

20 December 2021

# Outline



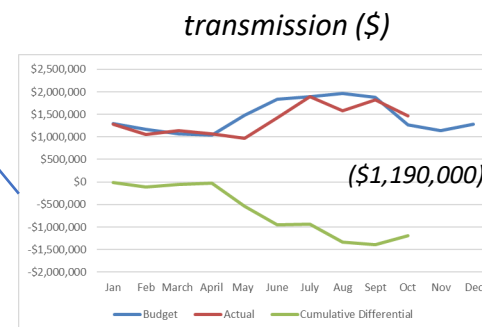
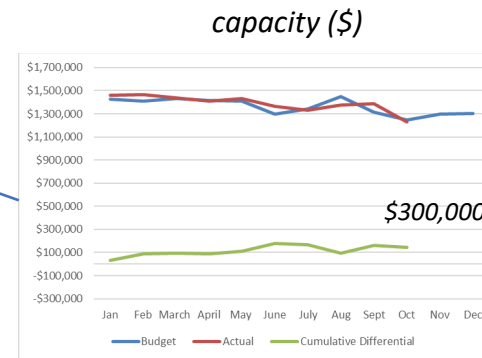
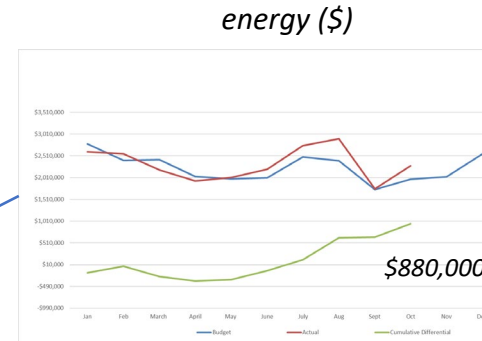
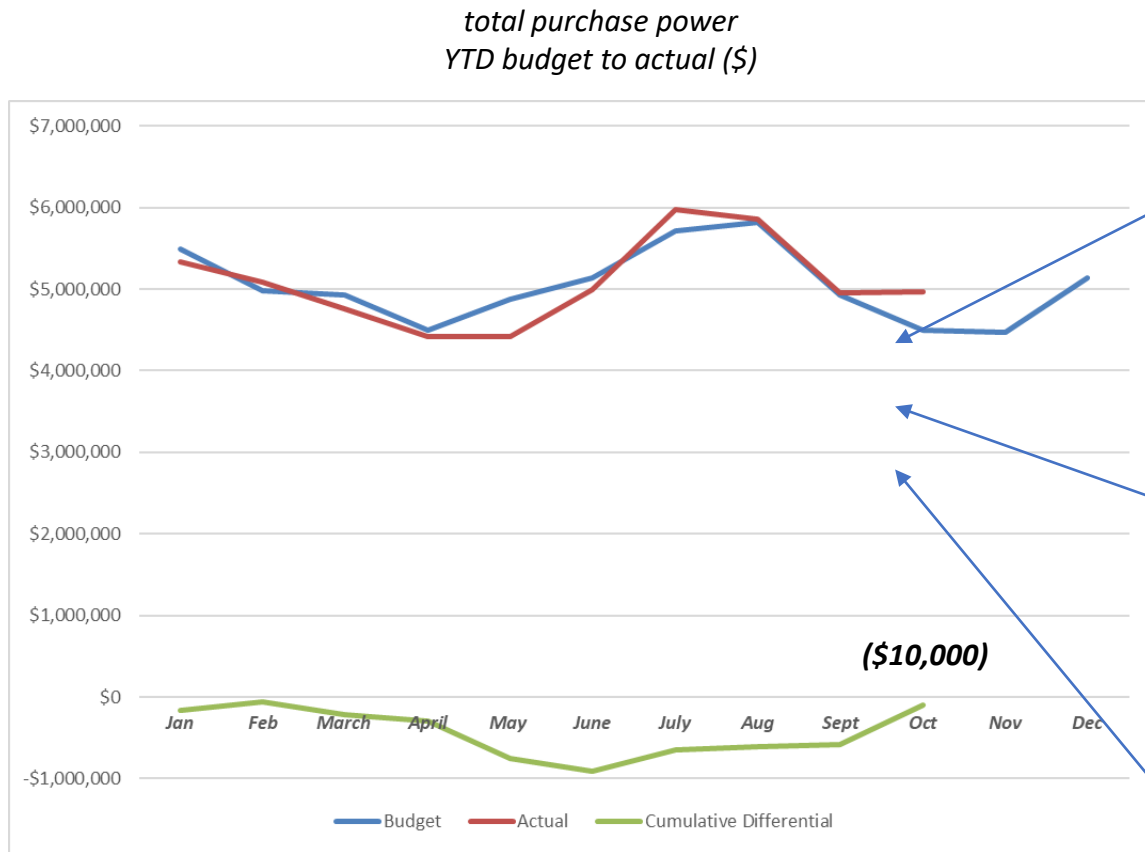
2021 YTD Power Supply

Power Supply Strategy

Nuclear Addition

Battery Storage

# 2021 YTD Power Supply Costs



*Unit costs moderated by contract rate but weather driven usage and peaks drive actuals. Yielding:*

- *Usage slightly higher*
- *Capacity flat*
- *Transmission low*

*Fuel and PPCT adjusted monthly to reflect net costs*

**2021 total actuals likely to be close to budget**

# Decarbonization Context and Implications



2021 Climate Law will **increase** load ~60%, by 2050

2021 Climate Law will **phase out** most nat gas gens (~50% of regional gens today)

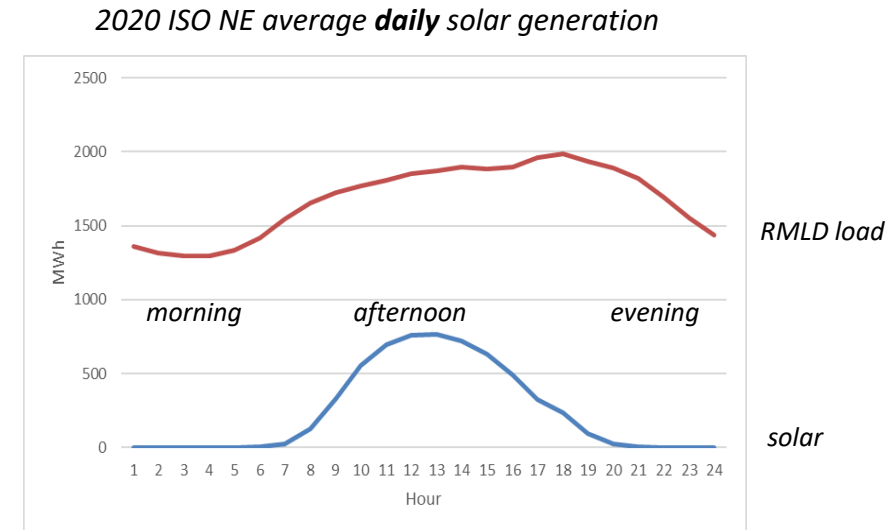
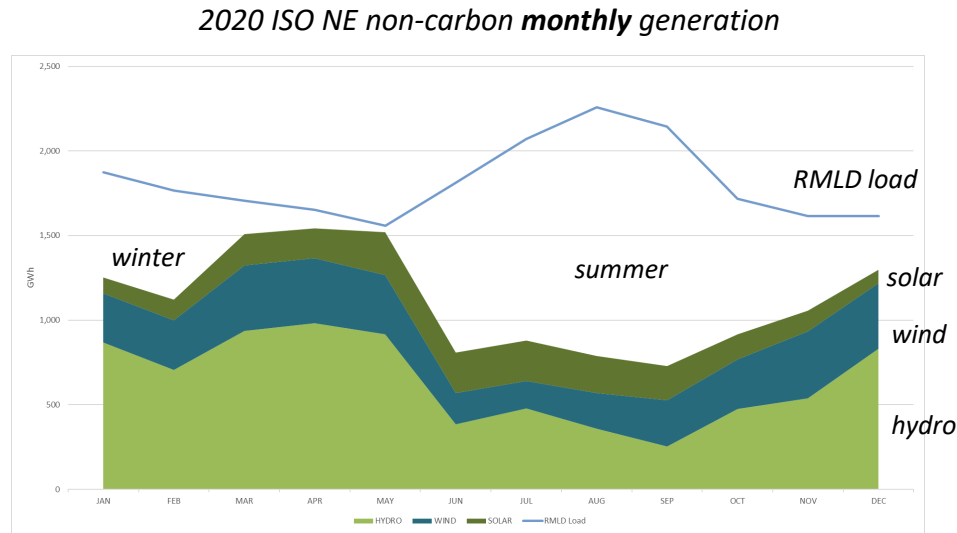
Regional hydro offer minimal **additional** growth in capacity (no new hydro facilities)

Lack of transmission will **limit availability** of Hydro Quebec as large source in ISO-NE

Significant solar and wind gen assets need to be built but will face **delays and limits**

Prudent to contract a larger portion of the forecasted purchases **now**

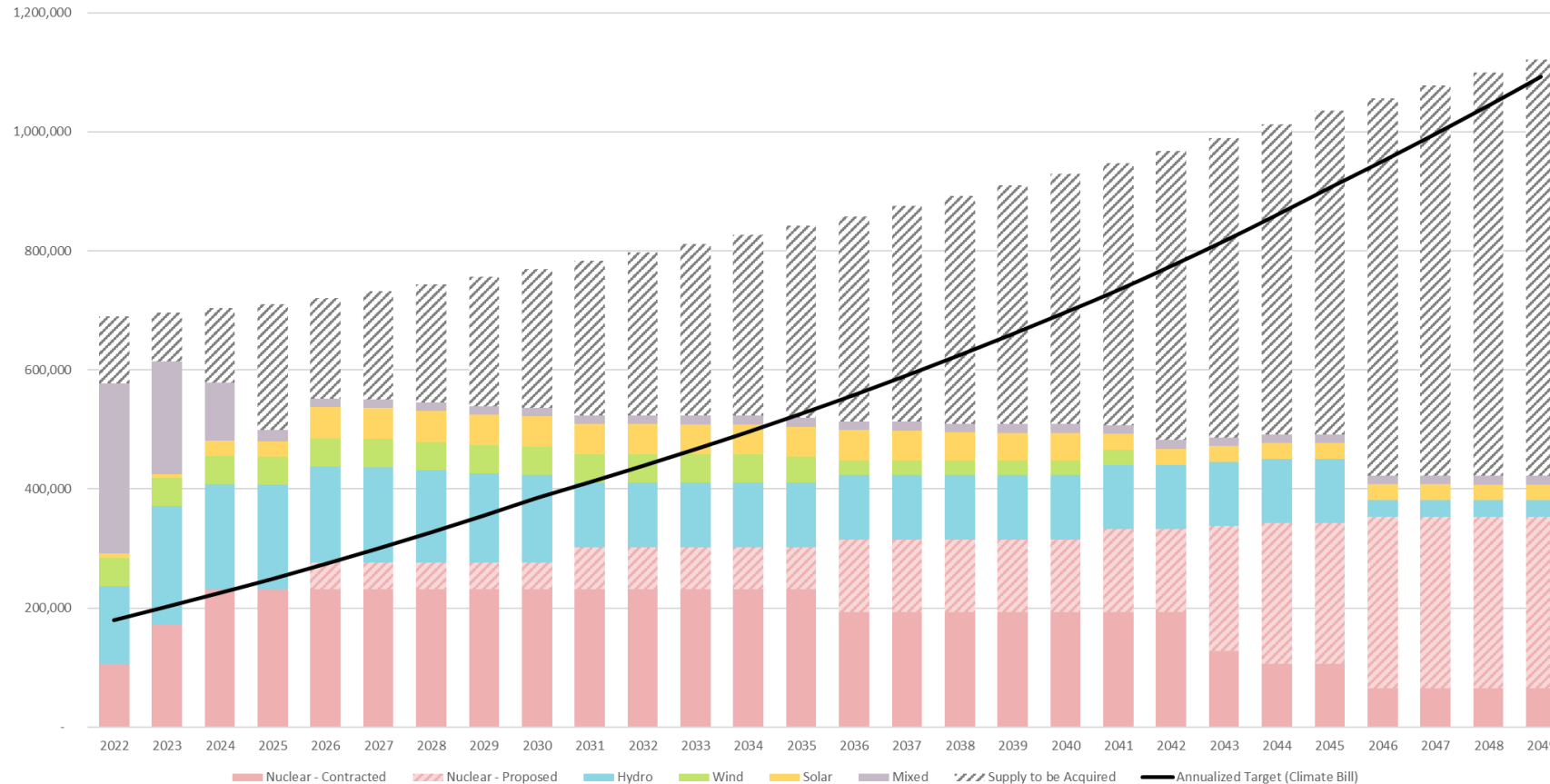
# Characterization of Non-Carbon Gen Assets



- Solar **intermittent** both seasonally and hourly; high in summer and high mid-day
- Hydro **seasonal**; high spring and low in last summer
- Wind **seasonal**; high winter but low in summer; hourly not predictable (weather driven)

*Solar, wind, and hydro are **intermittent** non-carbon gen resources*

# RMLD Decarbonization Transition



- 1.6% cagr load growth
- Certificate retirements increase to nearly 100% by 2050

**Extend** existing and add hydro

**Add** new solar and wind

**Add** w/in territory generation assets

**Mix** stable and intermittent supply sources to manage risk

*Nuclear offers stable non-carbon **base**; wind / solar to fill most of remaining open position*



# Power Supply – Nuclear



Increase nuclear sourced energy and certificates between 2025 and 2049 (~36% of total purchases)

Incremental Volume - ~60,000 MWh / yr (~9% RMLD total 2025 energy purchases)

Term - 25 year; starting 2026 with steps in 2030, 2036, and 2043 to fill expiring contracts

Certificates – EFECs (non-carbon)

Pricing – 10% above 2022 average; other non-carbons are ~ 80% above 2022 costs averages



# Battery Storage

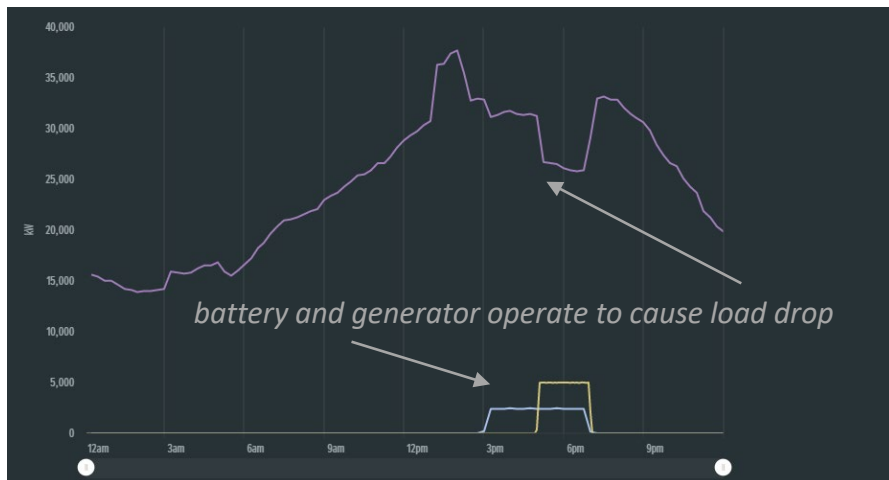


Storage systems *time shift* energy (afternoon solar to evening use)

Time shifting enables benefits:

- a) **Economic** (coincident ISO NE / RMLD peak management)
- b) **Reliability** (network hot spots)
- c) **Resiliency** (limited backup)

Storage systems are not generators



Initial internal review suggests adding ~30 MW (90 MWH) of battery storage to RMLD network (5MW and 10 MW installations)

- Station 3 (w/ existing BESS) - 2022
- Industrial Way – 2023
- RMLD solar array – 2023/2024
- New substation – 2024/2025

Anticipate leasing storage systems near-term; owning thereafter

Peak management is primary economic driver (net capacity and transmission savings); hence 3-hour systems preferred

Ongoing discussions with vendors (equipment, EPC, s/w, dispatch)

Thank You

**QUARTERLY FINANCIAL UPDATE THROUGH  
SEPTEMBER 30, 2021**

**ATTACHMENT 4**

# The Reading Municipal Light Department

## Financial Review

for the period ending  
September 30, 2021

## Business, Finance Highlights

- ❖ Filed the 2020 DPU Return on July 23rd
- ❖ Distributed the CY2022 Budget on October 1st
- ❖ Presented the CY2022 Budget to the CAB on October 20<sup>th</sup>
  - CAB accepted and recommended to the BOC
- ❖ Presenting the CY2022 Budget to the BOC on November 17<sup>th</sup>
- ❖ Pension Obligation transfer to MMDT in December for \$2,352,753
- ❖ 2% Net Plant payments to 4 towns to be issued on December 28<sup>th</sup> totaling \$827,715
  - Town of Wilmington 54% - \$450,156
  - Town of Reading 21% - \$171,076
  - Town of North Reading 18% - \$151,316
  - Town of Lynnfield 7% - \$ 55,167
- ❖ Town of Reading Payment to be issued on December 28<sup>th</sup> for \$1,240,253

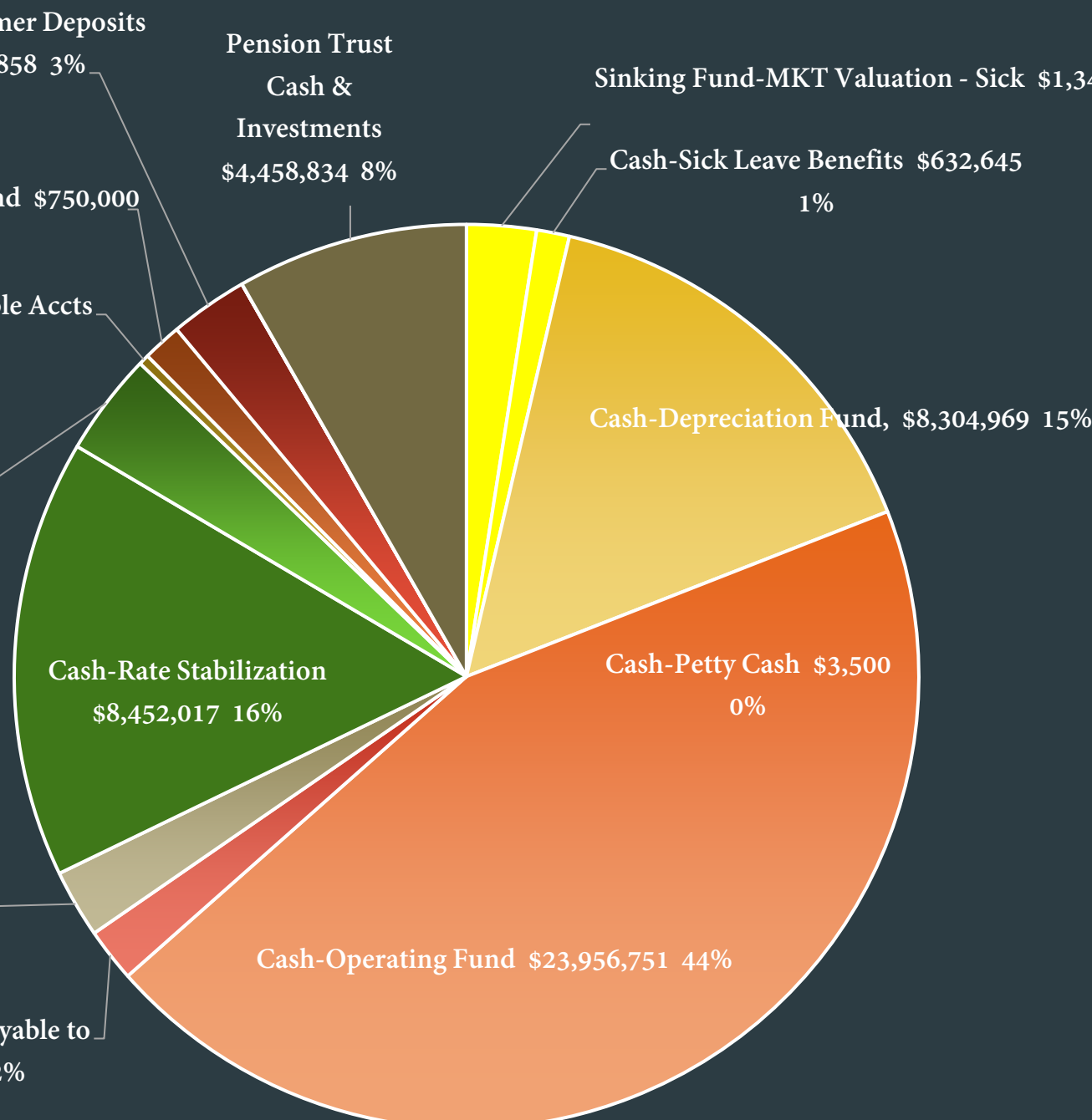
# Cash Balances

As of

September 30, 2021

Total \$53,936,377

- Sinking Fund-MKT Valuation - Sick
- Cash-Sick Leave Benefits
- Cash-Depreciation Fund
- Cash-Operating Fund
- Cash-Operating Fund Payable to Town
- Cash-Deferred Fuel Reserve
- Cash-Rate Stabilization
- Cash-Deferred ECC Reserve
- Cash-Reserve Uncollectible Accts
- Cash-Hazard Waste Fund
- Cash-Customer Deposits
- Cash-Petty Cash
- Pension Trust Cash & Investments

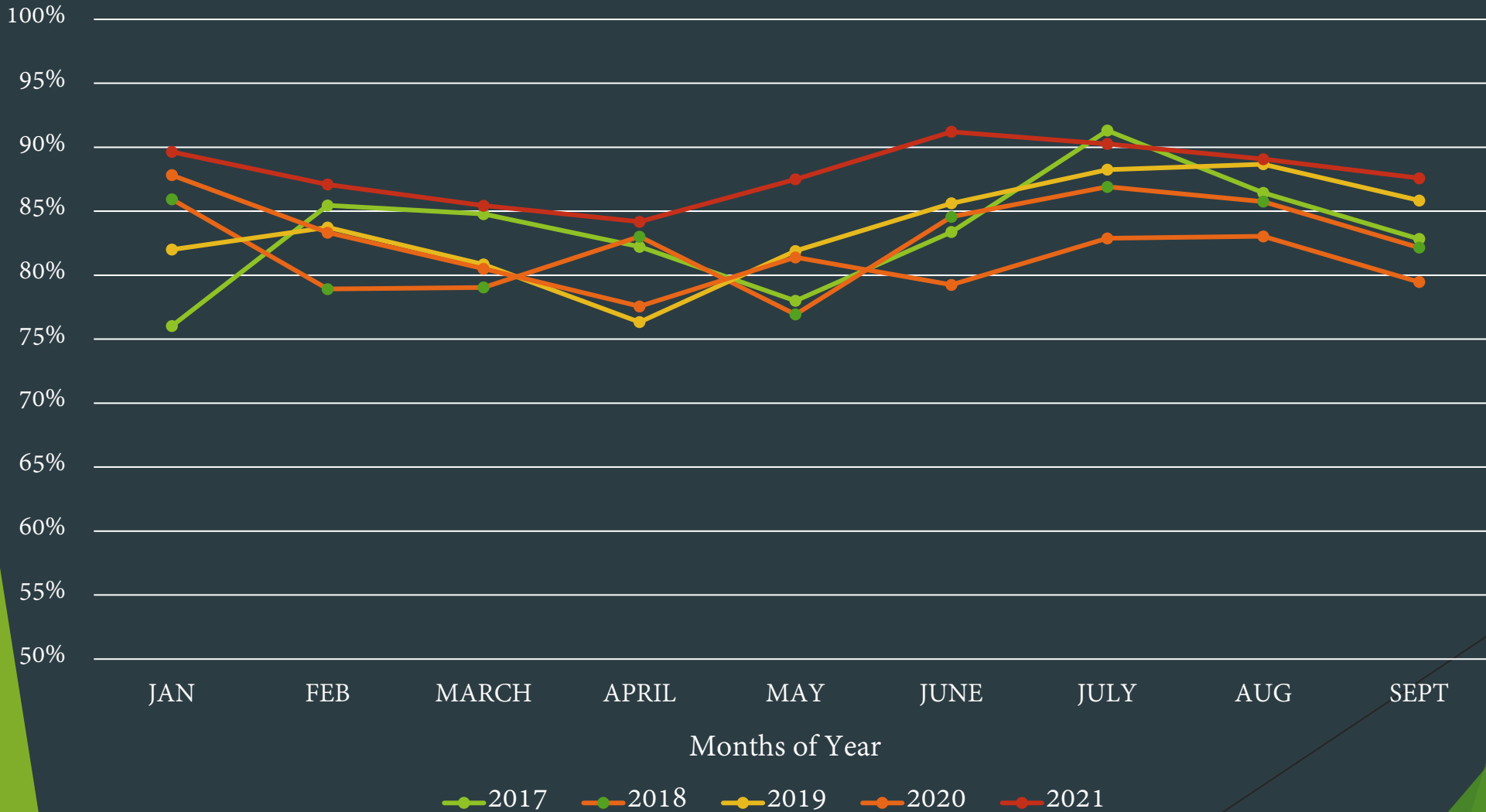


# Accounts Receivable Aging by Month

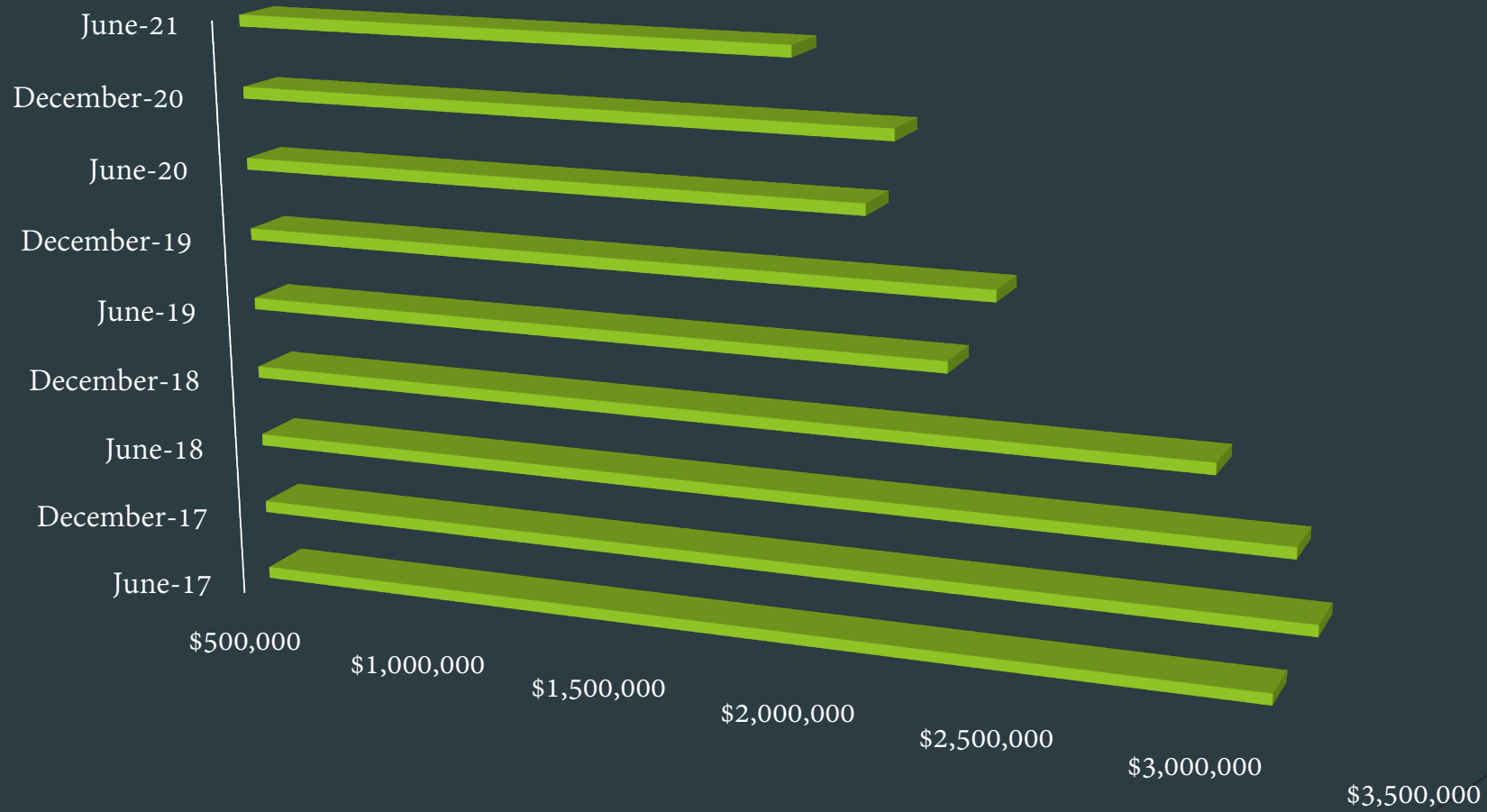
## 30 Days Current

### January – September

#### 2017-2021

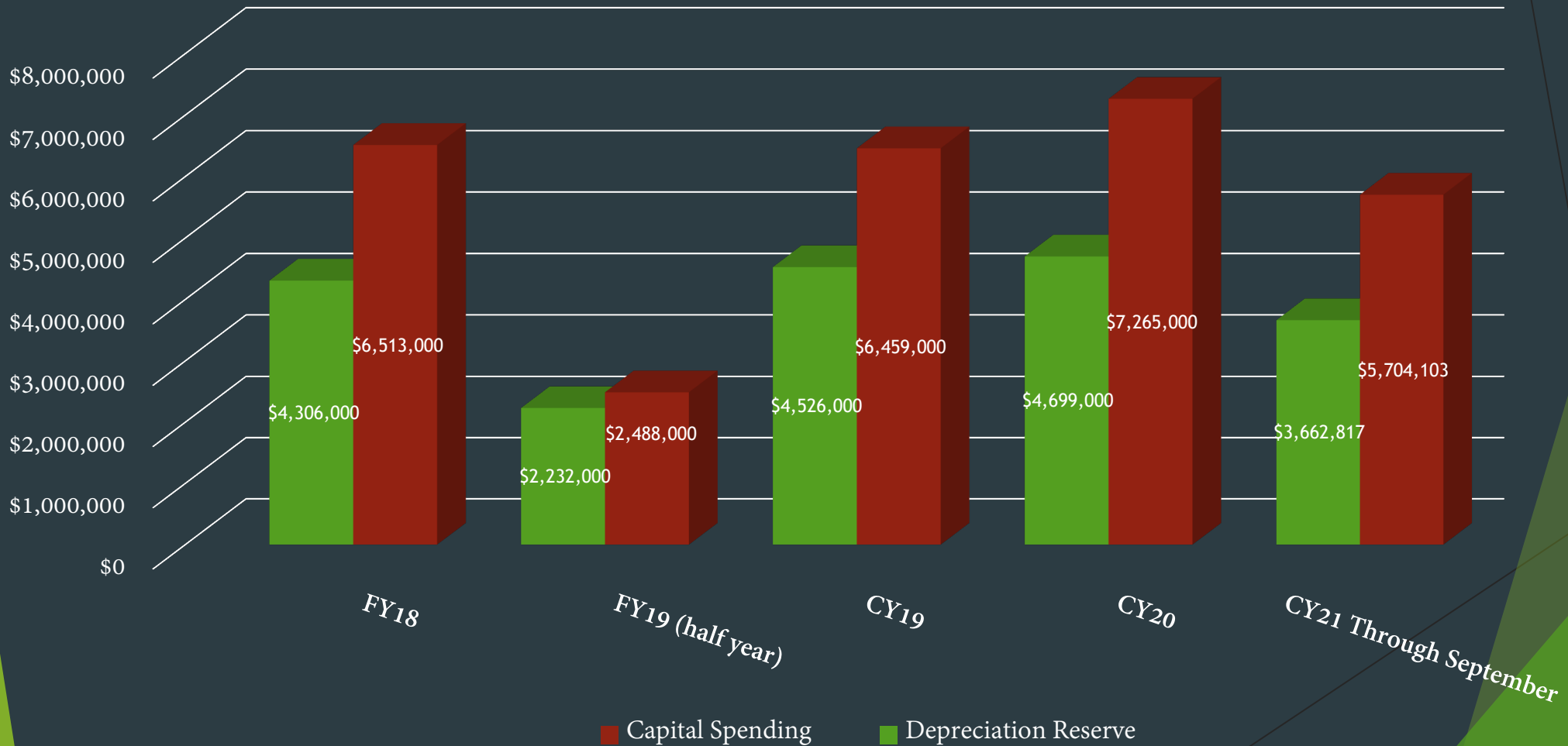


# Sick Leave Buy-Back Liability Balances June 2017 through June 2021



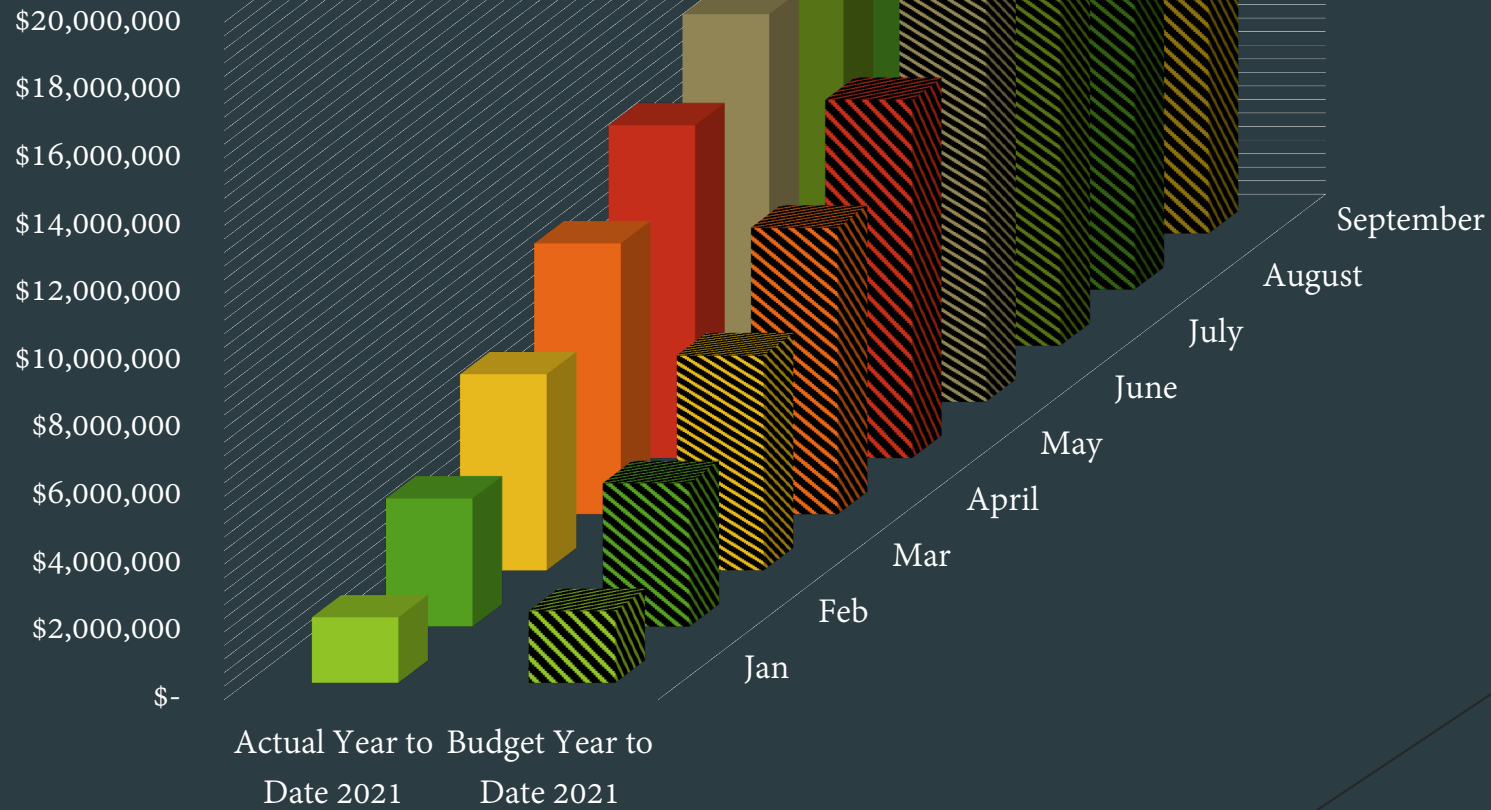


# Depreciation Reserve As Compared to Capital Spending FY18-CY21



# Operating and Maintenance Expenses

## January through September 2021



■ Jan 
 ■ Feb 
 ■ Mar 
 ■ April 
 ■ May 
 ■ June 
 ■ July 
 ■ August 
 ■ September

**PROCUREMENT REQUESTS  
REQUIRING BOARD APPROVAL**

**ATTACHMENT 5**



December 10, 2021

Town of Reading Municipal Light Board

Subject: RFP 2021-02 Air-Source Heat Pump Rebate Program Support Services

On October 27, 2021, a request for proposals (RFP) requesting sealed proposals for Air-Source Heat Pump Rebate Program Support Services was placed as a legal notice in the Middlesex East Section of the Daily Times Chronicle.

A request for proposals was sent to eight (8) companies.

Sealed proposals were received from two (2) companies: Abode Energy Management LLC and Center for EcoTechnology. The sealed proposals were not opened publicly.

The technical and price proposals were reviewed, analyzed, and evaluated by a staff committee<sup>1</sup> and recommended to the General Manager.

Move that RFP 2021-02 for Air-Source Heat Pump Rebate Program Support services be awarded to: **Abode Energy Management LLC** as the responsive and responsible proposer offering the most advantageous proposal for the estimated monthly cost of \$8,875.00 over the next three years or a total estimated 3-Year cost of \$319,500.00<sup>2</sup>, on the recommendation of the General Manager.

<sup>1</sup>See attached Evaluation Summary

<sup>2</sup>See attached Price Analysis.

These services will be paid from the Operating Budget.

---

Greg Phipps

---

coleen obrien (Dec 13, 2021 21:11 EST)

---

Coleen O'Brien

**Air-Source Heat Pump Rebate Program Technical Support Evaluation Summary/Analysis<sup>1</sup>**  
**RFP 2021-02**

**SUMMARY OF RFP 2021-02 COMMITTEE'S EVALUATIONS**

	<b>Abode Energy Management</b>				<b>Center for EcoTechnology</b>			
	<b>Work Plan</b>	<b>Qualification and Staffing</b>	<b>Price Proposal</b>	<b>TOTAL<sup>1</sup></b>	<b>Work Plan</b>	<b>Qualification and Staffing</b>	<b>Price Proposal</b>	<b>TOTAL<sup>1</sup></b>
<b>Maximum Points</b>	<b>50</b>	<b>30</b>	<b>20</b>	<b>100</b>	<b>50</b>	<b>30</b>	<b>20</b>	<b>100</b>
Shawn Intorcio	45	30	20	<b>95</b>	27	30	8	<b>65</b>
Greg Phipps	42.1	28.0	17.5	<b>87.6</b>	42.1	26	13	<b>81.1</b>
Sarah Shenstone-Harris	48	29	20	<b>97</b>	30	27	17	<b>74</b>
<b>Combined Totals</b>	<b>135.1</b>	<b>87.0</b>	<b>57.5</b>	<b>279.6</b>	<b>99.1</b>	<b>83</b>	<b>38</b>	<b>220.1</b>

<sup>1</sup>300 is a total combined perfect score.

**AIR-SOURCE HEAT PUMP REBATE PROGRAM SUPPORT SERVICES  
RFP 2021-02 PRICING ANALYSIS<sup>2</sup>**

COMPANY NAME:			AUBODE ENERGY MANAGEMENT LLC						CENTER FOR ECOTECHNOLOGY, INC.								
TECHNICAL SERVICE	DESCRIPTION OF SERVICE	PRICING INSTRUCTIONS	YEAR 1 FLAT FEES	YEAR 2 FLAT FEES	YEAR 3 FLAT FEES	QTY	YEAR 1 COSTS	YEAR 2 COSTS	YEAR 3 COSTS	YEAR 1 FLAT FEES	YEAR 2 FLAT FEES	YEAR 3 FLAT FEES	QTY	YEAR 1 COSTS	YEAR 2 COSTS	YEAR 3 COSTS	
<b>1. Customer and Contractor Education Support Services</b>																	
A Heat Pump Contractors	Educate and monitor participating program contractors	Please provide a monthly flat fee cost	300	300	300	12	\$3,600.00	\$3,600.00	\$3,600.00	460	473.8	488.014	12	\$5,520.00	\$5,685.60	\$5,856.17	
B Customer Education	Develop and conduct two (2) community workshops each year	Please provide a flat fee cost per each workshop	300	300	300	2	\$600.00	\$600.00	\$600.00	1500	1545	1591.35	2	\$3,000.00	\$3,090.00	\$3,182.70	
<b>2. Pre-Installation Support Services</b>																	
A Pre-Program Support	Dedicated heat pump specialist(s) to provide customer and contractor pre-program support	Please provide a monthly flat fee cost based on five (5) hours per month	500	500	500	12	\$6,000.00	\$6,000.00	\$6,000.00	775	798.25	822.1975	12	\$9,500.00	\$9,579.00	\$9,666.37	
B Pre-Installation Support	Review submitted Pre-approval forms and follow-up as needed	Please provide a monthly flat fee cost based on forty-five (45) hours per month	4500	4500	4500	12	\$54,000.00	\$54,000.00	\$54,000.00	6650	6849.5	7054.985	12	\$79,800.00	\$82,194.00	\$84,659.82	
<b>3. Post Installation Support Services</b>																	
A Quality Assessment	Conduct virtual QA reviews	Please provide a monthly flat fee cost based on fifteen (15) hours per month	1500	1500	1500	12	\$18,000.00	\$18,000.00	\$18,000.00	2250	2317.5	2387.025	12	\$27,000.00	\$27,810.00	\$28,644.30	
	Conduct on-site QA reviews	Please provide a monthly flat fee cost based on five (5) hours per month	500	500	500	12	\$6,000.00	\$6,000.00	\$6,000.00	725	746.75	769.1525	12	\$8,700.00	\$8,961.00	\$9,229.83	
B Program Documentation	Submit required participant documentation to RMLD	Please provide a monthly flat fee cost based on fifteen (15) hours* per month	1275	1275	1275	12	\$15,300.00	\$15,300.00	\$15,300.00	1965	2023.95	2084.6685	12	\$23,500.00	\$24,287.40	\$25,016.02	
<b>4. Program Management Services</b>																	
	Monthly RMLD program status conference call	Please provide a monthly flat fee cost	200	200	200	12	\$2,400.00	\$2,400.00	\$2,400.00	255	262.65	270.5295	12	\$3,060.00	\$3,151.80	\$3,246.35	
	Monthly status report	Please provide a monthly flat fee cost	100	100	100	12	\$1,200.00	\$1,200.00	\$1,200.00	340	350.2	360.706	12	\$4,080.00	\$4,202.40	\$4,328.47	
							TOTAL YEARLY COST:	\$106,500.00	\$106,500.00	\$106,500.00							
							ESTIMATED MONTHLY FEES/COSTS:	\$8,875.00	Note: Workshops not included in total.		TOTAL YEARLY COST:	\$164,040.00	\$168,961.20	\$174,030.04			
							TOTAL 3-YEAR COST:	\$319,500.00			ESTIMATED MONTHLY FEES/COSTS:	\$13,670.00	Note: Workshops not included in total.		TOTAL 3-YEAR COST:	\$507,031.24	



December 6, 2021

Town of Reading Municipal Light Board

Subject: IFB 2021-06 On-Call Electrical Maintenance and Repair Services

Pursuant to M.G.L., c. 30 § 39M, on November 10, 2021, an invitation for bid 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 On-Call Electrical Maintenance and Repair Services.

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

Sealed bids were received from two (2) companies: Dagle Electrical Construction Corp. and Your Electrical Solution, Inc.

The sealed bids were publicly opened and read aloud at 11:00 a.m. on December 1, 2021, 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.

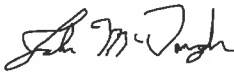
Move that bid 2021-06 for On-Call Electrical Maintenance and Repair Services be awarded to: **Dagle Electrical Construction Corp. for \$87,778.00**, pursuant to M.G.L., c. 30 § 39M, as the lowest responsible and eligible bidder, on the recommendation of the General Manager.<sup>1</sup> This is a three-year contract.

<sup>1</sup>See attached analysis.

This contract will be paid from the Operating Budget.

  
Paul McGonagle (Dec 8, 2021 13:08 EST)


Paul McGonagle



John McDonagh

  
Hamid Jaffari (Dec 8, 2021 14:53 EST)

Hamid Jaffari

  
coleen obrien (Dec 8, 2021 15:46 EST)

Coleen O'Brien

**On-Call Electrical Maintenance and Repair Services  
IFB 2021-06**

<b>Bidder</b>	<b><u>Year 1 Cost</u></b>	<b><u>Year 2 Cost</u></b>	<b><u>Year 3 Cost</u></b>	<b><u>Total 3-Year Cost</u></b>	<b><u>Responsive Bidder</u></b>	<b><u>Exceptions</u></b>
Dagle Electrical Construction Corp.	\$29,300.00	\$29,300.00	\$29,178.00	\$87,778.00	Yes	No
Your Electrical Solution, Inc.	\$32,660.00	\$33,695.00	\$34,442.50	\$100,797.50	No <sup>1</sup>	No

<sup>1</sup> A copy of their Master Electrician's License was not included. This was a requirement of the RMLD.





December 8, 2021

Town of Reading Municipal Light Board

Subject: IFP 2021-33 500 MCM CU 15kV EPR Underground Primary Cable

Pursuant to M.G.L c. 164 § 56D, on November 17, 2021, an invitation for proposal was placed as a legal notice in the Middlesex East Section of the Daily Times Chronicle requesting sealed proposals for 500 MCM CU 15kV EPR Underground Primary Cable.

An invitation for proposals was sent to nine (9) companies.

Sealed proposals were received from three (3) companies: Arthur J. Hurley Company, Inc. (2), Stuart C. Irby Company, and WESCO Distribution, Inc.

The sealed proposals were publicly opened and read aloud at 10:00 a.m. on December 8, 2021, in the Town of Reading Municipal Light Department's Audio Visual Spurr Room, 230 Ash Street, Reading, Massachusetts.

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

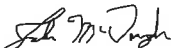
Move that IFP 2021-33 for 500 MCM CU 15kV EPR Underground Primary Cable be awarded to: **Arthur J. Hurley Company, Inc., for \$78,507.00<sup>1</sup>**, pursuant to M.G.L. Chapter 164 § 56D on the recommendation of the General Manager.

<sup>1</sup>See attached analysis.

The 2021 Capital Budget amount for these items is \$55,500.

  
Peter Price (Dec 13, 2021 11:50 EST)

Peter Price

  
John McDonagh

  
Hamid Jaffari (Dec 13, 2021 15:45 EST)

Hamid Jaffari

  
coleen obrien (Dec 13, 2021 21:14 EST)

Coleen O'Brien

**Analysis: 500 MCM CU 15kV EPT Underground Primary Cable  
IFP 2021-33**

<b>Proposer</b>	<b>Manufacturer</b>	<b>Delivery Weeks ARO</b>	<b>Unit Cost</b>	<b>Qty in feet</b>	<b>Total Net Cost</b>
<b>Arthur J. Hurley Company, Inc.*</b> Item 1 - 500 MCM 15kV EPR Underground Primary Cable	base bid Okonite (filled strand)	29 weeks	\$26.99	3,300	\$89,067.00
<b>Item 1 - 500 MCM 15kV EPR Underground Primary Cable</b>	alternate bid Okonite (non-filled strand)	<b>8 weeks</b>	<b>\$23.79</b>	<b>3,300</b>	<b>\$78,507.00</b>
<p><i>*Arthur J. Hurley Company, Inc. submitted two bids, a base bid and an alternate bid. The difference between the two is that the base bid cable has filled strand, whereas the alternate bid is cable with non-filled strand. Engineering accepted the alternate bid.</i></p>					
<b>Stuart C. Irby Company</b> Item 1 - 500 MCM 15kV EPR Underground Primary Cable	Okonite	29 weeks	\$26.81	3,300	\$88,473.00
<b>WESCO Distribution, Inc.</b> Item 1 - 500 MCM 15kV EPR Underground Primary Cable	Okonite	29-32 weeks	\$27.16	3,300	\$89,628.00

**MATERIALS AVAILABLE BUT NOT DISCUSSED**

**From:** [Erica Morse](#)  
**To:** [Erica Morse](#)  
**Subject:** AP and Payroll Questions for the 21-12-20 Board of Commissioners Book  
**Date:** Wednesday, December 15, 2021 11:30:39 AM

---

**AP**

From November 5, 2021, Through December 10, 2021, there were no Commissioner questions.

**Payroll:**

From November 8, 2021, through December 12, 2021, there were no Commissioner questions.

Best,  
Erica Morse  
Executive Assistant  
Reading Municipal Light Department  
781-942-6489

Town of Reading, Massachusetts  
Municipal Light Department  
Statement of Net Assets  
9/30/2021

	2021	2020
<b>ASSETS</b>		
Current:		
Unrestricted Cash	\$ 23,960,251	\$ 26,104,376
Restricted Cash	27,294,798	33,088,932
Restricted Investments	2,681,328	1,361,014
Receivables, Net	8,142,608	8,198,356
Prepaid Expenses	1,537,077	1,752,340
Inventory	1,823,739	2,118,433
Total Current Assets	65,439,801	72,623,451
Noncurrent:		
Investment in Associated Companies	874,498	810,371
Capital Assets, Net	84,812,998	82,367,785
Total Noncurrent Assets	85,687,497	83,178,156
Deferred Outflows - Pension Plan	5,360,409	8,102,116
TOTAL ASSETS	156,487,707	163,903,723
 <b>LIABILITIES</b>		
Current		
Accounts Payable	6,285,221	12,754,089
Accrued Liabilities	732,144	693,190
Customer Deposits	1,506,858	1,386,152
Advances from Associated Companies	200,000	200,000
Customer Advances for Construction	2,491,398	1,853,071
Total Current Liabilities	11,215,622	16,886,503
Non-current		
Accrued Employee Compensated Absences	1,968,355	2,471,374
Net OPEB Obligation	7,166,506	7,094,569
Net Pension Liability	12,054,935	14,610,001
Total Non-current Liabilities	21,189,796	24,175,944
Deferred Inflows - Pension Plan	2,652,103	1,964,276
TOTAL LIABILITIES	35,057,521	43,026,723
 <b>NET POSITION</b>		
Invested in Capital Assets, Net of Related Debt	84,812,998	82,367,785
Restricted for Depreciation Fund	8,304,969	10,872,249
Restricted for Pension Trust	4,458,834	6,365,431
Unrestricted	23,853,384	21,271,535
TOTAL NET POSITION	121,430,186	120,877,000
Total Liabilities and Net Assets	\$ 156,487,707	\$ 163,903,723

Town of Reading, Massachusetts  
Municipal Light Department  
Business Type Proprietary Fund  
Statement of Revenues, Expenses and Changes in Fund Net Assets  
9/30/2021

	Month Current Year	Month Last Year	Year to Date Current Year	Year to Date Last Year	Percent Change
<b>Operating Revenues</b>					
Base Revenue	\$ 2,751,033	\$ 2,580,714	\$ 21,317,656	\$ 21,239,952	0.4%
Fuel Revenue	2,625,374	2,496,596	19,853,203	19,350,947	2.6%
Purchased Power Capacity & Transmission	2,779,125	3,150,841	24,738,196	25,154,188	(1.7%)
Forfeited Discounts	89,894	90,614	614,616	643,750	(4.5%)
Energy Conservation Revenue	64,832	61,815	499,394	495,393	0.8%
NYPA Credit	(88,123)	(68,159)	(821,686)	(845,325)	(2.8%)
<b>Total Operating Revenues</b>	<b>8,222,135</b>	<b>8,312,420</b>	<b>66,201,379</b>	<b>66,038,904</b>	<b>0.2%</b>
<b>Expenses</b>					
<b>Power Expenses:</b>					
555 Purchased Power Fuel	1,750,669	1,786,472	20,833,620	19,585,662	6.4%
555 Purchased Power Capacity	1,394,653	1,129,868	12,800,991	14,014,699	(8.7%)
565 Purchased Power Transmission	1,824,366	1,639,802	12,238,235	10,771,304	13.6%
<b>Total Purchased Power</b>	<b>4,969,687</b>	<b>4,556,142</b>	<b>45,872,846</b>	<b>44,371,665</b>	<b>3.4%</b>
<b>Operations and Maintenance Expenses:</b>					
580 Supervision and Engineering	105,546	89,088	782,053	764,453	2.3%
581 Station/Control Room Operators	48,801	45,637	367,158	366,669	0.1%
582 Station Technicians	33,898	32,599	424,528	302,072	40.5%
583 Line General Labor	53,047	40,399	438,746	412,807	6.3%
586 Meter General	15,888	10,506	128,708	101,811	26.4%
588 Materials Management	45,668	40,530	318,471	324,447	(1.8%)
593 Maintenance of Lines - Overhead	7,099	(17,331)	226,432	238,826	(5.2%)
593 Maintenance of Lines - Tree Trimming	20,488	23,970	413,924	345,149	19.9%
594 Maintenance of Lines - Underground	(851)	(2,950)	17,113	41,037	(58.3%)
595 Maintenance of Line - Transformers	33,833	25,029	132,702	117,426	13.0%
598 Line General Leave Time Labor	38,519	29,838	257,413	282,146	(8.8%)
<b>Total Operations and Maintenance Expenses</b>	<b>401,938</b>	<b>317,315</b>	<b>3,507,247</b>	<b>3,296,844</b>	<b>6.4%</b>
<b>General &amp; Administration Expenses:</b>					
903 Customer Collections	90,228	108,435	801,390	935,229	(14.3%)
904 Uncollectible Accounts	8,750	8,750	78,750	78,750	0.0%
916 Energy Audit	62,759	39,263	549,829	448,343	22.6%
916 Energy Conservation	119,191	41,845	1,051,687	598,152	75.8%
920 Administrative and General Salaries	197,131	184,501	1,455,101	1,561,241	(6.8%)
921 Office Supplies and Expense	1,197	1,126	10,787	5,609	92.3%
923 Outside Services - Legal	51,663	74,873	318,237	289,169	10.1%
923 Outside Services - Contract	21,874	31,736	203,392	250,110	(18.7%)
923 Outside Services - Education	4,250	4,124	16,426	30,514	(46.2%)
924 Property Insurance	33,111	29,739	328,855	294,167	11.8%
925 Injuries and Damages	676	(27,675)	23,394	3,449	578.3%
926 Employee Pensions and Benefits	271,777	188,135	2,568,505	2,866,009	(10.4%)
930 Miscellaneous General Expense	8,353	12,270	255,915	157,887	62.1%
931 Rent Expense	32,717	13,961	169,581	163,337	3.8%
933 Vehicle Expenses	20,352	17,471	252,053	153,835	63.8%
933 Vehicle Expenses - Capital	(39,043)	(38,487)	(272,489)	(257,359)	5.9%
935 Maintenance of General Plant	23,873	21,984	364,576	413,314	(11.8%)
935 Maintenance of Building & Garage	74,135	85,041	616,776	882,178	(30.1%)
<b>Total General &amp; Administration Expenses</b>	<b>982,994</b>	<b>797,092</b>	<b>8,792,764</b>	<b>8,873,933</b>	<b>(0.9%)</b>

Town of Reading, Massachusetts  
Municipal Light Department  
Business Type Proprietary Fund  
Statement of Revenues, Expenses and Changes in Fund Net Assets  
9/30/2021

	Month Current Year	Month Last Year	Year to Date Current Year	Year to Date Last Year	Percent Change
Other Operating Expenses:					
403 Depreciation	406,980	391,601	3,662,817	3,524,405	3.9%
408 Voluntary Payments to Towns	137,953	133,917	1,241,577	1,205,257	3.0%
Total Other Expenses	<u>544,933</u>	<u>525,518</u>	<u>4,904,394</u>	<u>4,729,662</u>	<u>3.7%</u>
Operating Income	1,322,584	2,116,353	3,124,129	4,766,800	(34.5%)
Non Operating Revenues (Expenses):					
419 Interest Income	2,330	11,369	116,338	226,682	(48.7%)
419 Other	54,081	173,330	749,255	1,077,170	(30.4%)
426 Return on Investment to Reading	(206,709)	(206,709)	(1,860,379)	(1,860,380)	(0.0%)
431 Interest Expense	(3,786)	(2,362)	(33,968)	(42,217)	(19.5%)
Total Non Operating Revenues (Expenses)	<u>(154,083)</u>	<u>(24,373)</u>	<u>(1,028,755)</u>	<u>(598,744)</u>	<u>71.8%</u>
Change in Net Assets	1,168,501	2,091,981	2,095,374	4,168,055	(49.7%)
Net Assets at Beginning of Year	119,334,812	116,708,946	119,334,812	116,708,946	2.2%
Ending Net Assets	<u>\$ 120,503,313</u>	<u>\$ 118,800,926</u>	<u>\$ 121,430,187</u>	<u>\$ 120,877,001</u>	<u>0.5%</u>

Town of Reading, Massachusetts  
Municipal Light Department  
Business Type Proprietary Fund  
Statement of Budgeted Revenues, Expenses and Changes in Fund Net Assets  
9/30/2021

	Actual Year to Date	BUDGET Through Sep 2021	Over/(Under) Budget \$	Over/(Under) Budget %
<b>Operating Revenues</b>				
Base Revenue	\$ 21,317,656	\$ 21,219,741	\$ 97,915	0.5%
Fuel Revenue	19,853,203	20,920,840	(1,067,637)	(5.1%)
Purchased Power Capacity & Transmission	24,738,196	26,599,161	(1,860,965)	(7.0%)
Forfeited Discounts	614,616	696,754	(82,138)	(11.8%)
Energy Conservation Revenue	499,394	490,496	8,898	1.8%
NYP&A Credit	(821,686)	(857,680)	35,994	(4.2%)
Total Operating Revenues	<u>66,201,379</u>	<u>69,069,311</u>	<u>(2,867,933)</u>	<u>(4.2%)</u>
<b>Expenses</b>				
<b>Power Expenses:</b>				
555 Purchased Power Fuel	20,833,620	20,063,160	770,460	3.8%
555 Purchased Power Capacity	12,800,991	13,265,526	(464,535)	(3.5%)
565 Purchased Power Transmission	12,238,235	13,333,635	(1,095,400)	(8.2%)
Total Purchased Power	<u>45,872,846</u>	<u>46,662,321</u>	<u>(789,475)</u>	<u>(1.7%)</u>
<b>Operations and Maintenance Expenses:</b>				
580 Supervision and Engineering	782,053	857,395	(75,342)	(8.8%)
581 Station/Control Room Operators	367,158	373,451	(6,294)	(1.7%)
582 Station Technicians	424,528	336,011	88,517	26.3%
583 Line General Labor	438,746	794,070	(355,324)	(44.7%)
586 Meter General	128,708	144,013	(15,304)	(10.6%)
588 Materials Management	318,471	341,973	(23,502)	(6.9%)
593 Maintenance of Lines - Overhead	226,432	419,101	(192,669)	(46.0%)
593 Maintenance of Lines - Tree Trimming	413,924	689,136	(275,212)	(39.9%)
594 Maintenance of Lines - Underground	17,113	60,672	(43,559)	(71.8%)
595 Maintenance of Line - Transformers	132,702	170,498	(37,796)	(22.2%)
598 Line General Leave Time Labor	257,413	335,909	(78,495)	(23.4%)
Total Operations and Maintenance Expenses	<u>3,507,247</u>	<u>4,522,228</u>	<u>(1,014,981)</u>	<u>(22.4%)</u>
<b>General &amp; Administration Expenses:</b>				
903 Customer Collection	801,390	727,041	74,348	10.2%
904 Uncollectible Accounts	78,750	78,750	-	0.0%
916 Energy Audit	549,829	451,065	98,764	21.9%
916 Energy Conservation	1,051,687	910,527	141,160	15.5%
920 Administrative and General Salaries	1,455,101	1,688,266	(233,165)	(13.8%)
921 Office Supplies and Expense	10,787	15,000	(4,213)	(28.1%)
923 Outside Services - Legal	318,237	372,750	(54,513)	(14.6%)
923 Outside Services - Contract	203,392	381,300	(177,908)	(46.7%)
923 Outside Services - Education	16,426	193,366	(176,940)	(91.5%)
924 Property Insurance	328,855	367,275	(38,420)	(10.5%)
925 Injuries and Damages	23,394	42,790	(19,396)	(45.3%)
926 Employee Pensions and Benefits	2,568,505	2,749,504	(180,998)	(6.6%)
930 Miscellaneous General Expense	255,915	379,718	(123,803)	(32.6%)
931 Rent Expense	169,581	159,000	10,581	6.7%
933 Vehicle Expense	252,053	291,450	(39,397)	(13.5%)
933 Vehicle Expense - Capital Clearing	(272,489)	(265,908)	(6,581)	2.5%
935 Maintenance of General Plant	364,576	347,831	16,744	4.8%
935 Maintenance of Building & Garage	616,776	700,106	(83,330)	(11.9%)
Total General & Administration Expenses	<u>8,792,764</u>	<u>9,589,830</u>	<u>(797,067)</u>	<u>(8.3%)</u>



Town of Reading, Massachusetts  
Municipal Light Department  
Business Type Proprietary Fund  
Statement of Budgeted Revenues, Expenses and Changes in Fund Net Assets  
9/30/2021

Other Operating Expenses:

403 Depreciation	3,662,817	3,687,259	(24,442)	(0.7%)
408 Voluntary Payments to Towns	1,241,577	1,240,845	732	0.1%
Total Other Expenses	<u>4,904,394</u>	<u>4,928,104</u>	<u>(23,710)</u>	<u>(0.5%)</u>

Operating Income 3,124,129      3,366,828      (242,699)      (7.2%)

Non Operating Revenues (Expenses):

415 Contribution in Aid of Construction	-	225,000	(225,000)	(100.0%)
419 Interest Income	116,338	375,000	(258,662)	(69.0%)
419 Other Income	749,255	663,750	85,505	12.9%
426 Return on Investment to Reading	(1,860,379)	(1,860,379)	-	0.0%
426 Loss on Disposal	-	(75,000)	75,000	(100.0%)
431 Interest Expense	(33,968)	(33,750)	(218)	0.6%
Total Non Operating Revenues (Expenses)	<u>(1,028,755)</u>	<u>(705,378)</u>	<u>(323,375)</u>	<u>45.8%</u>

Net Income \$ 2,095,374    \$ 2,661,450    \$ (566,074)    (21.3%)

Town of Reading, Massachusetts  
Municipal Light Department  
Statement of Net Assets  
10/31/2021

	<u>2021</u>	<u>2020</u>
<b>ASSETS</b>		
Current:		
Unrestricted Cash	\$ 22,642,551	\$ 24,154,181
Restricted Cash	27,255,916	33,031,954
Restricted Investments	2,666,019	1,362,003
Receivables, Net	8,851,781	7,579,390
Prepaid Expenses	1,609,924	1,549,280
Inventory	1,852,105	1,975,166
Total Current Assets	<u>64,878,297</u>	<u>69,651,974</u>
Noncurrent:		
Investment in Associated Companies	880,958	810,370
Capital Assets, Net	85,090,504	82,809,793
Total Noncurrent Assets	<u>85,971,462</u>	<u>83,620,163</u>
Deferred Outflows - Pension Plan	<u>5,360,409</u>	<u>8,102,116</u>
<b>TOTAL ASSETS</b>	<u><u>156,210,168</u></u>	<u><u>161,374,254</u></u>
 <b>LIABILITIES</b>		
Current		
Accounts Payable	6,909,029	10,402,410
Accrued Liabilities	296,328	382,145
Customer Deposits	1,512,288	1,391,664
Advances from Associated Companies	200,000	200,000
Customer Advances for Construction	2,491,398	1,918,811
Total Current Liabilities	<u>11,409,043</u>	<u>14,295,030</u>
Non-current		
Accrued Employee Compensated Absences	1,968,355	2,151,067
Net OPEB Obligation	7,166,506	7,094,569
Net Pension Liability	12,054,935	14,610,001
Total Non-current Liabilities	<u>21,189,796</u>	<u>23,855,637</u>
Deferred Inflows - Pension Plan	2,652,103	1,964,276
<b>TOTAL LIABILITIES</b>	<u>35,250,942</u>	<u>40,114,943</u>
 <b>NET POSITION</b>		
Invested in Capital Assets, Net of Related Debt	85,090,504	82,809,793
Restricted for Depreciation Fund	8,029,894	10,432,130
Restricted for Pension Trust	4,451,989	6,365,431
Unrestricted	23,386,838	21,651,957
<b>TOTAL NET POSITION</b>	<u>120,959,225</u>	<u>121,259,310</u>
<b>Total Liabilities and Net Assets</b>	<u><u>\$ 156,210,168</u></u>	<u><u>\$ 161,374,254</u></u>

Town of Reading, Massachusetts  
Municipal Light Department  
Business Type Proprietary Fund  
Statement of Revenues, Expenses and Changes in Fund Net Assets  
10/31/2021

	Month Current Year	Month Last Year	Year to Date Current Year	Year to Date Last Year	Percent Change
<b>Operating Revenues</b>					
Base Revenue	\$ 2,222,101	\$ 2,135,511	\$ 23,539,757	\$ 23,375,464	0.7%
Fuel Revenue	2,379,870	1,985,487	22,233,074	21,336,434	4.2%
Purchased Power Capacity & Transmission	2,184,140	2,457,011	26,922,336	27,611,199	(2.5%)
Forfeited Discounts	56,936	69,025	671,552	712,775	(5.8%)
Energy Conservation Revenue	52,387	49,219	551,781	544,612	1.3%
NYPA Credit	(90,357)	(72,888)	(912,044)	(918,214)	(0.7%)
<b>Total Operating Revenues</b>	<b>6,805,077</b>	<b>6,623,365</b>	<b>73,006,456</b>	<b>72,662,269</b>	<b>0.5%</b>
<b>Expenses</b>					
<b>Power Expenses:</b>					
555 Purchased Power Fuel	2,282,963	1,866,305	23,116,582	21,451,967	7.8%
555 Purchased Power Capacity	1,242,208	1,372,662	14,043,199	15,387,362	(8.7%)
565 Purchased Power Transmission	1,461,115	1,292,681	13,699,350	12,063,985	13.6%
<b>Total Purchased Power</b>	<b>4,986,286</b>	<b>4,531,648</b>	<b>50,859,132</b>	<b>48,903,314</b>	<b>4.0%</b>
<b>Operations and Maintenance Expenses:</b>					
580 Supervision and Engineering	91,643	83,032	873,695	847,485	3.1%
581 Station/Control Room Operators	39,567	39,596	406,725	406,265	0.1%
582 Station Technicians	80,694	26,460	505,222	328,532	53.8%
583 Line General Labor	63,297	59,672	502,043	472,479	6.3%
586 Meter General	15,281	16,602	143,990	118,413	21.6%
588 Materials Management	45,765	36,826	364,235	361,273	0.8%
593 Maintenance of Lines - Overhead	23,086	34,410	249,517	273,236	(8.7%)
593 Maintenance of Lines - Tree Trimming	16,088	8,165	430,012	353,314	21.7%
594 Maintenance of Lines - Underground	(134)	2,160	16,979	43,198	(60.7%)
595 Maintenance of Line - Transformers	66,501	25,844	199,203	143,270	39.0%
598 Line General Leave Time Labor	32,859	32,683	290,272	314,829	(7.8%)
<b>Total Operations and Maintenance Expenses</b>	<b>474,646</b>	<b>365,451</b>	<b>3,981,893</b>	<b>3,662,295</b>	<b>8.7%</b>
<b>General &amp; Administration Expenses:</b>					
903 Customer Collections	89,266	108,209	890,656	1,043,439	(14.6%)
904 Uncollectible Accounts	8,750	8,750	87,500	87,500	0.0%
916 Energy Audit	50,885	47,457	600,715	495,800	21.2%
916 Energy Conservation	185,722	61,528	1,237,409	659,680	87.6%
920 Administrative and General Salaries	159,541	139,481	1,614,642	1,700,722	(5.1%)
921 Office Supplies and Expense	1,549	390	12,336	5,999	105.7%
923 Outside Services - Legal	48,589	17,305	366,826	306,474	19.7%
923 Outside Services - Contract	21,354	12,953	224,746	263,062	(14.6%)
923 Outside Services - Education	4,734	2,241	21,160	32,755	(35.4%)
924 Property Insurance	33,111	29,739	361,965	323,905	11.8%
925 Injuries and Damages	7,981	274	31,375	3,723	742.8%
926 Employee Pensions and Benefits	396,392	173,807	2,964,897	3,039,816	(2.5%)
930 Miscellaneous General Expense	78,977	10,755	334,892	168,642	98.6%
931 Rent Expense	13,843	13,881	183,424	177,218	3.5%
933 Vehicle Expenses	18,199	7,297	270,252	161,132	67.7%
933 Vehicle Expenses - Capital	(37,067)	(29,119)	(309,556)	(286,477)	8.1%
935 Maintenance of General Plant	51,671	35,502	416,247	448,816	(7.3%)
935 Maintenance of Building & Garage	60,740	85,350	677,516	967,529	(30.0%)
<b>Total General &amp; Administration Expenses</b>	<b>1,194,237</b>	<b>725,799</b>	<b>9,987,000</b>	<b>9,599,733</b>	<b>4.0%</b>

Town of Reading, Massachusetts  
Municipal Light Department  
Business Type Proprietary Fund  
Statement of Revenues, Expenses and Changes in Fund Net Assets  
10/31/2021

Other Operating Expenses:

403 Depreciation	406,980	391,601	4,069,797	3,916,006	3.9%
408 Voluntary Payments to Towns	137,953	133,917	1,379,529	1,339,175	3.0%
Total Other Expenses	<u>544,933</u>	<u>525,518</u>	<u>5,449,326</u>	<u>5,255,180</u>	<u>3.7%</u>
Operating Income	(395,024)	474,948	2,729,104	5,241,747	(47.9%)

Non Operating Revenues (Expenses):

415 Contribution in Aid of Construction					
419 Interest Income	(3,016)	6,739	113,322	233,421	(51.5%)
419 Other	137,583	109,585	886,838	1,186,756	(25.3%)
426 Return on Investment to Reading	(206,709)	(206,709)	(2,067,088)	(2,067,088)	(0.0%)
431 Interest Expense	(3,794)	(2,253)	(37,762)	(44,470)	(15.1%)
Total Non Operating Revenues (Expenses)	<u>(75,936)</u>	<u>(92,638)</u>	<u>(1,104,691)</u>	<u>(691,382)</u>	<u>59.8%</u>
Change in Net Assets	(470,961)	382,310	1,624,414	4,550,365	(64.3%)
Net Assets at Beginning of Year	119,334,812	116,708,946	119,334,812	116,708,946	2.2%
Ending Net Assets	<u>\$ 118,863,852</u>	<u>\$ 117,091,256</u>	<u>\$ 120,959,226</u>	<u>\$ 121,259,311</u>	<u>(0.2%)</u>

Town of Reading, Massachusetts  
Municipal Light Department  
Business Type Proprietary Fund  
Statement of Budgeted Revenues, Expenses and Changes in Fund Net Assets  
10/31/2021

	Actual Year to Date	BUDGET Through Oct 2021	Over/(Under) Budget \$	Over/(Under) Budget %
<b>Operating Revenues</b>				
Base Revenue	\$ 23,539,757	\$ 23,577,490	\$ (37,733)	(0.2%)
Fuel Revenue	22,233,074	23,245,378	(1,012,305)	(4.4%)
Purchased Power Capacity & Transmission	26,922,336	29,554,623	(2,632,288)	(8.9%)
Forfeited Discounts	671,552	774,171	(102,619)	(13.3%)
Energy Conservation Revenue	551,781	544,995	6,786	1.2%
NYPA Credit	(912,044)	(952,978)	40,935	(4.3%)
Total Operating Revenues	73,006,456	76,743,679	(3,737,223)	(4.9%)
<b>Expenses</b>				
<b>Power Expenses:</b>				
555 Purchased Power Fuel	23,116,582	22,292,400	824,182	3.7%
555 Purchased Power Capacity	14,043,199	14,739,473	(696,274)	(4.7%)
565 Purchased Power Transmission	13,699,350	14,815,150	(1,115,800)	(7.5%)
Total Purchased Power	50,859,132	51,847,023	(987,891)	(1.9%)
<b>Operations and Maintenance Expenses:</b>				
580 Supervision and Engineering	873,695	952,661	(78,966)	(8.3%)
581 Station/Control Room Operators	406,725	414,946	(8,221)	(2.0%)
582 Station Technicians	505,222	373,346	131,876	35.3%
583 Line General Labor	502,043	882,300	(380,257)	(43.1%)
586 Meter General	143,990	160,014	(16,025)	(10.0%)
588 Materials Management	364,235	379,970	(15,734)	(4.1%)
593 Maintenance of Lines - Overhead	249,517	465,667	(216,150)	(46.4%)
593 Maintenance of Lines - Tree Trimming	430,012	765,707	(335,695)	(43.8%)
594 Maintenance of Lines - Underground	16,979	67,413	(50,434)	(74.8%)
595 Maintenance of Line - Transformers	199,203	189,442	9,760	5.2%
598 Line General Leave Time Labor	290,272	373,232	(82,960)	(22.2%)
Total Operations and Maintenance Expenses	3,981,893	5,024,698	(1,042,805)	(20.8%)
<b>General &amp; Administration Expenses:</b>				
903 Customer Collection	890,656	807,824	82,832	10.3%
904 Uncollectible Accounts	87,500	87,500	-	0.0%
916 Energy Audit	600,715	501,183	99,532	19.9%
916 Energy Conservation	1,237,409	1,011,696	225,713	22.3%
920 Administrative and General Salaries	1,614,642	1,875,851	(261,210)	(13.9%)
921 Office Supplies and Expense	12,336	16,667	(4,330)	(26.0%)
923 Outside Services - Legal	366,826	414,167	(47,341)	(11.4%)
923 Outside Services - Contract	224,746	423,667	(198,921)	(47.0%)
923 Outside Services - Education	21,160	214,851	(193,691)	(90.2%)
924 Property Insurance	361,965	408,083	(46,118)	(11.3%)
925 Injuries and Damages	31,375	47,544	(16,169)	(34.0%)
926 Employee Pensions and Benefits	2,964,897	3,055,004	(90,107)	(2.9%)
930 Miscellaneous General Expense	334,892	421,909	(87,017)	(20.6%)
931 Rent Expense	183,424	176,667	6,757	3.8%
933 Vehicle Expense	270,252	323,833	(53,582)	(16.5%)
933 Vehicle Expense - Capital Clearing	(309,556)	(295,453)	(14,103)	4.8%
935 Maintenance of General Plant	416,247	386,479	29,767	7.7%
935 Maintenance of Building & Garage	677,516	777,895	(100,380)	(12.9%)
Total General & Administration Expenses	9,987,000	10,655,367	(668,366)	(6.3%)

Town of Reading, Massachusetts  
Municipal Light Department  
Business Type Proprietary Fund  
Statement of Budgeted Revenues, Expenses and Changes in Fund Net Assets  
10/31/2021

Other Operating Expenses:

403 Depreciation	4,069,797	4,096,954	(27,157)	(0.7%)
408 Voluntary Payments to Towns	1,379,529	1,378,717	813	0.1%
Total Other Expenses	<u>5,449,326</u>	<u>5,475,671</u>	<u>(26,345)</u>	<u>(0.5%)</u>

Operating Income	2,729,104	3,740,920	(1,011,816)	(27.0%)
------------------	-----------	-----------	-------------	---------

Non Operating Revenues (Expenses):

415 Contribution in Aid of Construction	-	250,000	(250,000)	(100.0%)
419 Interest Income	113,322	416,667	(303,345)	(72.8%)
419 Other Income	886,838	737,500	149,338	20.2%
426 Return on Investment to Reading	(2,067,088)	(2,067,088)	-	0.0%
426 Loss on Disposal	-	(83,333)	83,333	(100.0%)
431 Interest Expense	(37,762)	(37,500)	(262)	0.7%
Total Non Operating Revenues (Expenses)	<u>(1,104,691)</u>	<u>(783,755)</u>	<u>(320,936)</u>	<u>40.9%</u>

Net Income	<u>\$ 1,624,414</u>	<u>\$ 2,957,165</u>	<u>\$ (1,332,752)</u>	<u>(45.1%)</u>
------------	---------------------	---------------------	-----------------------	----------------

**From:** [Maureen Sullivan](#)  
**To:** [Erica Morse](#)  
**Cc:** [Paula O'Leary](#)  
**Subject:** Surplus Update - November 2021  
**Date:** Tuesday, November 30, 2021 8:58:55 AM

---

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 November 2021.

Thank you,  
Maureen

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

Tel. No. 781-942-6441  
Email: [msullivan@rmlld.com](mailto:msullivan@rmlld.com)

**SUMMARY OF LEGAL SPENDING BY CATEGORY  
THROUGH OCTOBER 2021**

<b>LEGAL CATAGORY</b>	<b>AMOUNT</b>
Policy Review	\$ 37,768.88
Purchased Power	\$ 74,990.98
Labor Relations	\$ 128,857.71
Engineering & Operations	\$ 42,819.35
Procurement & Liability Claims	\$ 72,601.00
Business & Finance	\$ 12,205.50
<b>TOTAL ALL CATAGORIES</b>	<b>\$ 369,243.42</b>



**SUMMARY OF OUTSIDE SERVICES SPENDING BY VENDOR  
THROUGH OCTOBER 2021**

<b>VENDOR</b>	<b>AMOUNT</b>	<b>DESCRIPTION</b>
ADVIZEX TECHNOLOGIES, LLC Total	\$ 1,850.00	Microsoft Services
AMERICAN ARBITRATION ASSOCIATION Total	\$ 325.00	Fee for Arbitration
ANALYSIS GROUP Total	\$ 9,510.00	Analysis Group Sustainable Policy 30 Review
CUSHING, JAMMALLO & WHEELER, INC.	\$ 804.00	Floor and Wall Study
CUSHING, JAMMALLO & WHEELER, INC.	\$ 619.00	Station 3 Transformer Rack Project and wetlandcs
DAMOTECH, INC.	\$ 3,825.00	Rack system inspection and load capacity calc
ENERNEX, LLC	\$ 34,012.50	Security Consulting and Support
ENERNEX, LLC	\$ 15,000.00	Finance & Cust Care/Billing Consulting
ENERGY NEW ENGLAND	\$ 13,500.00	Monthly Lobbyist Fee
ENERGY NEW ENGLAND	\$ 21,491.31	Legal charges to ENE
HOLDEN SARAH CANNON	\$ 5,850.00	Arbitrator Overtime Language
HUDSON RIVER ENERGY GROUP	\$ 4,968.75	Prep of RNS Revenue Requirement
KATAMA TECHNOLOGIES INC.	\$ 13,334.23	Consulting fees AMI and MDM projects
KATEVAN CONSULTING LLC	\$ 3,944.00	PPA Environmental Review
LIG CONSULTANTS, P.C.	\$ 370.00	Expert Testimony 70 Industrial Dr Wilmington
MELANSON	\$ 37,500.00	Annual Financial Audit
PLM ELECTRIC POWER ENGINEERING	\$ 20,204.00	Power Supply & Rate Consulting
PLM ELECTRIC POWER ENGINEERING	\$ 1,387.50	Various, (relay, switchgear, ISO study)
SUSTAINABLE ENERGY ADVANTAGE LLC	\$ 15,768.12	Sustainability Power purchasing for board
UNIVERSAL ENVIRONMENTAL CONSULTANTS, INC	\$ 650.00	Asbestos Containing Material Testing
UTILITY SERVICES OF VERMONT LLC	\$ 13,600.00	Electric Reliability
UTILITY SERVICES OF VERMONT LLC	\$ 3,600.00	CIP Maint and Support
UTILITY SERVICES OF VERMONT LLC	\$ 1,200.00	Protection system settings
UTILITY SERVICES OF VERMONT LLC	\$ 1,432.50	Self Certification Assistance
<b>TOTAL ALL VENDORS</b>	<b>\$ 224,745.91</b>	