



**READING MUNICIPAL
LIGHT DEPARTMENT**

BOARD OF COMMISSIONERS

**REGULAR SESSION
MARCH 15, 2023**



Town of Reading Meeting Posting with Agenda

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2023-03-15

Time: 7:30 PM

Building: Reading Municipal Light Building

Location:

General Managers Conference Room

Address: 230 Ash Street

Agenda:

Purpose: General Business

Meeting Called By: Marlena Bitá, 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 THIS MEETING WILL BE HELD IN PERSON AND REMOTELY.

THIS MEETING WILL BE STREAMED LIVE ON RCTV AND YOUTUBE:

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

FOR VIRTUAL OR PUBLIC PARTICIPATION

Please email emorse@RMLD.com. Please include your full name, address, and phone number. Comments and questions will be monitored during the meeting.

The RMLD Board packet can be found on the RMLD website, linked here:

<https://www.rmld.com/node/60/agenda/2023>

1. Call Meeting to Order – M. Bitá, Chair

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. Once recognized by the Chair, all persons addressing the Board shall state their name and address prior to speaking. It the role of the Chair to maintain order in all public comment or ensuing discussion.

2. Public Comment - M. Bitá, Chair

3. Approval of Meeting Minutes - Attachment 1 - **ACTION ITEM** - M. Bitá, Chair

Suggested Motion: Move that the RMLD Board of Commissioners approve the open session meeting minutes of the October 20, 2022, meeting, on the recommendation of the General Manager and the Board secretary.

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. Procurement Requests – Attachment 2 - **ACTION ITEM** - H. Jaffari, Director of E&O
 - IFB 2023-03 - Mailing Services for Municipal Electric Bills
Suggested Motion: Move that the RMLD Board Of Commissioners authorize the General Manager to award the contract for IFB 2023-03, Mailing Services for Municipal Electric Bills, to the lowest responsive and responsible bidder, provided that the total price does not exceed \$150,000 for the three-year contract.
 - IFB 2023-25 – Grounds and Landscape Services
Suggested Motion: Move that the RMLD Board Of Commissioners authorize the General Manager to award the contract for IFB 2023-25, Grounds and Landscape Services, to the lowest responsive and responsible bidder provided that the total price does not exceed \$150,000 for three-year contract.
 - IFP 2023-12 – Pole Mounted Transformers
Suggested Motion: Move that IFP 2023-12 for Pole Mounted Transformers be awarded to: MVA Power, Inc., for \$581,061.72, Items 1-4 pursuant to M.G.L. c. 164 § 56D, on the recommendation of the General Manager.
 - IFP 2023-13 – Pad Mounted Transformers
Suggested Motion: Move that IFP 2023-13 for Pad Mounted Transformers be awarded to: WESCO Distribution, Inc., for \$2,116,556.00, pursuant to M.G.L. c. 164 § 56D, on the recommendation of the General Manager.
5. Integrated Resource Report – Attachment 3 – **ACTION ITEM** - B. Bullock, Director of IRD
Suggested Motion: Move that the RMLD Board of Commissioners, contingent on the recommendation of the Citizens’ Advisory Board, vote to accept the General Manager’s recommendation to execute a new contract for energy and associated certificates, from Gravity CT and Gravity Aspinook Wyre Wynd hydro facilities, contingent on appropriate environmental justice due diligence.
6. Approval of GM attendance at the 2023 Transmission & Distribution Summit. – Attachment 4 - **ACTION ITEM** - G. Phipps, General Manager
Suggested Motion: Move that the RMLD Board of Commissioners approve Greg Phipps’s travel to, and attendance at, the Transmission & Distribution Summit to take place on May 1st -3rd 2023 at the Encore Boston Harbor, in Boston, Massachusetts.
7. Approval of GM attendance at NEPPA’s 2023 RodE&O - Attachment 5 - **ACTION ITEM** - G. Phipps, General Manager.
Suggested Motion: Move that the RMLD Board of Commissioners approve Greg Phipps’s travel to, and attendance at, the Northeast Public Power Association’s (NEPPA) 2023 RodE&O Conference and Expo to take place on May 9th -11th 2023 at the Common Man Inn, in Plymouth, Massachusetts.
8. Approval of GM attendance at the 2023 APPA National Conference - Attachment 6 - **ACTION ITEM**- G. Phipps, General Manager
Suggested Motion: Move that the RMLD Board of Commissioners approve Greg Phipps’s travel to, and attendance at, the 2023 American Public Power Association (APPA) National Conference to take place on June 16th – 21st 2023, at the Seattle Convention Center, in Seattle, Washington.



Town of Reading Meeting Posting with Agenda

9. General Manager’s Report –G. Phipps, General Manager

10. Executive Session- **ACTION ITEM** – M. Bitá, Chair

Suggested Motion: Move that the RMLD Board of Commissioners go into Executive Session pursuant to Massachusetts G.L. c.164 section 47D, exemption from public records and open meeting requirements in certain instances, to consider the purchase, exchange, lease or value of real property relative to Maple Meadow in Wilmington, if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body, to approve the March 24, 2022, April 29th, 2022, and May 3rd, 2022, executive session meeting minutes, to approve the release of the January 30, 2013, March 27, 2013, April 24, 2013, May 29, 2013, August 14, 2013, September 25, 2013, and December 12, 2013 executive session meeting minutes, and return to regular session, for the sole purpose of adjournment. Note: Roll call vote required.

11. Scheduling - M. Bitá, Chair

Subsequent Board meetings

- Wednesday April 19, 2023, 7:30 PM – Board Reorganization
- Thursday May 25, 2023, 7:30 PM
- Thursday June 15, 2023, 7:30 PM
- Thursday July 20, 2023, 7:30 PM
- Thursday September 14, 2023, 7:30 PM
- Thursday October 19, 2023, 7:30 PM
- Thursday November 16, 2023, 7:30 PM
- Thursday December 14, 2023, 7:30 PM

Future MEAM meetings

- March 15, 2023 (Open)
- May 18-19, 2023 (Closed) Managers’ meeting
- September 20, 2023 (Open)
- November 15, 2023 (Open)

	AP	PAYROLL	BoC Member Covering CAB
March	Talbot	Pacino	Coulter
April	Bitá	Stempeck	Talbot
May	Pacino	Coulter	Bitá
June	Stempeck	Talbot	Pacino
July	Coulter	Bitá	Stempeck
August	Talbot	Pacino	Coulter
September	Bitá	Stempeck	Talbot
November	Pacino	Coulter	Bitá
December	Stempeck	Talbot	Pacino

12. Adjournment – **ACTION ITEM** – M. Bitá, Chair

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

BOARD MATERIALS AVAILABLE BUT NOT DISCUSSED

- Accounts Payable / Payroll Questions through March 10, 2023.
- Surplus and Scrap Material Report February 2023

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.

ATTACHMENT 1
APPROVAL OF MEETING MINUTES
OCTOBER 20TH, 2022



Town of Reading Meeting Minutes

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2022-10-20

Time: 7:30 PM

Building: Reading Municipal Light Building

Location: Winfred Spurr Audio Visual Room

Address: 230 Ash Street

Session: Open Session

Purpose: General Business

Version: Draft

Attendees: **Members - Present:**

Philip Pacino, Vice Chair; John Stempeck, Commissioner; David Talbot, Commissioner; Robert Coulter, Commissioner; Marlena Bitá, Chair.

Members - Not Present:

Others Present:

RMLD Staff: Gregory Phipps, Interim General Manager and Director of IRD; Erica Morse, Executive Assistant; Hamid Jaffari, Director of E&O; Julie Blackley, Communications Manager.

Citizens' Advisory Board: Vivek Soni, Reading Representative.

Minutes Respectfully Submitted By: Philip B. Pacino, Secretary Pro Tem

Topics of Discussion:

The meeting agenda and meeting materials can be found on the RMLD website in the BoC packet. The recording of this meeting can be viewed on the RMLD website and RCTV YouTube page.

Call Meeting to Order

Chair Bitá called the meeting to order at 7:30 PM and announced that the meeting would be held in person, remotely on zoom, and streamed live on RCTV and YouTube.

Opening Remarks and Introductions

Chair Bitá read the RMLD Board of Commissioners (BoC) Code of Conduct and asked all remote attendees to identify themselves. Vivek Soni attended the meeting remotely. Vice Chair Pacino served as Secretary at the meeting.

Public Comment

There were no comments from the public or RMLD liaisons.

CAB Report

Vivek Soni said that the Citizens Advisory Board (CAB) meeting relative to the budget review was rescheduled to October 27th, 2022, 6:30 PM at Lynnfield Town Hall. The CAB conducts budget reviews by rotating the meeting location each year. Since there is significant capital spending this year, the CAB requested information from RMLD management relative to the availability of funds and how the expenses will be financed.

Report on the GM Search Committee

Taken out of order, originally agenda Item 7.

Chair Bitá said the General Manager Search Committee (GSC) consists of Jason Small, CAB Chair plus Commissioners Coulter and Talbot.

Jason Small said that over the past three months the GSC met multiple times and reviewed numerous applications and resumes. The GSC narrowed down a short-list of qualified applicants to be interviewed.

The GSC conducted the short-list interviews and determined three finalists are to be presented to the RMLD BoC for interviews on Wednesday November 2nd, 2023, at 6:00 PM. The interviews will be conducted in open session. The finalists, in no particular order, are Johnathan Blair, Jared Carpenter, and Gregory Phipps.

Chair Bitá asked a question relative to public participation. Commissioner Coulter confirmed the public is welcome to attend but will not be permitted to ask questions. The meeting will be broadcast on RCTV and YouTube.

Chair Bitá asked if the BoC plans to decide on November 2nd. Jason Small said this is up to the BoC, as the appointment is a BoC decision. It was confirmed that the BoC would meet and announce a decision in open session on November 3, 2022, at 5:00 PM. Chair Bitá thanked the GSC for their work.

Approval of Meeting Minutes

The approved April 21, 2022, April 29, 2022, and May 6, 2022 regular session meeting minutes can be found on the RMLD website. The draft minutes presented can be found in the BoC packet (attachment 1) on the RMLD website and linked [here](#) within the meeting minutes.

Vice Chair Pacino said there is a correction on page 8 section 7 "scheduling" of the May 6, 2022, minutes. The word "diced" should be "decided". This was made part of the main motion.

Vice Chair Pacino made a **motion**, seconded by Commissioner Stempeck, that the RMLD Board of Commissioners approve the minutes of the April 21, 2022, April 29, 2022, and May 6, 2022, meetings on the recommendation of the Interim General Manager and BoC Secretary. **Motion Carried: 5:0:0** (5 in favor; 0 absent, 0 abstained) Roll Call: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye; Chair Bitá, Aye.

Communications Update

Julie Blackley gave a communications presentation to the BoC. The presentation can be found in the BoC packet on the RMLD website and linked [here](#) within the meeting minutes.

Events: Ms. Blackley presented recent RMLD events and highlighted that RMLD's Public Power Open House had high attendance (around 800 people) received rave reviews from attendees.

Media Coverage: Ms. Blackley noted RMLD's recent media coverage and emphasized the positive stories relative to the proactive measures RMLD is taking to minimize rate hikes.

Social Media: Blackley provided an update on RMLD's social media and noted that RMLD's Facebook page went from 600 followers to over 753 followers.

Chair Bitá asked a question relative to public commenting on Facebook. Blackley responded that commenting is hidden, but RMLD can view the comments as the administrator. Although there have been no negative comments, lifting this restriction will require further discussion.

Chair Bitá said that her biggest concern is that customers may view Facebook as a means of communicating to RMLD verses calling customer service. Blackley said that RMLD can view

likes, messages, and comments. RMLD wanted to start by posting to Facebook and then discuss restrictions on comments.

Commissioner Talbot said RMLD should leave commenting off to avoid things getting out of control.

Interim General Manager (IGM) Phipps said RMLD is not appropriately staffed to monitor comments at this time.

Commissioner Coulter advised customers to refrain from using Facebook as a means of reporting issues. Customers should use the proper channels and call RMLD directly.

Upcoming Initiatives: Ms. Blackley discussed RMLD's upcoming initiatives. Blackley noted that the customer survey is anticipated to launch at the end of CY22 or beginning CY23. Blackley said RMLD is looking to redesign the newsletter (which reaches around 25 thousand people) to a clean, professional, and sleek look, using cost effective methods. Blackley noted that RMLD is exploring ways to continue the momentum of the summer Shred the Peak into the winter months.

Recent Power Outage: Ms. Blackley discussed the recent Downtown Reading power outage. RMLD immediately put out a statement to the media and communicated a resolution once the issue was resolved. Ms. Blackley will be meeting with the Town next week to work closely on a coordinated effort to put out streamlined communications.

Chair Bitz asked about the cause and length of the outage. Mr. Jaffari responded that the outage was caused by a loose neutral, which is required for the return path to the source transformer. The issue was resolved once RMLD jumped the corroded neutral over to the solid neutral in the manhole. The outage lasted approximately two hours due to the tedious process of looking for the source of the problem in various manholes.

Chair Bitz asked a question relative to future technology. Mr. Jaffari responded that there are some technologies available to put sensors underground, however it is hard to reach the signal and bring data back from the manholes. RMLD is continuously monitoring technology advances and setting up pilot programs accordingly.

Mr. Jaffari noted that if customers experience a situation where one half of the house is dimmed and the other is blowing bulbs to call RMLD immediately and turn the breakers off to prevent equipment damage.

Vice Chair Pacino asked if this issue could happen at other places in town. Mr. Jaffari responded yes, a loose neutral is not something utilities can prevent. Jaffari cited the example of wind taking off a neutral during storm conditions.

IGM Report

Mr. Phipps provided an IGM report to the BoC.

Talent Acquisition and Talent Management: IGM Phipps reported on talent acquisition and management. RMLD hired 12 new employees within the past month. There is positive feedback, a warm reception, and a lot of excitement about these individuals hitting the ground running. RMLD made several moves and promotions, which have gone incredibly well.

Mr. Phipps noted there are ten open positions that need to be filled, primarily in Integrated Resources (IRD) and Information Technology (IT). The team is working to make RMLD more visible to job seeker and is focusing on filling open positions with the right people.

Mr. Phipps said that RMLD is continuing to leverage the success of the summer internship program. RMLD continues to attend career nights at local colleges; Merrimack College and Endicott College being the most recent. RMLD is part of various initiatives which communicate the internship program to students nationwide.

Mr. Phipps noted that RMLD held the annual employee appreciation lunch following Public Power Week. Several employees celebrated work anniversaries ranging from 5-30 years. The morale was very positive.

Mr. Phipps said RMLD is accelerating and increasing employee training, with the intention to better equip the team.

Substation and Solar PV Update: IGM Phipps reported on the Wilmington Substation and Solar PV. RMLD's intention is to put in more within territory generation, which has both economic and resiliency benefits. To accomplish this, RMLD needs to acquire land, but there is limited open land available within our service territory.

Mr. Phipps noted that in the context of the recently passed Federal Inflation Reduction Act (IRA), RMLD is uniquely positioned to acquire land for good use. The IRA allows for RMLD, as a non-tax entity, to get access to investment and production tax credits for within generation assets and upgrades supporting electrification.

Phipps said building the new substation in Wilmington has created opportunities for RMLD to look at other parcels of land in addition to the land on Ballardvale.

Mr. Phipps said that over the past ten weeks RMLD has been pursuing Maple Meadow, a 75-acre piece of land located in the southern part of Wilmington. Of the total 75 acres only 30 acres are remotely useful, the remaining balance is wetlands. RMLD has a plan in terms of how to make the land valuable to support Wilmington and the ratepayers overall. The land has a challenged history, but the RMLD is interested in acquiring it to install approximately 10 MWs of Solar PV.

Last week, Mr. Phipps gave a presentation to the Wilmington Select Board, laying out the intention and purpose of RMLD's interest in Maple Meadow. The 10/11/2022 Wilmington Select Board meeting recording can be viewed on the Wilmington Community Television website.

Mr. Phipps said RMLD has conducted numerous meetings and received support from various key players relative to Maple Meadows. RMLD will continue to work towards owning the land without acquiring the associated historical liabilities.

Mr. Phipps said RMLD is also expressing interest in revisiting Route 125, which was thoroughly researched in past years as a potential substation location. The RMLD will continue moving forward with 326 Ballardvale (closed last week), which will remain the default location for the substation. In parallel, RMLD will investigate securing the land at Route 125. Pending access and timing, Route 125 will either become the primary location for the Wilmington substation or will be turned into a large-scale storage facility.

On that note, RMLD is issuing an RFP for several battery storage systems, which will include the option for a potential larger utility scale connection. RMLD is meeting with a group who presented at the NEPPA conference to express interest in hosting a potential pilot program in 2024. This would be advantageous for both groups and is both economically viable and beneficial for RMLD.

Mr. Phipps said that the potential pilot program underscores the value of having access to 326 Ballardvale as well as Route 125 and Maple Meadow in the works. RMLD is discussing various options with Lynnfield for additional storage pilots and projects.

Commissioner Stempeck asked a question relative to lithium ion or iron air batteries. Mr. Phipps responded that RMLD is looking at iron air, which needs more space but has longer duration. Mr. Phipps noted that the agreements will likely fall under an ESA or PPA structure. The Pilot program will potentially be a joint deal where RMLD would get the benefits in terms of load reduction which, ties into the Peak Management program. RMLD

will be well positioned to potentially turn the pilot into a more permanent installation.

Mr. Phipps said there are several companies that are doing alternative technologies and RMLD wants to be supportive. RMLD has the size, is nimble, and has both National Grid and Eversource connections. These are only a few factors that make RMLD a great pilot partner, and RMLD will continue to market itself as such.

Green Communities (GC): IGM Phipps reported on the GC program. RMLD continues to express support for the GC program within the service territory.

Mr. Phipps said that for Municipal Light Plants (MLPs), like RMLD, who service multiple towns, current legislation requires that if one town joins GC, then ratepayers in all towns within that territory must pay state mandated GC charge. New legislation was recently signed into place which will allow individual towns within the territory to join GC without requiring other towns to pay the GC charge.

Mr. Phipps said that GC is a complicated program that has been in place for over a decade. The new legislation is adding a layer of complexity; RMLD is breaking ground in terms of how to handle the mechanics.

Per the State Legislature, RMLD's role is to collect the GC charge dollars through customer utility bills. The legislation established a .0005 cent charge per KWH. This rate is set by the state and the monthly charge is tied to KWH usage by each individual customer.

Mr. Phipps noted that the Town of Reading has been actively pursuing the GC designation, RMLD's role in the process is purely the financial administrator. All billed meters are subject to the GC rate if the Town decides to move forward, which is the Town of Reading's current intention. RMLD is working with a variety of industry and Reading partners to ensure all pieces are in place for the Town warrant in November.

Mr. Phipps said that if the GC designation moves forward, RMLD will be collecting GC funds on behalf of the Town and sending those funds to the State's Renewable Energy Trust Fund. This amounts to approximately \$64K a year based on Reading's 2023 load forecast. An average customer charge works out to be under .50 cents per month.

Mr. Phipps confirmed that the GC charge applies to all billed meters, including Commercial and Industrial customers.

It was reiterated that the rate is part of the State program, not RMLD.

Chair Bitz asked when RMLD can start collecting dollars. Mr. Phipps said the new legislation comes into effect in January, so realistically if everything lines up perfectly, RMLD could start collecting as early as February. However, there is a lot to be done between MASS CEC, the State Renewable Trust Agency, and the Town of Reading.

Mr. Phipps said that the GC charge will be a line item added to all RMLD bills. RMLD is meeting with the billing platform in November to discuss how to implement this. The biggest challenge RMLD foresees is keeping the bill down to one page. Many customers still have paper billing, which has an associated processing cost. RMLD is taking this opportunity to potentially streamline the presentation of customer bills and provide more information on historic usage.

Chair Bitz asked a question relative to when RMLD will receive funds back. Mr. Phipps responded that RMLD's role is only to collect the funds and send them to the Trust. The Town of Reading can apply for grant funding for various projects through a separate qualification process. The grant issuance is managed by the existing program at the state level and has nothing to do with the RMLD.

Mr. Phipps noted that RMLD could potentially participate in terms of applying for grants and will explore this further once the program is up and running. Commissioner Stempeck confirmed that RMLD is essentially a financial service. The scale of getting anything back over time is dependent on the Town applying for grant funding. There is a disadvantage in not knowing how long rate payers will have to pay in before the Town gets something back.

Mr. Phipps said there is a fair amount of material that has been done at the Town level in terms of the magnitude of potential funds. Overall, this is a good program and helps accelerate electrification initiatives.

Commissioner Stempeck asked if RMLD would be the largest contributor. Mr. Phipps responded that the Investor-Owned Utilities (IOUs) who operate in MA contribute to the program and are larger by far. Commissioner Stempeck asked if RMLD is double counted as a customer of National Grid. Phipps responded that there is no double counting.

It was noted that Reading joining GC must be approved at Town Meeting and the topic of GC will be on the next BoC meeting agenda.

Chair Bita noted that other towns are receiving up to \$250K within a few months of joining GC, but this is something the Town of Reading could not guarantee.

Commissioner Stempeck noted his concerns over where the money comes from and how it gets distributed. There should be sensitivity around inflation fears. National Grid and Eversource have confirmed rate increases for gas and electric by 30%-50% over the next year.

Commissioner Talbot asked a question relative to the anticipated GC bill increase for IOUs vs. MLPs. Phipps responded that the GC rate is the same rate across the board and monthly customer costs are tied to individual kWh usage.

Chair Bita asked if the Town starts paying into GC, is it a forever commitment? Phipps responded that once the Town starts paying into the program, it is a forever commitment. Joining the program is a decision that has nothing to do with RMLD and is solely up to the Town. RMLD's role is to provide support to the Town if they decide to move forward.

Mr. Phipps said that RMLD wanted to address the audience and make it clear that RMLD is very supportive of GC, but the Town is the decision maker.

It was confirmed that no BoC vote is needed to add the .0005 GC to RMLD bills.

Employee Survey Report

IGM Phipps provided an employee survey report to the BoC. The report can be found in the BoC packet on the RMLD website and linked [here](#) within the meeting minutes.

Mr. Phipps said that the intention is to complete the first way of employee surveys by the end of the year. RMLD spent a lot of time reviewing input from many individuals within the organization.

Mr. Phipps said that the key to the survey's success is to establish the objective prior to starting the program. The survey's objective is driven by the fact that RMLD is asking for employees' opinions so changes and improvements can be made. The intention of the survey is to solicit input from the employees to help RMLD operate better.

RMLD decided against the initial plan of conducting a long employee survey, which would lead to a large amount of data to be synthesized. This would create a lag time between distributing the survey and providing feedback and action around employees' responses.

Mr. Phipps said RMLD will conduct a series of short quarterly surveys to ensure survey responses are being addressed at a quicker pace. Once the surveys are distributed, Mr.

Phipps will digest the responses and report back within two weeks. Following this, it will likely take 6-8 weeks to implement any changes. Mr. Phipps noted that some suggestions will not be implementable.

Mr. Phipps said that over the past four weeks, RMLD has done a good job of dramatically improving internal communications through communications mechanisms such as the open-door policy and actively soliciting input and feedback. The employee survey is intended to be another more formalized mechanism.

Mr. Phipps cited examples of key pieces within the employee survey report.

Mr. Phipps said that instead of having 20 questions with a 1-5 scale, the first round of survey questions will be text-based so people can write as much as they want. Not everyone will contribute, and it will take time for people to feel comfortable contributing. Even if only 25 people contribute the first round, the goal is for them to provide thoughtful feedback that RMLD can implement and report back on.

Mr. Phipps noted that RMLD conducted extensive research on survey strategy and using external resources. It was decided that the Department does not need to bring in an external consultant at this time.

Mr. Phipps said that the survey is not meant to be a culture changer, as the culture is already changing. The survey is meant to be a feedback mechanism for the employees to make worthwhile suggestions on a disciplined basis. The employee survey differs from the customer survey, as the customer survey is more of a pulse.

Chair Bitz asked a question on the change in concept from an anonymous pulse survey to an open-ended signed survey. Chair Bitz said that an individual may think he or she will be punished for negative feedback. But this is not a morale pulse and is instead asking for opinions on how to make things better.

Mr. Phipps responded that current morale is fundamentally different than it was historically for a variety of reasons. A lot of little things have made a difference, and even though it is not perfect, it has improved.

Mr. Phipps said that RMLD is moving forward with the signed open-ended format instead because the pulse survey is not actionable. The management team has a good sense of what needs to be done but doesn't have it all. Everyone in the organization needs to be part of the solution.

Commissioner Coulter said that the whole point of the employee survey is to understand if employees are getting the correct training, if the right processes are in place, and if there is good communication. Specific questions must be asked to drive those answers. This is a different focus and is not an employee survey, it is more of an opinion page.

Commissioner Coulter said that whether the employee signs the survey should be their choice. It can sometimes be difficult for people to identify themselves and can cause participation to drop. RMLD should also be careful of survey paralysis by putting out too many surveys.

Mr. Phipps said if nothing changes because of the survey, it's a waste of time. If RMLD asks for opinions something needs to be done with that feedback. The first step is synthesizing and communicating what was heard and then solving that.

Mr. Phipps noted that not all suggestions can be solved. The organization has a good sense of the open-door policy and people can communicate if something from their feedback was not addressed. Once employees see that the survey has an impact, participation will increase.

Commissioner Stempeck said that he agrees with Commissioner Coulter, it is beneficial to get as broad of a base as possible.

Vice Chair Pacino said that an employee survey was conducted in the past and nothing was done with it. This was extremely detrimental to the organization.

It was noted that the proposed questions at the bottom of the employee survey report will be further refined, and commissioner input is welcome.

2022 IGM and Board Goals

Mr. Phipps presented the draft IGM and Board goals to the BoC. The presentation can be found in the BoC packet on the RMLD website and linked [here](#) within the meeting minutes.

Mr. Phipps said that the goals reflect what the IGM is working to start and/or complete for June CY22 to December CY22. The goals do not include day to day responsibilities.

Mr. Phipps discussed the format and structure of the IGM goals. The title reflects that the IGM functions as both a leader, navigating the ship to get things done, and a player, pulling the oar alongside the team. The objectives align with this theme, and the goals are the IGM goals for the organization. Mr. Phipps noted that the document is not meant to be an organizational structure but focuses on direction.

Vision: Mr. Phipps discussed vision related goals, and noted that before a problem can be solved, the specific problem and the environment that it is situated in needs to be considered. Mr. Phipps said context consists of more than just power supply; it also relates to supply chain issues, employee recruitment etc.

The core charter of RMLD is reliable, low-cost, non-carbon. This comes back to keeping the lights on, keeping costs low for the ratepayers, and ensuring legislative compliance.

Mr. Phipps said that RMLD is already being more engaged on the legislative side and cited the example of GC.

Team/Personnel: Mr. Phipps talked about the team and personnel and reiterated that training is a key focus. Since Mr. Phipps took the IGM role four months ago, RMLD has held three all hands meetings. These meetings include dialogue and feedback and are one mechanism for internal communication. Commissioner Stempeck suggested covering the employee survey at all hands meetings.

Mr. Phipps said there is a natural attrition of people retiring and coming in; and the group is physically spread out between two buildings. It is important to get people together to improve communications between all levels of the organization.

Mr. Phipps noted that all these initiatives feed into the goal of breaking down silos. In CY23, RMLD will focus on how people are measured. What is tracked is essential in terms of how to change behavior and recognize progress.

Mr. Phipps said that the world is rapidly changing, and with it, so are RMLD's needs. This shift in need has resulted in significant changes to the leadership team, and the hiring focus. Mr. Phipps cited the example of RMLD creating a new role around data enterprise to accommodate network automation.

Customers: Mr. Phipps discussed the goals related to RMLD's customers and noted that RMLD is pushing aggressively to recruit new customers to the territory. Not only are new customers beneficial to RMLD by providing new revenue; new business is beneficial to the entire community.

RMLD is being very supportive in encouraging people to come into the territory. RMLD will work hard not to turn any new customers away but will ensure all customers can be

supported. Mr. Phipps said that RMLD is being proactive, and will put together a plan where over the next two and a half years as entities grow, they will match into the new substation.

Mr. Phipps said that over the past two weeks, RMLD has successfully recruited a new six-megawatt load and is working on bringing in two additional customers with additional load. Although the discussions has centered on Wilmington, Reading is anxious to recruit new business as well.

Mr. Phipps noted that RMLD's relationships with the Towns have significantly improved. Opportunities for within territory generation are resulting from these relationships. Mr. Phipps said that RMLD is not the Town but helps make it easier for companies to come into the community, especially those where energy is a big part of the cost structure.

Vice Chair Pacino asked if the Towns or RMLD were providing incentives to entice new customers.

Mr. Phipps responded that being extremely responsive is the incentive that RMLD provides. Part of RMLD's added value is being responsive and flexible; larger organizations are not able to do that as easily.

Mr. Phipps said that another incentive is that RMLD has very good rates, and a large portion of the portfolio is non-carbon. Mr. Phipps noted that the non-carbon piece is beneficial to many companies coming in who must adhere to ESG goals. RMLD markets itself as being an MLP with a lot to offer, being easily accessible to potential customers, and having the economics built into the rates.

Platform: Mr. Phipps discussed RMLD platform goals. Mr. Phipps said that the 326 Ballardvale transaction for the new substation is complete, Jaffari is driving the permitting process. Mr. Phipps cited the example of the Maple Meadows land solving a problem and noted that the cost of the land is not the big value add for RMLD.

Funding: Mr. Phipps discussed funding and noted that RMLD is aggressively pursuing the IRA, as well as other federal and state grants and incentives. Mr. Phipps said that as RMLD builds out the network to support increased load (in the context of being compliant with non-carbon), RMLD has a responsibility to the ratepayers to minimize upward pressure on rates.

Power Supply: Mr. Phipps talked about power supply related goals and noted that RMLD has an interest in owning or operating leases for generation assets. Mr. Phipps cited an example of a big question RMLD is facing beyond the day to day, How will the RMLD prepare itself for an increasingly fragile Regional Network and maintain the ability to be provide reliable, low-cost and non-carbon?

It was confirmed that the proposed goals align with where the BoC would like Mr. Phipps to focus time, energy, and effort.

Energy New England (ENE) Legislative

Mr. Phipps gave a presentation on ENE legislative to the BoC. The presentation can be found in the BoC packet on the RMLD website and linked [here](#) within the meeting minutes.

Mr. Phipps said that based on the drive for non-carbon, there is more legislative work for the State to do to assist with making the goal of being non-carbon by 2050 a reality, as well as, reaching the intermediate goals in 2030 and 2040.

Mr. Phipps noted that there is a collective interest among the Commissioners, ENE, MA Municipal Wholesale Electric Company (MMWEC), and MLPs to influence the legislation that gets put into place. Coordinating as a group of MLPs is critical to accomplishing this. The coordinated process referenced within the presentation identifies the avenues that RMLD is pursuing as an equity owner of ENE. Mr. Phipps is tasked with bringing suggestions from RMLD's perspective to develop into potential legislative initiatives.

Mr. Phipps noted that the presentation identifies BoC opportunities to voice, influence, and support the legislative initiatives and strategies RMLD proposes. The BoC's role is to contribute to support, push these ideas.

Mr. Phipps clarified there is another non-quorum meeting where GMs and Commissioners can contribute directly, but this will not be the only opportunity to provide input. Mr. Phipps clarified that the ENE strategies group is the organizer and pushes getting things done.

Mr. Phipps said that there is a new state government coming into play, which makes this an ideal time for RMLD/ENE to be early in the legislature to promote their ideas in a coordinated and consistent manner. This makes it easier for the legislator to make something happen.

Mr. Phipps explained the initial ideas that RMLD could bring to the ENE legislative strategies meeting. Mr. Phipps highlighted the significant influence of contractors on the adoption of Air Source Heat Pumps (ASHPs), and the intention to explore a legislative mechanism to encourage contractors to promote ASHP adoption.

Commissioner Stempeck suggested that the RMLD consider a monetary motivation within the whole value chain to increase involvement in the ASHP incentive program. Commissioner Stempeck cited an example of a client who saw increased involvement by changing the mechanism. Mr. Phipps said that RMLD's current incentives are focused on the ratepayers, and are evaluated regularly. Although there is no plan to change the heat pump program right now, RMLD will investigate making a different mechanism where there is an incentive to the contractor as well.

Commissioner Coulter asked a question relative to supply and how the MLP's will handle issues such as rolling blackouts as a group. Mr. Phipps responded that there is a group with ENE where MLPs have presented to encourage and allow for additional oil reserves for this January and February in particular. RMLD has been supportive to communicate and encourage that there should be some funding or a provision to allow for higher stockpiles of resources (oil).

It was decided that the BoC would share additional ideas and Mr. Phipps will present this topic again in the next few BoC meetings.

Policy Review

Mr. Phipps presented the policies for review to the BoC. The final approved policies can be found on RMLD website, under "RMLD Policies".

Policy 27 R3: Use of RMLD Information System review documents can be found in the BoC packet on the RMLD website and linked [here](#) within the meeting minutes.

Policy 29 R2: Identity Theft Prevention and Data Security review documents can be found in the BoC packet on the RMLD website and linked [here](#) within the meeting minutes.

Mr. Phipps said that the new Director of IT, John Pelletier, reviewed and updated both policies. Pelletier has a strong security background and has put additional procedures and tools in place for RMLD's benefit. Mr. Phipps cited the example of RMLD's new participation in various federal programs at no cost. The intention of updating both policies is to ensure that RMLD is aligned with the most up to date and best practices in areas such as email phishing, data security, etc.

Vice Chair Pacino made a **motion**, seconded by Commissioner Talbot, move that the Board of Commissioners approve Policy 27: Electronic Communications (Revision 3), as presented, on the recommendation of the Interim General Manager. **Motion Carried: 5:0:0** (5 in favor; 0 absent, 0 abstained) Roll Call: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye; Chair Bitz, Aye.

Vice Chair Pacino made a **motion**, seconded by Commissioner Talbot, move that the Board of Commissioners approve Policy 29: Identity Theft Protection (Revision 1), as presented, on the recommendation of the Interim General Manager. **Motion Carried: 5:0:0** (5 in favor; 0 absent, 0 abstained) Roll Call: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye; Chair Bitz, Aye.

Procurement Requests for BoC Approval

Hamid Jaffari, Director of Engineering and Operations, presented the procurement requests for approval to the BoC.

RFQ 2022-41 One (1) Electric Vehicle DC Fast Charger (DCFC) bid documents can be found in the BoC packet on the RMLD website and linked [here](#) within the meeting minutes.

IFP 2022-36 RMLD Station 4 115kV Relay Panels 6 & 7 bid documents can be found in the BoC packet on the RMLD website and linked [here](#) within the meeting minutes.

RFQ 2022-41 One (1) Electric Vehicle DC Fast Charger (DCFC): Jaffari said that this is the same unit that is being installed at the Reading library. The total cost includes the unit itself and the cost of construction.

Mr. Jaffari said that the entire industry is going through a change, due to supply chain disruption and inflation. This, among other factors, has caused a substantial rise in the cost of raw materials and shipping. Many bidders are now including an escalation clause for the rising cost of materials and labor.

Mr. Jaffari said that RMLD sent the RFQ to six statewide bidders and received one quote from Voltrek, LLC. Voltrek was the only bidder who could commit to a delivery time of 50 weeks from receiving RMLD's purchase order. All other potential bidders had to get into the manufacture queue and were unable to commit to a specific delivery time.

RMLD is planning to install the chargers along the major highway areas where there is generally a high volume of traffic. Jaffari cited examples of future EV charger technology and noted that currently, DCFCs (Fast Chargers) are the most advanced technology available.

Commissioner Stempeck asked a question relative to the capital budget amount. Mr. Phipps responded that there is no additional requirement in terms of changing the budget. The capital budget amount is \$350K, with each charger costing ~ \$100K. RMLD anticipated doing five DCFC when originally going through the budget process. This DCFC was part of the grant RMLD applied for last year. RMLD has already been approved for the grant, and once the charger is installed, the paperwork will be submitted to the state. Not only did

RMLD anticipate doing more units, but this unit also came down ~\$8K in cost between last year and this year. Net-net, the cost will be less than \$10K.

Commissioner Talbot asked a question relative to grant funding and amount of DCFCs RMLD intends to purchase with ratepayer funds. Mr. Phipps responded that the total cost is ~ \$107K and \$100K of that is grant funded. RMLD plans to purchase a total of 16 additional DCFCs through 2028.

Commissioner Talbot asked a question relative to the business case for purchasing additional DCFC chargers vs. using cheaper level 2 chargers. Mr. Phipps responded that this topic will be reviewed during the budget process. RMLD has spent significant time reviewing this in terms of the associated rates. DCFCs will have a higher associated rate. Regardless, installing DCFCs needs to make sense from a rate-payer perspective. The positive take is that this project is funded by grants, which will be a reoccurring theme over the next few years.

Commissioner Talbot and Commissioner Coulter noted pros and cons of DCFCs vs. level two chargers. Mr. Phipps said the various business models and tradeoffs will be discussed at a future meeting, and it relates back to the RMLD mission of reliable, low-cost, and non-carbon.

Vice Chair Pacino made a **motion**, seconded by Commissioner Coulter, that RFQ 2022-41 for one (1) Electric Vehicle DC Fast Charger (DCFC) be awarded to: Voltrek, LLC, in the amount of \$106,603.43, pursuant to M.G.L. c. 30B, § 22 as the lowest responsible vendor, on the recommendation of the Interim General Manager. **Motion Carried: 5:0:0** (5 in favor; 0 absent, 0 abstained) Roll Call: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye; Chair Bitz, Aye.

IFP 2022-36 RMLD Station 4 115kV Relay Panels 6 & 7: Jaffari said that NERC is mandating IOUs and MLPs to upgrade transmission lines and associated equipment (relay systems, panels, etc.). These upgrades will improve the reliability of the system and the service to all customers in the region.

Mr. Jaffari said that the IFP was sent to 15 companies and received one response. The lack in response relates to supply chain disruption. Electrical Power Products, who anticipated the issues with the supply chain, was able to commit to delivery of the equipment in a reasonable time frame. RMLD is planning to receive and install this equipment in 2023, prior to the NERC audit.

Vice Chair Pacino made a **motion**, seconded by Commissioner Stempeck, that IFP 2022-36 for RMLD Station 4 115kV Relay Panels 6 & 7 be awarded to: Electrical Power Products, for \$169,846.00, pursuant to M.G.L. c. 164 § 56D, on the recommendation of the Interim General Manager. **Motion Carried: 5:0:0** (5 in favor; 0 absent, 0 abstained) Roll Call: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye; Chair Bitz, Aye.

Transformers: Mr. Jaffari said that transformer vendors are adding escalation clauses to their bid responses and are unable to guarantee prices. Mr. Jaffari discussed the significant delays and noted that some transformers RMLD anticipated to receive in CY21 and CY22 are now scheduled to arrive in CY23. This is due to high demand and low availability of materials.

Mr. Jaffari said that this year the bids RMLD sent out for transformers have an increased overall cost of \$226,687. Thus, RMLD took an opportunity to purchase 75 50 KVA pole mount transformers from Wesco. Wesco is already in the manufactures queue; the anticipated delivery date is April/May CY23. The total cost is \$225,150, which will be included in the CY23 budget. Mr. Phipps noted that RMLD went through the proper 30B process when purchasing these transformers.

Commissioner Coulter asked a question relative to RMLD entering a contract with one supplier company rather than going out for individual bids. RMLD, as an MLP, is at a competitive disadvantage with the current process. Something needs to be done to make RMLD competitive in the market. Mr. Phipps agreed with Coulter and said a few ideas relative to this issue will be presented with the budget in December.

Commissioner Coulter confirmed National Grid was experiencing the same issues.

Scheduling

The BoC discussed the subsequent BoC meetings and the warrant schedule. No changes were made to the schedule or warrant listed on the October 20, 2022, agenda, which can be found on the RMLD website.

Executive Session

At 9:30 PM Vice Chair Pacino made a **motion**, seconded by Commissioner Stempeck, that the Board of Commissioners go into Executive Session pursuant to Massachusetts G.L. c.164 section 47D, exemption from public records and open meeting requirements in certain

instances, to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares and return to regular session, for the sole purpose of adjournment. Note: Roll call vote required. **Motion Carried: 5:0:0** (5 in favor; 0 absent, 0 abstained) Roll Call: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye; Chair Bitz, Aye.

Adjournment

At 9:30 PM Vice Chair Pacino made a **motion**, seconded by Commissioner Stempeck, that the Board of Commissioners adjourn regular session. **Motion Carried: 5:0:0** (5 in favor; 0 absent, 0 abstained) Roll Call: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye; Chair Bitz, Aye.

DRAFT

ATTACHMENT 2
PROCUREMENT REQUESTS
FOR BOARD APPROVAL

RMLD



Reading Municipal Light Department
RELIABLE POWER

March 8, 2023

Town of Reading Municipal Light Board

Subject: IFB 2023-03 Mailing Services for Municipal Electric Bills

On March 1, 2023, the Reading Municipal Light Department ("RMLD") issued an invitation for bids (IFB) requesting sealed bids for Mailing Services for Municipal Electric Bills. RMLD followed the Chapter 30B process for this procurement.

RMLD placed the legal notice in the Middlesex East Section of the Daily Times Chronicle and posted the notice on the Goods and Services Bulletin, COMMBUYS, and the RMLD website.

RMLD also sent the IFB to twenty-three (23) companies.

Sealed bids are due back on Thursday, March 22, 2023, at 11:00 A.M. and will be publicly opened and read aloud in the Town of Reading Municipal Light Department's Audio Visual Spurr Room, 230 Ash Street, Reading, Massachusetts.

The bids will be reviewed, analyzed, and evaluated by staff and the award of the contract will be recommended to the General Manager based on the Chapter 30B standard, which requires the contract to be awarded to the lowest responsive and responsible bidder. This process does not provide discretion over the contract award. Accordingly, given that these Services would begin on May 1, 2023, the below motion would allow RMLD to move forward with the contract award without the need for additional approvals unless the lowest responsive and responsible bid exceeds \$150,000 for a three-year contract. RMLD will update the Board on the status of the procurement.

Move to authorize the General Manager to award the contract for IFB 2023-03, Mailing Services for Municipal Electric Bills, to the lowest responsive and responsible bidder, provided that the total price does not exceed \$150,000 for the three-year contract.

These services will be paid from the Operating Budget.

Robert Weiden

Gregory J. Phipps

RMLD



Reading Municipal Light Department
RELIABLE POWER

March 8, 2023

Town of Reading Municipal Light Board

Subject: IFB 2023-25 Grounds and Landscape Services

On March 1, 2023, the Reading Municipal Light Department ("RMLD") issued an invitation for bids (IFB) requesting sealed bids for Grounds and Landscape Services. RMLD followed the Chapter 30B process.

RMLD placed a legal notice in the Middlesex East Section of the Daily Times Chronicle and posted the notice on the Goods and Services Bulletin, COMMBUYS, and the RMLD website.

RMLD also sent the IFB to twenty-two (22) companies.

Sealed bids are due back on Thursday, March 22, 2023, at 11:00 A.M. and will be publicly opened and read aloud in the Town of Reading Municipal Light Department's Audio Visual Spurr Room, 230 Ash Street Reading, Massachusetts.

The bids will be reviewed, analyzed, and evaluated by staff and the award of the contract will be recommended to the General Manager based on the Chapter 30B standard, which requires the contract to be awarded to the lowest responsive and responsible bidder. This process does not provide discretion over the contract award. Accordingly, given that these Services would begin in April 2023, the below motion would allow RMLD to move forward with the contract award without the need for additional approvals unless the lowest responsive and responsible bid exceeds \$150,000 for a three-year contract. RMLD will update the Board on the status of the procurement.

Move to authorize the General Manager to award the contract for IFB 2023-25, Grounds and Landscape Services, to the lowest responsive and responsible bidder provided that the total price does not exceed \$150,000 for three-year contract.

These services will be paid from the Operating Budget.

Christopher Zaniboni

Hamid Jaffari (Mar 9, 2023 13:07 EST)

Hamid Jaffari

Gregory J. Phipps



March 9, 2023

Town of Reading Municipal Light Board

Subject: IFP 2023-12 Pole Mounted Transformers

Pursuant to M.G.L. c. 164 § 56D, on January 25, 2023, an invitation for proposals was placed as a legal notice in the Middlesex East Section of the Daily Times Chronicle and was posted on the RMLD website requesting sealed proposals for Pole Mounted Transformers.

An invitation for proposals was sent to seventeen (17) companies.

Sealed proposals were received from three (3) companies: MVA Power Inc., Howard Industries, Inc. c/o Power Sales Group, and ULS Corporate Inc.

The sealed proposals were publicly opened and read aloud at 11:00 a.m. on March 1, 2023, 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 2023-12 for Pole Mounted Transformers be awarded to: **MVA Power, Inc., for \$581,061.72¹, Items 1-4** pursuant to M.G.L. c. 164 § 56D, on the recommendation of the General Manager.

¹See attached analysis.

The 2023 Capital Budget amount for these items is \$1,370,000.00.


Vaughan Bryan (Mar 11, 2023 13:08 EDT)

Vaughan Bryan


Hamid Jaffari (Mar 13, 2023 13:22 EDT)

Hamid Jaffari



Greg Phipps

**Analysis - Pole Mounted Transformers
IFP 2023-12**

<u>Proposer</u>	<u>Manufacturer</u>	<u>Delivery Date</u>	<u>Unit Cost</u>	<u>Qty</u>	<u>Total Cost</u>	<u>Total Cost Awarded</u>	<u>Meet Specification Requirement</u>
MVA Power Inc.							
Item 1 - 25 kVa 1Ø WYE 240/120	MVA Power Inc.	28-30 weeks	\$2,178.38	10	\$21,783.80	\$21,783.80	yes
Item 2 - 37.5 kVa 1Ø WYE 240/120	MVA Power Inc.	28-30 weeks	\$2,245.46	52	\$116,763.92	\$116,763.92	yes
Item 3 - 50 kVa 1Ø WYE 240/120	MVA Power Inc.	28-30 weeks	\$2,750.90	118	\$324,606.20	\$324,606.20	yes
Item 4 - 75 kVa 1Ø WYE 240/120	MVA Power Inc.	28-30 weeks	\$3,930.26	30	\$117,907.80	\$117,907.80	yes
Item 5* - 30 kVa 3Ø WYE 480Y/277	MVA Power Inc.	28-30 weeks	\$5,514.00	1	\$5,514.00		
Item 6* - 75 kVa 3Ø WYE 208Y/120	MVA Power Inc.	28-30 weeks	\$7,386.00	1	\$7,386.00		
Item 7* - 150 kVa 3Ø WYE 208Y/120	MVA Power Inc.	28-30 weeks	\$10,674.00	4	\$42,696.00		
Item 8* - 225 kVa 3Ø WYE 480Y/277	MVA Power Inc.	28-30 weeks	\$14,874.00	2	\$29,748.00		
					\$666,405.72	\$581,061.72	

ULS Corporate Inc./Liaoning Electric							
Item 1 - 25 kVa 1Ø WYE 240/120	ULS Corporate Inc.	9 weeks	\$3,568.81	10	\$35,688.10		
Item 2 - 37.5 kVa 1Ø WYE 240/120	ULS Corporate Inc.	10 weeks	\$4,052.82	52	\$210,746.64		
Item 3 - 50 kVa 1Ø WYE 240/120	ULS Corporate Inc.	14 weeks	\$4,750.79	118	\$560,593.22		
Item 4 - 75 kVa 1Ø WYE 240/120	ULS Corporate Inc.	10 weeks	\$5,455.97	30	\$163,679.10		
Item 5* - 30 kVa 3Ø WYE 480Y/277	ULS Corporate Inc.	8 weeks	\$4,620.44	1	\$4,620.44		
Item 6* - 75 kVa 3Ø WYE 208Y/120	ULS Corporate Inc.	8 weeks	\$6,402.37	1	\$6,402.37		
Item 7* - 150 kVa 3Ø WYE 208Y/120	ULS Corporate Inc.	9 weeks	\$8,095.29	4	\$32,381.16		
Item 8* - 225 kVa 3Ø WYE 480Y/277	ULS Corporate Inc.	8 weeks	\$12,181.47	2	\$24,362.94		
					\$1,038,473.97	\$0.00	

Howard Industries, Inc. c/o Power Sales Group							
Item 1 - 25 kVa 1Ø WYE 240/120	Howard Industries	60 weeks	\$5,081.00	10	\$50,810.00		
Item 2 - 37.5 kVa 1Ø WYE 240/120	Howard Industries	60 weeks	\$6,668.00	52	\$346,736.00		
Item 3 - 50 kVa 1Ø WYE 240/120	Howard Industries	60 weeks	\$8,012.00	118	\$945,416.00		
Item 4 - 75 kVa 1Ø WYE 240/120	Howard Industries	60 weeks	\$10,094.00	30	\$302,820.00		
Item 5* - 30 kVa 3Ø WYE 480Y/277	Howard Industries	64 weeks	\$12,165.00	1	\$12,165.00		
Item 6* - 75 kVa 3Ø WYE 208Y/120	Howard Industries	64 weeks	\$18,907.00	1	\$18,907.00		
Item 7* - 150 kVa 3Ø WYE 208Y/120	Howard Industries	64 weeks	\$32,829.00	4	\$131,316.00		
Item 8* - 225 kVa 3Ø WYE 480Y/277	Howard Industries	64 weeks	\$31,308.00	2	\$62,616.00		
					\$1,870,786.00	\$0.00	

*ITEMS 5 THROUGH 8 ARE NOT BEING AWARDED AT THIS TIME DUE TO THE TOTAL PRICE DIFFERENCE (\$139,660) BETWEEN THE LOWEST AND THE HIGHEST. TOTAL HIGHEST COST (HOWARD) OF ITEMS 5 - 8 IS \$225,004. TOTAL LOWEST COST (MVA) IS \$85,334; HOWEVER, MVA DID NOT SUBMIT TRANSFORMER SPECS FOR ITEMS 5 THRU 8 AND ARE REJECTD. ULS DID NOT SUBMIT TRANSFORMER DESCRIPTIONS AND ARE REJECTED.

Note: No firm fixed pricing was given. Exceptions were taken in all three (3) bids regarding prices being subject to change and longer lead times, as follows:

MVA Power:
ULS Corp. Inc.:

Howard Industries: Due to current cost volatility, Howard Industries reserves the right to change prices at any time to cover increases in the key transformer cost factors beyond the company's control. Due to Covid - 19 labor and raw material shortages, as well as other supply chain disruptions, Howard Industries reserves the right to modify lead times at any time on both orders that have already been placed and on future orders. Orders requiring approval drawings: lead times quoted assume that approval drawings will be signed and returned to Howard Industries within two (2) weeks, that additional times will be added to the quoted lead time. Transformers on this quotation are designed to comply with DOE efficiency requirements effective for covered transformers completing manufacture beginning January 1, 2016.



March 7, 2023

Town of Reading Municipal Light Board

Subject: IFP 2023-13 Pad Mounted Transformers

Pursuant to M.G.L. c. 164 § 56D, on January 25, 2023, an invitation for proposals was placed as a legal notice in the Middlesex East Section of the Daily Times Chronicle and was posted on the RMLD website requesting sealed proposals for Pad Mounted Transformers.

An invitation for proposals was sent to twenty (20) companies.

Sealed proposals were received from three (3) companies: Howard Industries, Inc. c/o Power Sales Group, Stuart C. Irby Company, and WESCO Distribution, Inc.

The sealed proposals were publicly opened and read aloud at 11:00 a.m. on March 1, 2023, 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 2023-13 for Pad Mounted Transformers be awarded to: **WESCO Distribution, Inc., for \$2,116,556.00¹**, pursuant to M.G.L. c. 164 § 56D, on the recommendation of the General Manager.

¹See attached analysis.

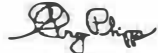
The 2023 Capital Budget amount for these items is \$2,760,000.00.


Vaughan Bryan (Mar 13, 2023 13:02 EDT)

Vaughan Bryan


Hamid Jaffari (Mar 13, 2023 13:22 EDT)

Hamid Jaffari



Greg Phipps

<u>Proposer</u>	<u>Manufacturer</u>	<u>Delivery Date</u>	<u>Unit Cost</u>	<u>Qty</u>	<u>Total Cost</u>	<u>Total Cost Awarded</u>	<u>Meet Specification Requirement</u>
WESCO Distribution, Inc. #1							
Item 1 - 50 kVa 1Ø FR3 240/120	NO QUOTE						
Item 2 - 75 kVa 1Ø FR3 240/120	NO QUOTE						
Item 3 - 45 kVa 3Ø DF 208Y/120	HITACHI	99-101 weeks	\$20,224.00	1	\$20,224.00		
Item 4 - 45 kVa 3Ø DF 480Y/277	HITACHI	99-101 weeks	\$19,362.00	2	\$38,724.00		
Item 5 - 225 kVa 3Ø DF 208Y/120	HITACHI	99-101 weeks	\$24,866.00	3	\$74,598.00		
Item 6 - 300 kVa 3Ø DF 208Y/120	HITACHI	99-101 weeks	\$27,244.00	4	\$108,976.00		
Item 7 - 750 kVa 3Ø DF 208Y/120	HITACHI	147-149 weeks	\$67,160.00	2	\$134,320.00		
Item 8 - 750 kVa 3Ø DF 480Y/277	HITACHI	147-149 weeks	\$50,990.00	2	\$101,980.00		
Item 9 - 1000 kVa 3Ø DF 208Y/120	HITACHI	147-149 weeks	\$77,420.00	2	\$154,840.00		
Item 10 - 1000 kVa 3Ø DF 480Y/277	HITACHI	147-149 weeks	\$62,090.00	4	\$248,360.00		
Item 11 - 1500 kVa 3Ø DF 480Y/277	HITACHI	147-149 weeks	\$85,526.00	5	\$427,630.00		
Item 12 - 2000 kVa 3Ø DF 480Y/277	HITACHI	147-149 weeks	\$96,469.00	1	\$96,469.00		
					\$1,406,121.00	\$0.00	

Stuart C. Irby Company							
Item 1 - 50 kVa 1Ø FR3 240/120	NO QUOTE						
Item 2 - 75 kVa 1Ø FR3 240/120	NO QUOTE						
Item 3 - 45 kVa 1Ø FR3 208Y/120	HITACHI	99-101 weeks	\$19,700.00	1	\$19,700.00		
Item 4 - 45 kVa 1Ø FR3 480Y/277	HITACHI	99-101 weeks	\$19,124.00	2	\$38,248.00		
Item 5 - 225 kVa 3Ø DF 208Y/120	HITACHI	99-101 weeks	\$24,222.00	3	\$72,666.00		
Item 6 - 300 kVa 3Ø DF 208Y/120	HITACHI	99-101 weeks	\$26,538.00	4	\$106,152.00		
Item 7 - 750 kVa 3Ø DF 208Y/120	HITACHI	147-149 weeks	\$65,419.00	2	\$130,838.00		
Item 8 - 750 kVa 3Ø DF 480Y/120	HITACHI	147-149 weeks	\$49,668.00	2	\$99,336.00		
Item 9 - 1000 kVa 3Ø DF 208Y/120	HITACHI	147-149 weeks	\$75,414.00	2	\$150,828.00		
Item 10 - 1000 kVa 3Ø DF 480Y/277	HITACHI	147-149 weeks	\$60,481.00	4	\$241,924.00		
Item 11 - 1500 kVa 3Ø DF 480Y/277	HITACHI	147-149 weeks	\$83,310.00	5	\$416,550.00		
Item 12 - 2000 kVa 3Ø DF 480Y/277	HITACHI	147-149 weeks	\$93,968.00	1	\$93,968.00		
					\$1,370,210.00	\$0.00	

WESCO Distribution, Inc. #2*							
Item 1 - 50 kVa 1Ø FR3 240/120	United Standard Electric	42-44 weeks	\$11,720.00	55	\$644,600.00	\$644,600.00	yes
Item 2 - 75 kVa 1Ø FR3 240/120	United Standard Electric	42-44 weeks	\$13,504.00	25	\$337,600.00	\$337,600.00	yes
Item 3 - 45 kVa 3Ø DF 208Y/120	United Standard Electric	42-44 weeks	\$22,674.00	1	\$22,674.00	\$22,674.00	yes
Item 4 - 45 kVa 3Ø DF 480Y/277	United Standard Electric	42-44 weeks	\$23,012.00	2	\$46,024.00	\$46,024.00	yes
Item 5 - 225 kVa 3Ø DF 208Y/120	United Standard Electric	42-44 weeks	\$28,530.00	3	\$85,590.00	\$85,590.00	yes
Item 6 - 300 kVa 3Ø DF 208Y/120	United Standard Electric	42-44 weeks	\$31,098.00	4	\$124,392.00	\$124,392.00	yes
Item 7 - 750 kVa 3Ø DF 208Y/120	United Standard Electric	42-44 weeks	\$44,020.00	2	\$88,040.00	\$88,040.00	yes
Item 8 - 750 kVa 3Ø DF 480Y/277	United Standard Electric	42-44 weeks	\$42,300.00	2	\$84,600.00	\$84,600.00	yes
Item 9 - 1000 kVa 3Ø DF 208Y/120	United Standard Electric	42-44 weeks	\$51,765.00	2	\$103,530.00	\$103,530.00	yes
Item 10 - 1000 kVa 3Ø DF 480Y/277	United Standard Electric	42-44 weeks	\$49,776.00	4	\$199,104.00	\$199,104.00	yes
Item 11 - 1500 kVa 3Ø DF 480Y/277	United Standard Electric	42-44 weeks	\$61,065.00	5	\$305,325.00	\$305,325.00	yes
Item 12 - 2000 kVa 3Ø DF 480Y/277	United Standard Electric	42-44 weeks	\$75,077.00	1	\$75,077.00	\$75,077.00	yes
					\$2,116,556.00	\$2,116,556.00	

Howard Industries, Inc. c/o Power Sales Group							
Item 1 - 50 kVa 1Ø FR3 240/120	Howard	72 weeks	\$23,883.00	55	\$1,313,565.00		
Item 2 - 75 kVa 1Ø FR3 240/120	Howard	72 weeks	\$26,193.00	25	\$654,825.00		
Item 3 - 45 kVa 3Ø DF 208Y/120	Howard	52 weeks	\$19,155.00	1	\$19,155.00		
Item 4 - 45 kVa 3Ø DF 480Y/277	Howard	52 weeks	\$19,114.00	2	\$38,228.00		
Item 5 - 225 kVa 3Ø DF 208Y/120	Howard	52 weeks	\$29,130.00	3	\$87,390.00		
Item 6 - 300 kVa 3Ø DF 208Y/120	Howard	52 weeks	\$32,855.00	4	\$131,420.00		
Item 7 - 750 kVa 3Ø DF 208Y/120	Howard	52 weeks	\$54,355.00	2	\$108,710.00		
Item 8 - 750 kVa 3Ø DF 480Y/277	Howard	52 weeks	\$54,332.00	2	\$108,664.00		
Item 9 - 1000 kVa 3Ø DF 208Y/120	Howard	52 weeks	\$69,574.00	2	\$139,148.00		
Item 10 - 1000 kVa 3Ø DF 480Y/277	Howard	52 weeks	\$64,272.00	4	\$257,088.00		
Item 11 - 1500 kVa 3Ø DF 480Y/277	Howard	52 weeks	\$97,258.00	5	\$486,290.00		
Item 12 - 2000 kVa 3Ø DF 480Y/277	Howard	52 weeks	\$102,450.00	1	\$102,450.00		
					\$3,446,933.00	\$0.00	

Note: Exceptions were taken in three out of the four (4) bids regarding prices being subject to change and longer lead times, as follows:

WESCO (Submission 1): Pricing is subject to escalation and lead times are subject to change.

Stuart C. Irby: No Exceptions. Pricing on items bid was higher.

WESCO (Submission 2)*: This is the proposal that is being awarded. Pricing is subject to escalation and lead times are subject to change.

Howard Industries: Due to current cost volatility, Howard Industries reserves the right to change prices at any time to cover increases in the key transformer cost factors beyond the company's control. Due to Covid - 19 labor and raw material shortages, as well as other supply chain disruptions, Howard Industries reserves the right to modify lead times at any time on both orders that have already been placed and on future orders. Orders requiring approval drawings: lead times quoted assume that approval drawings will be signed and returned to Howard Industries within two (2) weeks, that additional times will be added to the quoted lead time. Transformers on this quotation are designed to comply with DOE efficiency requirements effective for covered transformers completing manufacture beginning January 1, 2016. Because of the current cost volatility, prices are subject to change at any time to cover increases in the key transformer cost.

ATTACHMENT 3
INTEGRATED RESOURCES REPORT



Integrated Resources Report

*Presented to the
Board of Commissioners*
15 March 2023

Outline



IRD Key Drivers

IRD Organization




RMLD Integrated Resource Planning

Hydro Addition to Power Supply (*motion*)

3Q 2022 Certificates

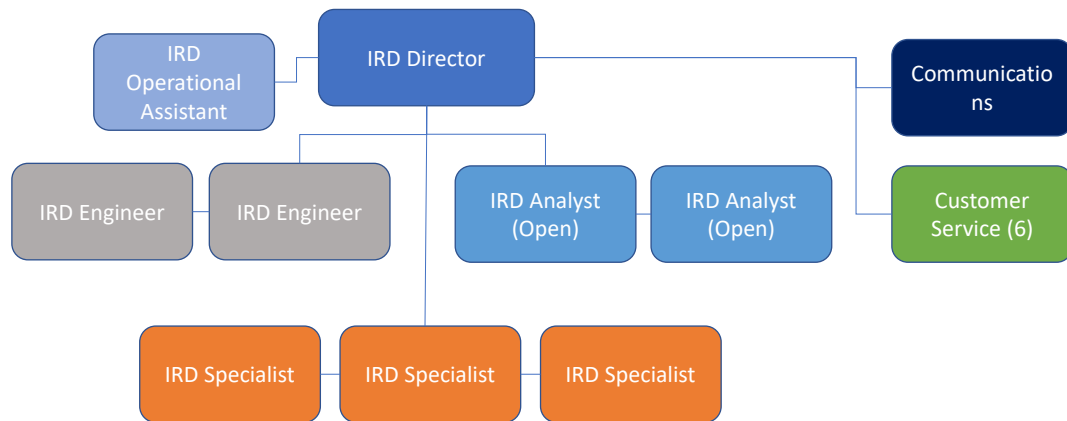
Integrated Resource Division Key Drivers



	Market	RMLD	Customers
Reliable 	Seek supply-demand balance	Invest in infrastructure (and data analytics)	Incent desired behaviors of energy use
Low Cost 	Relentlessly seek least cost resources	Build team out to fully evaluate and structure contracts	Manage impacts of increasing electrification by customers
Non-Carbon 	Aggressively pursue non-carbon PPA's	Maximize potential non-carbon generation in territory	Work with customers to maximize non carbon distributed generation

BoC CAB RMLD IRD 2023-03-15 DRAFT

IRD Organization



BoC CAB RMLD IRD 2023-03-15 DRAFT

RMLD Integrated Resource Planning



BoC CAB RMLD IRD 2023-03-15 DRAFT

Hydro Renewal – Gravity



Renewing and combining two Gravity hydro contracts (Wyre Wynd (contracted) and Gravity CT (MOU))

100% of output and environmental attributes of both facilities – minimize admin complexity for both parties

Gravity CT environmental justice complete; Wyre Wynd will be scheduled given renewal

Wyre Wynd requires fish passages for FERC license renewal (license receipt expected 2023)

Although both facilities are in CT, separate watersheds (supply rivers) to reduce risk

Volume –combined ~35,000 MWh/yr for RMLD (~5% RMLD total 2024 purchases; ~25,000 MWh/yr from CT plus ~10,000 MWh/yr from Wyre Wynd); RMLD takes all output of both facilities (no change)

Term - 32 years (2023 – 2055)

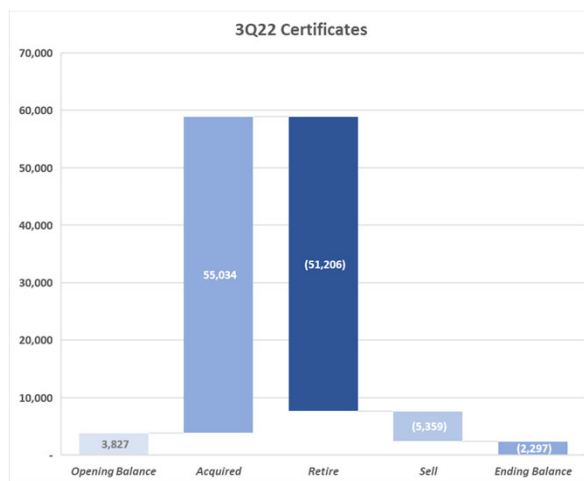
Certificates – CT Class I certificates (renewable and non-carbon)

Pricing - slightly above RMLD hydro portfolio; 80% higher than RMLD portfolio average; 2% escalator

Source: Energy Position Graph MASTER 2023-01-10; Gravity discussions and offer materials
BoC CAB RMLD IRD 2023-03-15 F

hydro motion

3Q 2022 Certificates – quarterly report



55,000 certificates acquired in 3Q22

- volume stability because certificates are contracted with non-carbon generation
- minted Jan 15, 2023

Retiring 26% of quarterly retail sales

- all EFECs plus several Maine Class 2's
- Volume up because of increased load related to weather

Selling 80% of certificates above 26%

- lower % sold now to leave higher bank to ensure year-end compliance (sell later if not retired)
- ~\$130,000 from 3Q22 certificate sales

Less generation from Hydro assets in Q3

- Higher load due to summer temperatures

7 Source: 2021-2023 RMLD certificate tracking

Thank You
from the IRD Team



BoC CAB RMLD IRD 2023-03-15 DRAFT

ATTACHMENT 4

**APPROVAL OF GM ATTENDANCE AT
THE 2023 TRANSMISSION &
DISTRIBUTION SUMMIT**



May 1-3rd, 2023 | Encore Boston Harbour | Boston, MA
<http://www.may23.t-dsummit.com>

The topics for the **Transmission and Distribution Summit** are determined by continuous research with our delegates and leading utility executives. Some of the key issues include:

- **Sustainability and Building Decarbonization Plans:** How utility companies are preparing their journey to reduce carbon emissions by 2050
- **Storm Hardening: Driving New Resiliency Strategies:** Proactively preparing for the uncertain climate and weather events
- **Integrating Technologies into the Grid:** There is an influx of new technologies coming into the utilities market, challenges include integrating into the grid
- **Smart Grid Operations and Flexible Loads:** Transforming into real-time flexible load and modernising the grid
- **Recognising and Aligning Expectations Around Supply Chain Disruption:** Navigating the smaller pool of raw materials and methods to prioritise projects
- **Trend Setting the Use of Energy Storage in Your State:** Discover current projects and different uses of battery storage
- **Navigating the New Hybrid Model:** The new normal of working from home, discussion around what the new workforce will look like

PAST DISTINGUISHED PRESENTERS INCLUDE:

Host Utility Oct 22: Deanna Rodriguez, President and CEO, Entergy New Orleans
Eliecer (Eli) Viamontes, President and CEO, Entergy Texas, Inc
Michael Lamb, SVP Transmission, Xcel Energy, President, Transco
Kip Fox, President, Electric Transmission Texas
Bill Magness, President and Chief Executive Officer, ERCOT
Tracy Bridge, President, EVP, Electric Division, Center Point Energy
Daniel Rogier, Vice President, Transmission Assett Strategy & Policy, AEP
Katherine Prewitt, President, Eversource Energy
John Haarlow, Chief Executive Officer, General Manager, Snohomish County, PUD
Pam Feuerstein, Chief Operating Officer, CORE Electric Coop
Roger Kranenburg, Vice President Energy Strategy and Policy, Eversource Energy
Ahmad Ababneh, Vice President, Electric Operations Major Projects, PG&E
Kamran Ali, Managing Director, Transmission Planning and Asset Renewal, AEP
Michael Jarro, Vice President, Distribution Operations, Florida Power & Light Company
Ed Tatum, Vice President, Transmission, American Municipal Power
Dean Sikes, Vice President, Engineering, Construction and Project Management, Cleco Power LLC
Paul Barham, Senior Vice President, Energy Delivery Services, CPS Energy
Ali Chowdhury, Vice President, Transmission & Interconnection, 8Minute Energy
Roger Kranenburg, Vice President, Energy Strategy, Eversource
Brian Bartos, Sr. Director, Underground & Integrated Operations, CPS Energy
Thomas Miller, Director Power Delivery, NiSource

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Micheal Henderson, Director, Regional Planning, **ISO- NE**
Joshua Burkholder, Director, Asset Strategy, **AEP**
Sarah Justus, Director, Construction, **American Transmission Co**

Current Distinguished Presenters Include:

Opening Host: Stephen Woerner, President, **National Grid, New England**
Leonard Singh, Chairman and President, **Ameren Illinois**
Kip Fox, President, **Electric Transmission Texas, LLC**
Ajit Apte, Vice President, Technical Services, **Baltimore Gas & Electric**
Pradeep Gill, CPO & Vice President, Supply Chain, **Ameren**
Ben Ford, Sr. Director, Procurement, **Ameren**
Aftab Khan, Senior Vice President, Engineering, **Eversource Energy**
John Hawkins, Vice President, Operations Support, **First Energy**
Ali Chowdhury, Vice President, Transmission, **Avantus**
Steven Benyard, Vice President, Reliability, **Entergy**
J. Jolly Hayden, Vice President, Power Supply and Operations, **East Texas Electric Cooperative**
Sandeep Arora, Senior Vice President, Transmission & Markets, **Rev Renewables (LS Power)**
Willie Wilson, Vice President, Storm Operations, **Entergy**
Ahmad Ababneh, Vice President, Electric Operations Major Projects, **PG&E**
George Leader, Vegetation Maintenance, **Pedernales Electric Cooperative, Inc.**

For speaking opportunities, please contact Louise Callender, louisec@marcusevansbb.com

Opening Session and Welcome

Stephen Woerner, President, **National Grid, New England**

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Presentation

Building a Resilient Grid: The Importance of Continued Infrastructure Investments

Aftab Khan, Senior Vice President, Engineering, **Eversource Energy**

Continued infrastructure investments in grid resiliency are crucial to ensuring a stable and reliable power supply. This includes upgrading and modernizing transmission and distribution systems, as well as investing in new technologies such as energy storage and smart grid systems. By strengthening the grid, utilities can better withstand natural disasters and other disruptions, reducing the risk of power outages and improving overall system reliability. Additionally, these investments can also help to integrate more renewable energy sources into the grid, further increasing resiliency and reducing dependence on fossil fuels. Overall, continued investment in grid infrastructure is essential for maintaining a reliable and sustainable energy system for the future.

Dual Fireside Chat

Storm Hardening: Advancing Resiliency Strategies in Transmission and Distribution Systems

Steven Benyard, Vice President, Reliability, **Entergy**

John Hawkins, Vice President, Operations Support, **First Energy**

Storm hardening refers to the process of strengthening transmission and distribution systems to better withstand severe weather events such as hurricanes, tornadoes, and other natural disasters. This includes a variety of strategies such as upgrading equipment and infrastructure, implementing new technologies, and increasing communication and coordination between utilities and emergency management agencies. By storm hardening the grid, utilities can reduce the risk of power outages and improve overall system reliability. This is especially important as climate change is increasing the frequency and severity of extreme weather events. Additionally, implementing new resiliency strategies in transmission and distribution can also help to reduce the impact of power outages on communities and businesses, which can be especially critical in times of emergency. This session will look at ways to strengthen threat mitigation and build resiliency:

- Identifying what drives the threats
- How are stakeholders monitoring and assessing the threat?
- Being proactive and investing in ways to mitigate the risk
- Focusing on customer outcomes

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Dual Presentation

Recognising and Aligning Expectations Around Supply Chain Disruption

Pradeep Gill, CPO & Vice President, Supply Chain, **Ameren**

Ben Ford, Sr. Director, Procurement, **Ameren**

Managing the supply chain can be a very tricky task for electric utility companies across the globe and executives are faced with additional tasks of being able to source rare earth materials that they must use to input into their current projects. Some of the challenges include shortage of certain materials due to political unrest and ensuring they do not source from China with anything that has intelligence, chips etc. Executives are questioning where they are going to develop the next sources for these materials? Pulling a major group of manufactures out of the supply chain only makes the pool smaller for supply chain executives to choose from. This session will explore:

- Navigating the smaller pool of raw materials successfully
- Methods to prioritise projects and sourcing methods
- Case studies of innovation being brought forward

Think Tank Session

Building a Sustainable Future: Cost Effective Methods and Ensuring Reliability

J. Jolly Hayden, Vice President, Power Supply and Operations, **East Texas Electric Cooperative**

How to bring this transition to a more sustainable future in a cost-effective manner with the foundation of ensuring reliability. Things that we will discuss include:

- The loss of inertia as we retire more coal and other thermal units. It appears that we are still years away from the development of artificial inertia. Example ERCOT released report on the impacts if the CSPAPR (Cross-State Pollution Rule) would result in a shutdown of 9GW of generation, which is a 13% reduction inertia and will result in up to 9X frequency of blackouts
- The cost to the consumer is a concern because renewables on get ~25% capacity credit, so you need 4X of name plate renewables to get the capacity credit you would get for a combined cycle
- The issue with getting transmission built. We need similar siting authority granted to pipelines. Cost Allocation is still a problem. Use of federal corridors would be helpful.
- Smart grids – loads as resources can be a very valuable tool to help keep the grid reliable but we need the technology and communications to be able to see these resources and control them

Panel Discussion

Revolutionizing the Grid: The Role of Energy Storage in Improving Resiliency and Sustainability

Ali Chowdhury, Vice President, Transmission, **Avantus**

Energy storage continues to be at the forefront of the T&D industry and many states such as California and New York have been very successful in benefiting from this technology. Texas and the Midwest have

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been slightly more reserved but found many uses in renewable energy. Some may say there are many different philosophies of how to use energy storage in the various markets. This session will explore:

- Current projects and different uses of battery storage
- Cost and solutions in the current marketplace
- Reviewing and discussing the environmental issues that battery storage brings
- An evaluation of the standards for construction and operations

Dual Presentation

Implementing an Effective Vegetation Management Program

Ryan Krause, Vegetation Maintenance, **Pedernales Electric Cooperative, Inc**

George Leader, Vegetation Maintenance, **Pedernales Electric Cooperative, Inc.**

Fireside Chat

Rethinking the Traditional: Integrating Technologies into the Grid

Renewable energy is a hot topic in the industry right now, there are companies popping up across the US with innovative ideas to step away from the old traditional route. With the influx of new technologies coming into the utilities market, executives are concerned about how they will integrate it all into their systems whilst keeping costs down and consumers happy. Pressure is also being applied from regulators pushing utilities to meet the demands that are expected. Join us in this fireside chat to learn about successful case studies being applied.

Interactive Roundtable Discussion

Prioritizing Asset Replacement and Life Extension Projects

Aging infrastructure is an ongoing challenge within the Transmission & Distribution world. The majority of companies out there have the task of maintaining post World War infrastructure which may need replacing however they must consider the balance between rate pressures and reliability. Before considering a full replacement project, there are proven materials and methods being used that are significantly less in cost and will substantially extend the life of aging assets.

Join us in this panel of experts to discuss how companies are looking to replace and refurbish their aging infrastructure without adding pressure to the current rates. This session will review:

- Risks involved when aging infrastructure is ignored
- What criteria does your company use to address aging infrastructure
- How we ensure that the existing grid will be viable for the coming decades considering the uncertainty around changes in generation portfolio, environmental regulations, distributed generation, etc.

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Interactive Roundtable Discussion

The New Working Hybrid Model- What is the Best Way Forward ?

People may say that utilities are an old school business, so over these past couple years there have been a lot of changes with a major shift in the way we work. With the majority of the workforce working from home, how does this change the nature of way we work moving forward? Is this the new norm and how will companies respond to the changes? This session will explore:

- Discussion on the experience of the pandemic and working from home
- Moving forward - what will the new workforce look like?
- Capitalizing on the benefits of remote working
- Establishing the key solutions to be used for top performance

Presentation

Feeling the Pinch: Controlling Costs in Transmission Projects

Utility companies continue to create new projects, rebuild and maintain existing infrastructure and upgrades across the system, managing projects is challenging due to many factors including policy and law, society, natural environment and management. Billions of dollars are invested globally on power transmission projects however costly delays are very common and delays can cause significant adverse effects on the economic development of a country. This session will explore:

- Managing the cost of power transmission projects
- Stakeholder management
- Material management and alternative methods

Presentation

The Great Resignation and the Impact on Electric Utilities

2021 was a 15-year high for global talent shortages and more than one in three USA employers reporting difficulty filling jobs. In this session we will explore how the skills gap is a key contributor and why everyone should care – from organizations to individual employees.

- Exploring the impact
- Uncovering skills gaps in yourself, the team and organization
- Setting a new path for skilled success

Presentation

Sustainability and Building Decarbonization Plans: How utility companies are preparing their journey to reduce carbon emissions by 2050

By the year of 2050, many or all states across the US will have their own renewable mandates that they have been working towards. Utilities are revising their renewable portfolios to enable trends and meet the demand of solar and wind being implemented into the grid. The market will be competitive as consumers seek the most reliable, affordable and environmentally responsible energy sources. This

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discussion will explore the driving force behind renewable mandates, cost measures and technologies that can drive deployment of renewable energy.

Panel Discussion

Leveraging Data Analytics to Reduce Operating Expenses and Efficiency

There is a ton of data available out there in the industry, however you need the right system and program in place to be able to sift through the data to use the information intelligently. In utilities there are many benefits of how data analytics can be applied including better weather forecasting, being able to predict how much damage you will see from an upcoming storm and how to better manage your assets plus much more. Technological advances have created the opportunity for T&D executives to bring analytics into their asset management programs creating cost effective results. This session will explore:

- Case studies of using data analytics successfully within the industry
- System upgrades that can be implemented
- Using the information to make decisions on where to invest
- Solutions and programs available to help get the best data available
- Aligning the data with the company goals

Presentation/Panel Discussion

Protecting the Electric Grid

As the grid continues to grow and become more connected, new and updated standards are always being introduced by the Federal Energy Regulatory Commission. Currently companies are trying to figure their way around CIP-013 which is a cyber security standard around their supply chain. Being able to look at where your materials are coming from and they are safe, but where are your suppliers sourcing from? Looking down in the supplier network is essential to prevent any disruption and hacking. This session will discuss:

- Managing cyber risk across the enterprise and up the supply chain
- Enhancing procurement practises
- Building a framework that is secure, vigilant and resilient

Interactive Roundtable Discussion

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Microgrids Integration and Operation

Utilities are always looking at ways to improve reliability and resiliency of the grid – microgrids seem like a great addition to help strengthen grid resilience. Micro grids are able to still be in operation when the main grid goes down, offering support and flexibility to help grid disturbances and offer a faster response time to local communities. Join us in this interactive discussion and explore the role of microgrids and how they are being used to advance the nation’s energy system.

Interactive Roundtable Discussion

Exploring all the Uses and Benefits of Energy Storage

Energy storage continues to be at the forefront of the T&D industry and many states such as California and New York have been very successful in benefiting from this technology. Texas and the Midwest have been slightly more reserved but found many uses in renewable energy. Some may say there are many different philosophies of how to use energy storage in the various markets. This session will explore:

- Current projects and different uses of battery storage
- Cost and solutions in the current marketplace
- Reviewing and discussing the environmental issues that battery storage brings
- An evaluation of the standards for construction and operations

Presentation

Planning Ahead to Keep Ahead: Vegetation and Fire Management

Reliability and resiliency continue to be at the forefront for utilities across the nation. As we navigate our way out of this very difficult health and economic crisis, the western parts of the United States will experience numerous wildfires that claim lives and millions of dollars in property which unfortunately can be utility infrastructure as well. Utility executives must continue to find ever-improving vegetation management practices and implement fire prevention treatments to reduce risks and minimize losses.

This session will explore:

- The key drivers for the threats
- How the utilities and stakeholders are monitoring and assessing the threats
- Situational awareness
- Being proactive – helping mitigate the risk

Presentation

Powering Ahead: Exploring the Full Potential of Drones

Unmanned aerial vehicles (UAVs) are a growing interest in the utility sector, not only can they find sources of outages on power lines, they can also be used for inspection and storm damage.

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Many energy companies are still unsure of the value that drones can bring to their operations however the market predictions and investments show that the drone market has a potentially bright future. This session will review:

- Examples of how drones are adding value to the utility space
- Managing the regulatory requirements and compliance issues
- Clarifying what the primary market drivers are and barriers to overcome
- Using Lidar technologies

Presentation

Utility of the Future – Distributed Energy Resources

As utilities look to advance ambitious goals for the future, energy efficiency and distributed energy resources continue to be central to efforts—with new approaches. Developing demand response capacity, fleet electrification opportunities and carbon reduction goals all run parallel to strategies to manage the demand side portfolio. From how we are shifting our internal culture and expectations of energy efficiency and conservation programs, to how we promote and structure demand response technology that takes advantage of the latest consumer opportunities, we are a utility in evolution. Learn with us as we plan and scale our evolving portfolio of programs and outcomes.

Presentation

The All Inclusive Workforce: Diversity 2022

Today across the globe companies are aware of the importance of creating diversity within their business. To create good chemistry, you need great chemistry between people. The global market is extremely competitive and volatile therefore, to prosper the industry needs a mix of talents. This session will delve into:

- How diversity can offer a company new perspectives and ideas
- Reviewing the recruitment process and marketing design to encourage a culture shift
- What are the challenges and how can you overcome these?

Presentation

The Road to Recovery: Strengthening Resiliency, Reliability and Adaptability

Utility companies have always been on high alert, prepared for natural disasters to hit their state and still keep their power on. During this pandemic, utilities have been learning a lot and looking at ways they can prepare themselves for any future threats. Bush fires and hurricanes will continue to be a threat for companies in the months ahead; this session will look at ways to strengthen threat mitigation.

- Identifying what may drive the threats

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- How are stakeholders monitoring and assessing the threat?
- Being proactive throughout and ways to help mitigate the risk
- Improving situational awareness

Presentation

Managing the Increase in Consumption and Distribution

With the increase in electric vehicles across the US, a lot of utility companies are wondering what this will mean for an increase in consumption and distribution. The influx of electrical powered vehicles has led to an increase in electrical demand, increase of the short-circuit currents, potential violations of the voltage level regulated limits and the lifespan of some of the power equipment affected. As we move forward towards a greener landscape, how can utility companies prepare and ensure they are in the best position for the upcoming influx?

Presentation

Introducing A.I. and Automation into the Utility World

Although in very early infancy stages, we are starting to hear whispers of A.I. in the T&D world. Other industries are seeing huge potential from these new technologies within their business. This session will look into ways A.I. can be introduced into the utilities world and the benefits it could have.

- Review of the current climate and examples of this technology being applied
- Exploring how the technologies can be used in the industry if applied correctly
- Assessing the market and solution provider options

Interactive Roundtable Discussion

Applying Automation and Use of New Technologies to Get Ahead

The use of new technologies to automate routine functions has become more of a trend over these last few months, work at home has set a new paradigm of what can and cannot be done with I.T and technologies. Looking ahead how can companies leverage these technologies and use remote opportunities to automate reporting and functions of their business? The T&D world can use this time to create an opportunity to build on their automation and be innovative.

For further information or to enquire regarding speaking opportunities please contact:

Louise Callender, Executive Producer, marcus evans summits

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Confidential document: all information enclosed in the property of marcus evans summits

ATTACHMENT 5
APPROVAL OF GM ATTENDANCE AT
NEPPA'S 2023 RODE&O

Agenda

Tuesday, May 9, 2023

7:30 AM Registration, Continental Breakfast

9:00 AM Competition begins

15th Annual Lineworkers Rodeo

New Hampshire Electric Co-op (NHEC)

579 Tenney Mountain Highway

Plymouth, NH 03264

5:00 PM Pig Roast Dinner (at The Common Man Inn)

6:30 PM Awards and Raffle

Wednesday, May 10, 2023

7:00 AM Registration, Breakfast Buffet

8:15 AM Welcome & Intro

8:30 AM Keynote – Leadership “What’s Love Got To Do With It?”

by Colonel Arthur J. Athens, USMCR (Ret.)

Tina Turner made a song with this title popular in the mid-1980s. If we were to consider this same question in the context of leadership . . . we might answer by saying that love has little to do with leadership. But it may be time to reconsider the connection between leadership and love . . . we might find the connection to be surprising and one of the genuine keys to extraordinary leadership.

9:30 AM Break

9:45 AM Breakout Sessions

Management Track

Is It the Jetsons or Gen Z?: Creating an Out of this World Workplace for the Future by Danette Scudder, Tennessee Valley Public Power Association.

Operations Track

Spacers Cable - Tips & Tricks, Do's & Don'ts by Bill St. Cyr, Marmon Utility and Scott Larsen, Hendrix.

Engineering Track

AMI, AMR, MDMS... DOA? Facilitator by Chris Adley, LELWD, Vince McMahon, WMGLD, Sue Blanchette, Groton Utilities, Aaron Brooks, Groton Utilities.

10:45 AM Break

11:00 AM Breakout Sessions

Management Track

Black-out/ Brown-out Procedure Plans by XXX, XXX

Operations Track

Things Happening today with Substations Security, Do's & Don't's by XXXX XXXX

Engineering Track

Data, Data Everywhere and not a drop to drink... by EJ Gomes, Sensus, a Xylem Brand
Attend this session to hear how utilities can use the all the data in the 'Data Lake' to become more aware, more efficient, and reliable.

12:00 PM Trolley Shuttle to The Barn on the Pemi for Lunch and Exhibit Hall

12:00 PM Lunch

1:00 PM Mutual Aid Committee Meeting at **The BARN**

1:30 PM - ***Cornhole Tournament - See sign up sheet***

2:30 PM Demo#1 - ***Piercing Insulation***

3:00 PM Demo#2 - ***Tasting***

3:30 PM Demo#3 - ***Von Thumper***

3:45 PM Raffle Drawing in Exhibit Hall

4:00 PM Adjourn & Exhibitor Breakdown/ Load Out

5:00 PM Evening Social

Thursday, May 11, 2023

7:00 AM **Breakfast Buffet**

8:00 AM **Board of Directors Meeting** at NHEC

8:30 AM **Breakout Sessions**

Management Track

Moultonborough Battery Project by Brian Callan, New Hampshire Electric Cooperative

Operations Track

Mutual Aids Do's, Don'ts, What to expect... by XXXX XXXX

Engineering Track

Who's afraid of the big, bad wolf... I mean Electrification! by Louis Santilli, Quanta
Technology

Electrification - new buzz word for technologies displacing conventional fossil fuels with new technologies for decarbonization and how does it affect me?

11:00 AM Benevolent Fund Activity:

Golf Tournament – Shotgun 11:00 AM

Waukegan Golf Club – 9 holes

11:00 AM Conference Adjourns

9:30 AM Break

9:45 AM Breakout Session

Engineering Track (1.5 hours)

Engineering Roundtable Facilitator Dave Ketchen, LELWD

Subjects for discussion include: Change updates, working with small staff, distribution transformers, etc.

11:00 AM Benevolent Fund Activity:

Golf Tournament – Shotgun 11:00 AM

Waukegan Golf Club – 9 holes

11:15 AM Conference Adjourns

ATTACHMENT 6

**APPROVAL OF GM ATTENDANCE AT
THE 2023 APPA NATIONAL
CONFERENCE**

Program

The **National Conference** offers many opportunities professional development and networking opportunities to help you connect with public power leaders and partners across the country.

- **Pre-conference seminars** on Sunday are a great value-add.
- **General sessions** bring everyone together on broader issues.
- **Breakout sessions** dive deeper into key issues facing public power utilities.
- **Networking events** and the Industry Innovations Expo provide connection opportunities.

Agenda at a Glance

Friday, June 16

8 am – 3 pm [Public Power Day of Giving](#)

Help demonstrate public power's commitment to community service by volunteering with us. Day of Giving participants (and their guests) will spend a day volunteering with local service organizations (and meeting their fellow attendees).

Sunday, June 18

8:30 am – Noon **Preconference Seminars**

All seminars require an additional fee

Strategic Workforce Planning

Talent management is among the top concerns of management and boards, yet is often separated from an organization's strategic initiatives. Get expert coaching on how you can align your workforce plan around your organization's goals and long-term planning. Perform a preliminary needs assessment and gap analysis for your workforce, incorporating internal and external drivers that are changing your recruitment and retention strategy. Apply a strategic and a risk-based lens to get an objective view on how to plan and

prioritize future needs and begin to map out an action plan for your workforce strategy.

Topics

- Examine internal and external workforce drivers
- Identify future workforce needs and assess potential gaps
- Assess vulnerability and criticality of positions
- Develop an action plan to address workforce priorities

Julie Ryan, Managing Partner, Aether Advisors, LLC

Assessing the Value and Potential Disruption of Distributed Energy Resources

As consumers, developers, and utilities deploy smaller, often variable, energy sources such as solar and wind, these distributed resources have become integral to how utilities manage their local distribution systems. As behind-the-meter installation becomes easier, utilities' work to ensure proper interconnection and management of these assets becomes more complex. Learn more about how different types of resources, including microgrids and battery storage systems, can affect everything from electrical safety to power quality, regulatory compliance, and utility cost allocation and rates. Explore the steps to conducting a comprehensive impact analysis and system study, including technical concerns to be aware of and tools to assess the potential strategic value of DERs.

Topics

- Types and characteristics of distributed energy resources
- Potential issues for public power systems (safety, regulatory compliance, rate pressure)
- Technical concerns with the interconnection of DERs
- Impact analysis and distribution system study tools
- DER strategic value and business case

Joni Batson, P.E., Vice President, Emerging Technologies, and Joseph Blackwell, Director, Digital Utility Organization—Leidos; and John Miner, P.E., President, Collaborative Learning

Power Up Your Financial Policies

Utilities across the country are seeing a rise in rate challenges, exacerbating already tight margins and increasing expenses.

Discover ways to tighten up policies and rate methodologies to help ensure equitable rate recovery and avoid rate challenges. Discuss the latest trends and practices for areas such as cash reserves, capital plans, inside and outside city rates, contributed capital on grant funds, allocation studies, and payments in lieu of taxes. Review how other utilities are handling common issues and what strategies you can take home to meet your key financial targets.

Topics

- Trends in utility rate design
- Common pitfalls in rate challenges
- Finding and fixing vulnerable financial areas
- Best financial policy practices

Da wn Lund, Vice President, Utility Financial Solutions

1:30 – 5 pm

Preconference Seminars

All seminars require an additional fee

Inspired Public Service: Excellence in Public Power Leadership

The American public's faith in its government, and government employees, is eroding to crisis levels. Leaders in public service entities have an opportunity to help turn this around through fostering organizational cultures that cause employees to bring their full heart as well as their brains to work. Join current and aspiring public power leaders and policymakers to learn how to create outcomes that produce high customer and community satisfaction. Grow your leadership skills to improve your effectiveness as a public power executive or policymaker, while also increasing your personal satisfaction as a public sector leader. Learn a systemic approach to driving the concept of leading through serving the public interest to improve confidence in your organization, generate pride, improve efficiency and effectiveness, increase employee satisfaction and retention, and support greater public satisfaction.

Topics

- Engaging mission, vision and values
- Defining strategy and translating into action
- Breaking down silos through a decision-making framework
- Installing useful accountability
- Promoting ethics
- Facilitating broad-based solutions
- Developing communication skills

Steve Wright, CEO, Inspired Public Service (retired CEO of Chelan Public Utility District, Washington)

Preparing for an Electric Vehicle-Driven Grid

Electric vehicles are officially moving from early adoption to mainstream – but the electric grid is still catching up. Review how to translate the latest market forecasts into a realistic adoption scenario in your community, and what you need to know to accurately project the resulting energy and capacity needs. Discuss how you can prepare for and manage potential grid impacts, from resource planning considerations to developing transportation-specific rates and service policies. Review the basic building blocks of how to plan for load growth related to electric vehicle charging—including plotting out likely load growth, expected load shapes, and ideal locations for light, medium, and heavy-duty vehicle charging.

Topics

- Latest EV market forecasts
- Trends in charging infrastructure
- Forecasting and planning EV-related load growth
- Strategies for mitigating and modifying demand from charging

Bill Boyce, Principal, Bill Boyce Consulting, LLC (retired from Sacramento Municipal Utility District, California)

Best Practices in Public Power Governance

If you're like most utility governance officials, you must quickly learn the roles, responsibilities, and expectations that come with the job. Board or city council members, especially new appointees, will get a comprehensive overview of public power and the duties, responsibilities, and legal obligations of people in the governing board. Review the nuts and bolts of governance requirements, such as open meetings and records, fiduciary responsibilities, charters and bylaws, conflicts of interest, and interaction with regulatory agencies. Learn what you can do to encourage effective board meetings and communication between board members, staff, and stakeholders. Swap strategies for successful board operations and learn techniques for board development.

Topics

- Understanding the public power model
- Duties and obligations of governing board members
- Common challenges and sticky situations for board members
- Making the most of your experience

Steve VanderMeer, *Executive Consultant (retired from Hometown Connections, Inc.)*

5 – 6 pm Women in Public Power Reception

Join the women thought leaders, policymakers, and innovators shaping public power for networking and drinks. Make new friends, share stories, and enjoy great conversations.

6 – 7:30 pm Welcome Reception

Enjoy hors d'oeuvres and drinks while you reconnect with old friends, meet new people, and network with other public power leaders. All conference participants and guests are welcome.

Monday, June 19

7:15 – Morning Conversations

8:15 am

Start your morning by joining friends and colleagues in small group discussions. *Continental breakfast will be served.*

8:30 – Opening General Session

10:30 am

An Insider’s View of Politics and Personalities in the News

Jessica Yellin, *Award-winning Journalist and Former CNN Chief White House Correspondent and author of SAVAGE NEWS, a novel.*



Whether from sitting down with the newsmakers – including former President Barack Obama and Mrs. Obama, Anthony Fauci, and Meghan the Duchess of Sussex – or reporting on the most impactful news of the day as an Emmy, Peabody and Gracie Award winning political correspondent, Jessica Yellin has been dedicated to giving the audience information, not a panic attack. Now as the founder of News Not Noise, an independent digital media brand, Yellin shares her take on current political events and how people can shape the news for better or worse.

10:30 am – **Industry Innovations Expo open**

6 pm Refreshment breaks will be held in the Industry Innovations Expo.

11 am – **Breakout Sessions**
Noon

1. **Building Pride in Public Service**

Instilling a culture that builds pride, meaning, and purpose can lead to higher levels of motivation and commitment. Learn what opportunities public power leaders have to improve organizational effectiveness through driving a culture of inspired public service, including how to continuously connect the dots between daily tasks and greater community impact.

2. **How Not to Lose Institutional Knowledge**

Knowledge transfer happens from individual to individual – knowledge retention captures key information in a way that benefits the organization. Learn how your organization can improve knowledge retention, including strategies for successfully engaging employees, best practices for storing and organizing key information, and tips for setting up smooth and seamless processes to capture intel.

3. **Preserving and Sharing Utility History**

Telling your utility's story is important to preserving its legacy among your workforce and within your community. While many public power utilities have built up a long tradition of serving their communities, the connection of the community to the utility's past often wanes along with the years. Hear how one utility uncovered some wonderful history and a public power legacy that the whole community could embrace. Learn what they are doing to share that history, so the next generation understands the true value of public power.

4. **Exercising Keeps the Lights On**

Just as regular physical activity is a boost for your personal health, exercising your utility's incident response plan leads to improved security and operations. Hear lessons learned from the host and participants in the latest GridEx, the largest electric sector exercise in the U.S., including what recommendations emerged related to communications, collaboration, and coordination between state and local government, utilities, and other parties. Discover how you can prepare to participate in this year's GridEx and other tips to enhance your incident response posture.

5. Renewed Approaches for Renewable Energy

Transitioning the energy system to more clean energy sources requires researching how viable new technologies and approaches can be at scale. Learn about two utility projects – one using utility scale solar on landfills and another converting coal plants to run on densified fuel pellets made from clean industrial paper and plastic waste – including how each utility embraced partnerships and what conditions allow for these technologies to be replicated.

6. Preparing for Utility Fleet Electrification

If you've considered electrifying your fleet – or your city is discussing the possibility – learn the ins and outs of what it takes to properly procure and manage an electrified fleet of vehicles. Review what you need to know before you make the plunge into operating an EV fleet, including how to make sure your facilities are prepared.

7. Federal Legislative Update: From Congress to Your Community

Hear what's happening in Congress this year on issues that impact public power and your utility, including implementation of the Inflation Reduction Act and the Infrastructure Investment and Jobs Act, and legislative activity related to climate change, supply chain challenges, and grid security. Discover how you can add your voice and show Congress the power and needs of your community.

8. Demonstrating a Commitment to Safety

Leaders have a particularly wide scope of influence, so it is critical that they demonstrate commitment to safety through both words and actions, just as they do for utility operations. True leadership goes beyond wearing proper PPE and ensuring others do the same – executives can create and sustain a culture of positive safety performance through communication, training, and recognition. Learn how to integrate trust and accountability into your daily routines and performance cycles, and ultimately building in a stronger culture of safety from top to bottom.

Noon –
1:30 pm **Lunch (on your own)**

1:30 –
2:30 pm **Breakout Sessions**

1. Strategic Planning That Sticks

Outlining your utility's path to continued success or transformation in a strategic plan is only the first step. Leaders are charged with turning the plan into action – and keeping it from sitting on the proverbial shelf gathering dust. Explore the steps one utility took to invigorate the strategic planning process, including communicating the plan, creating action plans, developing accountability for

implementation, and providing periodic progress reports.

2. Fostering Energy Literacy in Young People

Get an inside look at the results of the National Energy Literacy Survey, which measured high school seniors and juniors' knowledge, attitudes, and behaviors regarding energy. Then discuss opportunities for providing K-12 energy education, including available resources to boost energy literacy, as well as fostering optimism regarding the energy literacy of young people entering adulthood.

3. Collaborating with Tribes on Hydropower Relicensing and Licensing

In addition to being a critical backbone for electricity production in the U.S., North American rivers have economic, cultural, and spiritual significance to many tribes and first nations. As hydropower operators seek new and manage existing licenses on these facilities, collaborating with affected tribes and first nations is not only a best practice for involving your community, it is increasingly a regulatory requirement. Explore a tribal perspective in natural resource decision-making, including the important protocols for early and continuous collaboration with tribes and the layers of influence and authority that tribes can exert in regulatory processes. Share examples of how such collaboration has occurred in your community and bring your questions on how to build better, proactive relationships.

4. Disaster Response: Working with State and Federal Partners

Meet the federal and state government leaders involved in grid resilience and how different agencies can help your utility following a disaster. Bring your questions on securing grant funding, planning, preparedness, and response to hear directly from the panelists on how utilities can expect to work with each partner.

5. Bringing Energy Storage to Scale

As more public power utilities weigh the technical feasibility of implementing energy storage technologies, some common lessons in deploying and operationalizing these technologies have emerged. Hear from a panel of public power utilities about how storage projects have enhanced their organizational capacities, what factors they considered in weighing the benefits and costs of energy storage technologies, and how their implementation went. Also provide input on the energy storage maturity framework for public power utilities that is in development.

6. Developing an Astute Electric Vehicle Strategy

Hear how Nashville Electric Service formulated its comprehensive business strategy for vehicle electrification, including assessing the state of vehicle electrification in its service area, conducting workshops and stakeholder interviews to define a desired future state, performing a gap analysis, and setting attainable short-term and long-term goals. Discuss how considerations such as state and federal targets, automaker electrification goals, availability of grant funding, and community-specific needs can shape a utility's EV roadmap or planning process.

7. Ready for Environmental Regulations

As federal agencies such as the Environmental Protection Agency have outlined an ambitious regulatory agenda, utilities need to know how any potential new rules will govern future operations related to permitting, greenhouse gas emissions, water and air quality, and PFAS and other industrial chemicals. Get the latest look at the administration's regulations agenda, review the implications of rulings from the Supreme Court regarding clean water and other environmental issues, and discuss how public power can brace for these changes and embrace potential opportunities that arise.

8. Rating Agency Outlook for Public Power

Get the inside scoop on how Fitch, Moody's, and Standard & Poor rate your credit and municipal bond issues directly from representatives from all three agencies. Learn how each views the latest global trends and utility threats as working for and against public power – and your utility's - financial strength in a competitive market. Discuss the steps your boards and managers should take to put your utility in the best position to raise capital.

2:30 – 3 pm **Break with Sponsors (*Industry Innovations Expo*)**

3 – 4 pm **Breakout Sessions**

1. Level Up Your Thought Leadership with Social Media

For nearly two decades, social media has proven to be an effective platform for thought leadership. Discuss tactics for amplifying your messages and how you can align your executive profiles with your organization's social strategy. Hear the latest strategies for planning and scheduling social media posts – including when you should consider straying from the plan. Also delve into how to measure meaningful results from your activity across social channels.

2. Creating a Talent Pipeline

With a competitive labor market, fewer individuals pursuing careers

in the utility industry, and an increasingly high volume of employees nearing eligibility for retirement, succession and workforce planning is vital to continuity of business operations and the ongoing success of public power utilities. It creates a culture to attract, develop, and retain top-notch talent. Learn strategies for identifying high-potential employees, developing top talent, and building on internal strengths to create a talent pipeline.

3. **Embracing Environmental Justice and Equity**

As public power utilities transition to cleaner and non-emitting generation technologies, there are opportunities to further engage with communities who have been disproportionately affected by developments in the past. Engaging these communities in the thoughtful design and implementation of new technologies, policies, business models, processes, and programs can deliver more equitable environmental benefits, economic opportunities, and innovation. Learn what utilities are doing to reduce emissions impacts on specific communities and equitably distribute costs and opportunities in their long-term planning.

4. **Protecting Grid Infrastructure**

In the wake of several high-profile attacks, communities are curious to know how secure the electric grid and their power supply is from harm. Get a briefing on the type and shifting nature of incidents targeting utilities and learn what you can do to protect your assets, including substations, transmission, and distribution lines. Also learn what steps to take to coordinate with law enforcement and keep the community informed should your system experience an attack.

5. **Getting the Most Value from Customer Data**

One of the key features of advanced metering infrastructure is that it produces data – a lot of data. Among all that information lies valuable insight about how your customers use electricity, which utilities can analyze to better target programs and services, improve efficiency, and more. Learn how one utility is leveraging a data service to mine value from its AMI and customer data, what bumps in the road it encountered in making the data actionable, and plans for the future.

6. **Developing Community Solar Programs**

Setting up a community solar project requires careful study and review from many angles – the right site, ownership and subscription models, community outreach and education, financing, and more. Review how the Department of Energy's National Community Solar Partnership can assist your utility in the decision-making process,

including what tools can help you analyze and form the right strategy for your community, and insights from public power utilities on how to make the most of this assistance.

7. What We've Learned about IJA Funding So Far

Get an update on how funding stemming from the Infrastructure Investment and Jobs Act has rolled out compared to what was initially expected, including where opportunities for grid resiliency, physical and cybersecurity, and electric and hydrogen vehicle fueling infrastructure stand. Review any early lessons learned from the first round of funding doled out and get tips on how utilities and local governments can best leverage the funding to accomplish their goals.

8. Broadband as an Extension of Your Utility

Utilities have been deploying fiber deeper into their electric system for several years and might now have the excess capacity or ability to expand that fiber to support broadband services. Learn about the options utilities have in terms of partnerships and business models for rolling out broadband and hear about the pros and cons of different approaches from utilities who have made different models work for their communities. Discuss the steps required to institute the new service no matter which path you take.

4:30 – 6 pm Industry Innovations Expo Reception

Unwind over drinks as you connect with industry suppliers, vendors, and consultants and discover how they can help your organization succeed. Enjoy some down time with colleagues.

Tuesday, June 20

7:15 – Morning Conversations

8:15 am

Start your morning by joining friends and colleagues in small group discussions. *Continental breakfast will be served*

10:30

a.m. – 3 Industry Innovations Expo open

pm

8:30 – Awards & General Session

10:30

am Presentation of National Awards

Recognizing excellence in public power leadership

Navigating the Not-Normal Economy

Ron Insana, *CNBC Senior Analyst and Commentator; Trailblazing Financial Journalist; Bestselling Author; Financial Professional*



Communities across the U.S. and the world are learning how to manage amid economic turmoil – rising from global political instability, rapid inflation, and broken supply chains. Gain insight into the market signals and political maneuvers that are affecting our economy so that you can navigate through the noise and keep your utility as well-positioned as possible. Insana is host of a nationally syndicated daily radio show and a senior analyst and commentator for CNBC and the author of *Traders' Tales*, *The Message of the Markets*, *Trend Watching* and most recently *How to Make a Fortune from the Biggest Bailout in U.S. History: A Guide to the 7 Greatest Bargains from Main Street to Wall Street*.

10:30 am – 3 pm **Industry Innovations Expo open**

Refreshment breaks will be held in the Industry Innovations Expo.

11 am – **Breakout Sessions**

Noon

1. **The Power of Example**

Of the many reasons local governments and public power utilities might face retention and recruitment challenges, demonstrating inspired leadership might be one of the most straightforward ways to solve the problem. Gain insight from other public power leaders on how you can develop into a person people want to follow, whether that's in how you engage with your board, employees, city leaders or community.

2. **Centering DEI as a Retention Strategy**

Utilities are facing an aging workforce and increased competition for talent. It is necessary, then, for public power utilities to actively seek to attract and retain a highly skilled, diverse workforce to ensure long-term continuity. Review the business case for embracing diversity, equity, and inclusion and learn what strategies you can deploy to attract, develop, and retain a skilled workforce that is reflective of the community you serve.

3. **Modern Municipalization Efforts**

Get an update on the status of various municipalization efforts across the country and discuss how the various motivations behind these

movements affects public perception about your utility. Hear directly from representatives from communities interested in the public power business model, including what benefits they hope to achieve, and how you can utilize this information to demonstrate the value of public power to your community and stakeholders.

4. How to Develop a Supply Chain Cybersecurity Risk Management Program

The vendors who provide products and services to public power utilities and their associated municipalities offer valuable services but can pose significant cyber risk to your organization. Gain pragmatic guidance and a program framework to address – and mitigate – risks stemming from your supply chain.

5. Research, Reliability, and Resilience: Building the Modern Utility

Explore the suite of tools and resources designed to help you transform your utility into the one your community expects and deserves in the 21st century. Learn how programs – from the Reliable Public Power Provider (RP3) to Smart Energy Provider (SEP) and Demonstration of Energy and Efficiency Developments (DEED) – can provide you with the insight needed to prioritize system improvements, help you benchmark your practices, and transfer key findings about how to apply the latest technology in a public power setting.

6. Exploring Utility and Transit Partnerships

Learn how Seattle City Light is working with its transit local system, King County Metro, on innovative technologies to support transportation electrification and implement its key priority of zero emissions by 2035. Explore why Seattle sees electrification as a major tool in decarbonization of the transportation system, and how the partnership offers opportunities to address environmental, economic, and social inequities in the city.

7. How to Get Federal and State Funding Related to Natural Disasters

When your community is working to rebuild following a natural disaster or hardening your system to be more resilient after any future disasters, your team should ensure you aren't leaving money on the table that could support these efforts. Hear from public power utilities and vendors with experience in acquiring grants to support grid resilience about what to do to position your utility for getting, tracking, and properly using these funds.

8. The New Global Paradigm for Natural Gas

Get a global view of how the natural gas market is changing and has

changed, and then examine how different regions of the U.S. are affected by these fluctuations. Discuss how natural gas supply, demand, and transport infrastructure in each region affect public power's ability to plan for and deliver reliable, affordable electricity.

Noon – **Lunch - Industry Innovations Expo**
1:30 pm

1:30 – **Breakout Sessions**
2:30 pm

1. Strengthening Collaboration and Group Dynamics

New work norms and habits picked up the past few years have changed – and often undermined – efforts to engage with others and promote collaboration within our workplace culture. Get ideas on how to break the routine and build community within your organization, not in restoring past activities but through focusing on the distinctiveness of the people involved and what motivates and inspires them to engage. Explore what makes our interactions important and how you can create more meaningful dialogue to create impactful exchanges.

2. How Customer Engagement Can Lead to Success

Public power utilities pride ourselves on openness and transparency. Public meetings and other venues offer the opportunity for valuable feedback and engagement and to address misinformation or contentious issues head on. Learn strategies to establish your utility's community-oriented posture, create a sense of ownership for customers, and pave the way for getting resource plans and rate increases approved. Review how to write a communication plan, distill complex information into understandable concepts, and deal with misinformation. Share your best practices for participating in community meetings.

3. Keeping Your Small Utility Secure

As cyber and physical security incidents against utilities get increasing attention, many utilities are reassessing efforts to mitigate affects to their systems. Utilities serving smaller communities might not have as many resources in house to counter new threats as larger systems, but are deploying strategies to address threats and reduce risks. Connect with other smaller utilities to share ideas on addressing and strengthening your cybersecurity.

4. Urban Microgrids: Community Resiliency at Scale

In September of 2022, thousands of residents of Lodi, California lost power for roughly an hour during record-breaking heat. Incidents like this are becoming more frequent as the electric grid is met with growing demand and the integration of renewable energy sources.

Walk through how the city evaluated solutions to prevent future blackouts and why it ultimately chose to develop an urban microgrid. Discuss how urban microgrids can help overcome challenges posed by the modern grid architecture.

5. Managing Loads from Building and Transportation Electrification

The anticipated load growth from the electrification of buildings and the transportation sector provides both challenges and opportunities for electric utilities. Hear from the Lawrence Berkeley National Laboratory about how it has modeled how utilities can manage peak demand with energy efficiency and demand flexibility, and get guidance from the Department of Energy on how utilities can leverage available tools to reduce uncertainty in forecasting load and develop next generation charging profiles.

6. Financing Municipal Broadband Networks

Learn practical steps to getting the financing necessary to move your municipal broadband project forward, from how to navigate various funding sources to defining rate structures and completing a competitive market analysis. Connect with utility leaders who have deployed municipal broadband networks to discuss the successes and challenges of raising capital for your own build, and how to make sure your planning reflects the actual costs you will incur.

7. Examining Hydropower's Present and Future

Amid drought and other climate concerns, and considering cumbersome relicensing processes, many questions surround the long-term fate and role of hydroelectric dams. Get an update on how electric power dams have fared, what operational challenges they may face, and the outlook for how public power can rely on this critical resource in the future.

2:30 – 3 pm **Break with Sponsors (*Industry Innovations Expo*)**

3 – 4:15 pm **General Session**



The New Cyberthreat Landscape

Rachel Wilson, *Director of Cybersecurity, Morgan Stanley Wealth Management; Former Head of Counterterrorism Operations, National Security Agency*

As energy infrastructure of all kinds has become an increasing target and geopolitical asset, the types of cyberattacks and nature of the attackers utilities are facing has changed. Get an insider's briefing on how the threat landscape has transformed and how utilities and communities should respond accordingly. Wilson will

share her unique insights into how we can best defend ourselves in an increasingly hostile cyberenvironment.

4:30 – Association Business Meeting

5:30

pm

Get reports from the board Treasurer on APPA’s performance and financials and cast your vote on policy resolutions that will guide APPA’s advocacy efforts for the coming year and for members to represent your region on the APPA Board of Directors. Each utility member must appoint a voting delegate for this meeting.

7 - 9

pm

Special Event

Wednesday, June 21

8 – Chair’s Breakfast & Closing General Session

10:30

am

Chair’s Breakfast

Doors open at 7:30 am. Please be seated by 8:30 am for breakfast service.

Installation of the 2023-24 Board Chair

Being in Charge: Lessons from Our Military Leaders

Rick Atkinson, Pulitzer-Prize Winning Author and Military Historian



Get a guided profile of prominent military leaders from bestselling author and historian Rick Atkinson, including what key lessons from their successes and failures can translate to your leadership. A three-time Pulitzer Prize winner and former Washington Post journalist, Atkinson shares the compelling findings from his works, which have ranged from the American Revolution to the liberation of Europe in World War II to the Persian Gulf War, and from his experience spending two months with General David H. Petraeus during the invasion of Iraq in 2003.

10:30

am

Conference Adjourns

**MATERIALS AVAILABLE
BUT NOT DISCUSSED**

From: [Erica Morse](#)
To: [Erica Morse](#)
Subject: AP and Payroll Questions for the 2023-03-15 BoC Book
Date: Thursday, March 9, 2023 11:47:07 AM

AP

From February 3rd, 2023 – March 10th, 2023 there were no Commissioner questions.

Payroll:

From February 6th, 2023 - March 6th 2023, there were no Commissioner questions.

Best,
Erica Morse
Executive Assistant
Reading Municipal Light Department
O: 781-942-6489
C: 617-791-3304
www.rmlld.com



From: [Maureen Sullivan](#)
To: [Erica Morse](#)
Cc: [Paula O'Leary](#)
Subject: Surplus Update - February 2022
Date: Monday, February 28, 2022 11:40:42 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 February 2022.

Thank you,
Maureen

Maureen Sullivan
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