



**READING MUNICIPAL
LIGHT DEPARTMENT**

BOARD OF COMMISSIONERS

REGULAR SESSION

April 19, 2023



Town of Reading Meeting Posting with Agenda

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2023-04-19

Time: 7:30 PM

Building: Reading Municipal Light Building

Location: Winfred Spurr Audio Visual 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:

ON MARCH 29, 2023, GOVERNOR HEALEY SIGNED INTO LAW A SUPPLEMENTAL BUDGET BILL WHICH, AMONG OTHER THINGS, EXTENDS THE TEMPORARY PROVISIONS PERTAINING TO THE OPEN MEETING LAW TO MARCH 31, 2025.

THIS MEETING WILL HELD IN PERSON, REMOTELY, AND STREAMED LIVE ON RCTV AND YOUTUBE: <https://www.youtube.com/c/RCTVStudios/videos?view=57>.

FOR REMOTE AND/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.

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. Reorganization of the RMLD Board of Commissioners - **ACTION ITEM** - M. Bitá, Chair

- Discussion
- Nomination and election of the Chair

Suggested Motion: Move to nominate ____ as new Chair to the RMLD Board of Commissioners.

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

Suggested Motion: Move that the RMLD Board of Commissioners close the nominations for Chair.

Suggested Motion: Move to elect ___ as new Chair to the RMLD Board of Commissioners to be effective immediately after the vote.

- Nomination and election of the Vice Chair

Suggested Motion: Move to nominate ___ as new Vice Chair to the RMLD Board of Commissioners.

Suggested Motion: Move that the RMLD Board of Commissioners close the nominations for Vice Chair.

Suggested Motion: Move to elect ___ as new Vice Chair to the RMLD Board of Commissioners to be effective immediately after the vote.

- Nomination and election of the Audit Committee members

Suggested Motion: Move to nominate ___ and ___ as the new RMLD Board of Commissioners Sub-Audit Committee members.

Suggested Motion: Move that the RMLD Board of Commissioners close the nominations for the RMLD BoC Sub-Audit Committee Members.

Suggested Motion: Move to elect ___ and ___ as the new RMLD Board of Commissioners Sub-Audit Committee members to be effective after the vote is taken.

4. Citizens' Advisory Board Report – D. Talbot, Commissioner

5. 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 April 16, 2022, June 28, 2022, September 29th, 2022, October 6th, 2022, November 2nd, 2022, and November 3rd, 2022 meetings on the recommendation of the General Manager and the Board Secretary.

6. Report on the RMLD Customer Survey (Attachment 2) – C. Veschi, Great Blue Research

7. Hydro Quebec Report (Attachment 3) – **ACTION ITEM** - B. Bullock, Director of Integrated Resources

Suggested Motion: Move that the RMLD Board of Commissioners, on the recommendation of the Citizens' Advisory Board, vote to accept the General Manager's recommendation to execute a new contract with Hydro Quebec, for energy and associated certificates under a five-year contract, starting January 2024.

8. RMLD Procurement Requests for Board Approval (Attachment 4) - **ACTION ITEM** – G. Phipps, General Manager.

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



Town of Reading Meeting Posting with Agenda

IFP 2023-12 – Pole Mounted Transformers

Suggested Motion: Move that IFP 2023-12 for Pole Mounted Transformers be awarded to: MVA Power, Inc., for \$581,061.721, Items 1-4 pursuant to M.G.L. c. 164 § 56D, on the recommendation of the General Manager.

RFP 2023-04 - Home Weatherization Rebate Program Implementation and Support Services

Suggested Motion: Move that RFP 2023-04 for Home Weatherization Rebate Program Implementation and Support Services be awarded to: Abode Energy Management LLC as the responsive and responsible proposer offering the most advantageous proposal for the estimated average monthly cost of \$13,196.64 over the next three years or a total estimated 3-Year cost of \$475,079.202, on the recommendation of the General Manager

9. Policy Review (Attachment 5) - **ACTION ITEM**- G. Phipps, General Manager

Policy 1: Community Relations

Suggested Motion: Move that the RMLD Board of Commissioners approve Policy 1: Community Relations (Revision 5), as presented, on the recommendation of the General Manager.

Policy 3: Safety Committee

Suggested Motion: Move that the RMLD Board of Commissioners approve Policy 3: Safety Committee (Revision 4), as presented, on the recommendation of the General Manager.

10. Scheduling - M. Bitá, Chair

Subsequent Board Meetings

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

May 18-19, 2023 (Closed) Managers’ meeting.

September 20, 2023 (Open)

November 15, 2023 (Open)

	AP	PAYROLL	BoC Member Covering CAB
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

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

December	Stempeck	Talbot	Pacino
-----------------	----------	--------	--------

11. Adjournment – **ACTION ITEM** – M. Bitz, Chair

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

Note: Roll call vote required.

BOARD MATERIALS AVAILABLE BUT NOT DISCUSSED

Accounts Payable / Payroll Questions through April 10th, 2023

Surplus and Scrap Material Report March 2023

Financials

- Preliminary unaudited income statement and balance sheet for December 2022
- Preliminary unaudited income statement for January 2023

ATTACHMENT 1

APPROVAL OF MEETING MINUTES

May 16, 2022

June 28, 2022

September 29, 2022

October 6, 2022

November 2, 2022

November 3, 2022



Town of Reading Meeting Minutes

2016-09-22 LAG

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2022-05-16

Time: 6:30 PM

Building: Reading Town Hall

Location: Conference Room

Address: 16 Lowell Street

Session: Joint Meeting

Purpose: Joint Meeting with Reading Select Board

Version: Draft

Attendees: **Members - Present:**

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

Members - Not Present:

John Stempeck, Commissioner.

Others Present:

RMLD Staff: Coleen O'Brien, General Manager; Gregory Phipps, Interim General Manager and Director of Integrated Resources

Minutes Respectfully Submitted By:

Topics of Discussion:

RMLD Board of Commissioners joint meeting with the Town of Reading Select Board.

Please refer to the Town of Reading Select Board meeting minutes on the Town of Reading website.



Town of Reading Meeting Minutes

2016-09-22 LAG

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2022-06-28

Time: 6:00 PM

Building: Reading Town Hall

Location: Select Board Meeting Room

Address: 16 Lowell Street

Session: Joint Meeting

Purpose: Joint Meeting with Reading Select Board
Version: Draft

Attendees: **Members - Present:**

John Stempeck, Commissioner; Robert Coulter, Commissioner.

Members - Not Present:

Marlena Bitá, Chair; Philip Pacino, Vice Chair; David Talbot, Commissioner

Others Present:

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

Topics of Discussion:

RMLD Board of Commissioners joint meeting
with the Town of Reading Select Board.

Please refer to the Town of Reading Select Board meeting minutes
on the Town of Reading website.

**THERE WAS NO QUORUM OF THE RMLD BOARD OF COMMISSIONERS PRESENT AT
THIS MEETING.**



Town of Reading Meeting Minutes

2016-09-22 LAG

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2022-09-29

Time: 7:00 PM

Building: Virtual

Location: Zoom

Address:

Session: Open Session

Purpose: ENE Strategies Meeting

Version: Draft

Attendees: **Members - Present:**

Marlena Bitá, Chair; David Talbot, Commissioner.

Members - Not Present:

Philip Pacino, Vice Chair; John Stempeck, Commissioner; Robert Coulter, Commissioner.

Others Present:

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

Topics of Discussion:

RMLD Board of Commissioners attendance at
Energy New England Legislative Strategies Meeting.

**THERE WAS NO QUORUM OF THE RMLD BOARD OF COMMISSIONERS PRESENT AT
THIS MEETING.**



Town of Reading Meeting Minutes

2016-09-22 LAG

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2022-10-06

Time: 7:00 PM

Building: Reading Municipal Light Building

Location: Cafeteria

Address: 230 Ash Street

Session: Open Session

Purpose: Attend Economic Development
Summit

Version: Draft

Attendees: **Members - Present:**

Members - Not Present:

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

Others Present:

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

Topics of Discussion:

RMLD Board of Commissioners attendance at
the Town of Reading Economic Development Summit.

NO RMLD BOARD OF COMMISSIONERS ATTENDED THIS MEETING.

**THERE WAS NO QUORUM OF THE RMLD BOARD OF COMMISSIONERS PRESENT AT
THIS MEETING.**



Town of Reading Meeting Minutes

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2022-11-02

Time: 5:30 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: Erica Morse, Executive Assistant; Ben Bloomenthal, Director of Accounting & Finance, Tyler Abegg, Sr. Systems Administrator.

General Manager Candidates: Jonathan Blair, General Manager, Ipswich Electric Light Department; Jared Carpenter, Manager of Utilities Administration, Port of Oakland Public Electric Utility; Gregory Phipps, Interim General Manager & Director of Integrated Resources, RMLD

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

Topics of Discussion:

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

Call Meeting to Order

Chair Bitá called the RMLD Board of Commissioner's (BoC) meeting to order at 5:30 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 BoC Code of Conduct and noted that there were no remote attendees. Chair Bitá stated that Interviews for the General Manager position will not begin prior to 6:00 PM. Vice Chair Pacino served as Secretary at the meeting.

Executive Session

At 5:32 PM, Vice Chair Pacino made a **motion**, seconded by Commissioner Stempeck, move 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 conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel; and return to regular session, for the continuation of 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 Bitá, Aye.

The BoC relocated to the General Manager's Conference Room for the Executive Session. After the adjournment of Executive Session the BoC returned immediately to the AV room for the continuation of Regular Session.

Call Meeting to Order – Return to Regular Session

At 6:05 PM Chair Bitá called the RMLD BoC Open Session meeting to order.

Public Comment

Chair Bitá stated the following: the RMLD Board of Commissioners will not be taking public comment at this meeting. Any person who would like to provide feedback or comments relative to the finalists can do so via email following the adjournment of tonight's Regular Session meeting until November 3rd, 2022, 3:00 PM EST. Please email all correspondences to Erica Morse (emorse@rml.com), whose contact information can be found on the agenda posting for this meeting on the RMLD website.

Interview General Manager Candidates

Chair Bitá introduced the three General Manager candidates: Jonathan Blair, Jared Carpenter, and Gregory Phipps.

Chair Bitá explained the interview process. Each interview was allotted 50 minutes. Each candidate was asked five pre-determined interview questions with ten minutes to answer each question. Commissioners were permitted to ask follow-up questions. Any remaining time at the end of the interview could be used to address anything not mentioned. The BoC was provided 10 minutes between each interview to record notes.

Interview Questions

The five pre-determined interview questions were as follows:

1. This question is intended to help us understand your vision for how you would respond to a catastrophic {Level 5} event across Massachusetts that leaves both transmission and distribution networks flat. Please prepare a response in under 10 minutes discussing how, as the RMLD General Manager, you would respond to the following scenarios in this unprecedented situation as part of your efforts to restore power to RMLD customers. **People' Scenario:** Absentee rates are currently running above 15% at RMLD when this event hits because a new Covid strain had emerged, and public health officials were recommending isolation to prevent the spread. As a result, the workforce is stretched thin already: Important when approaching this scenario from GM does not get drawn to deeply into the weeds of things that there are experts within org within their capacity to solve in an effective and efficient way. **'Processes' (Loss of Applications and Telecommunications Providers) Scenario:** In addition to the power being out, the communications network at RMLD is down. The telecommunications lines and backup wireless are nonfunctional. Cellular service is extremely spotty due to tower damage. No internal communications systems are operational. Both internal and customer facing business applications are down as well. **'Critical Infrastructure' Scenario: A notification is received that because of the sudden loss of power, a flash occurred in one of the substations.** The flash started a fire, destroying two circuit breakers. All employees are safe. The local inspection authorities do not want anyone entering the area abutting this substation. But bringing the circuit breakers back online is the only way to restore power to the area.
2. All utilities try to shed the peak on ISO predicted peak days. How would you go beyond this to substantially suppress demand at all peak hours of all days to reduce power supply costs and reduce emissions? Please be specific to what you would do as General Manager of the RMLD to consistently produce a large-scale reduction of

the daily peak and why this might be important.

3. Please provide your vision and business plan that you would implement as GM at RMLD. How would you bring these unique skills to incorporate the RMLD team. What do you bring that can drive RMLD to meet the future vision of the business?
4. Please tell us what state, regional, and federal (specifically affecting Municipal Light Plants) or other policies you see on the horizon impacting the utility business. What policies would you advocate for and what might you oppose? Please consider this question in light of electrification, carbon reduction and peak management.
5. Please tell us why you think you are the right person for the RMLD General Manager position.

Jonathan Blair, General Manager, Ipswich Electric Light Department

Chair Bita introduced the first candidate, Jonathan Blair. Core interview questions can be referenced on page 2 of the meeting minutes.

Blair joined the meeting at 6:10 PM.

Commissioner Coulter asked question 1.

- Blair discussed his approach to the situation as the RMLD General Manager, with a focus on restoring power to RMLD customers.
- Blair emphasized the importance of the GM assuming responsibility for high level tasks, such as reaching out for Mutual Aid from regional and national public power organizations and utilizing legislative representatives for potential support and aid.
- Blair discussed the importance of managing organizations by removing obstacles and allowing experts to focus on their work.
- Blair noted that taking care of the crew and ensuring their well-being is a high priority.
- Blair discussed his approach to prioritizing the restoration of communication networks and utilizing backup resources.
- Blair discussed the importance of trusting experts, including the engineering team, and mitigating risks while solving the problem.

Commissioner Talbot asked question 2.

- Blair noted the importance of focusing on Peak demand reduction as it has a significant impact on the regional grid.
- Blair said that Peak demand is expected to increase with electrification and the strategic electrification of transportation and housing sectors.
- Blair discussed his approach to peak demand as a three-tiered problem.
 - Tier 1: deploying peak reducing technologies at the utility level, such as the generator and battery at substation 3 in North Reading, which can be easily defined, executed, and controlled in-house.
 - Tier 2: allowing customers to participate in reducing peak demand, either through incentives for distributed battery technology or by designing rates to drive behavior.
 - Tier 3: designing rates to drive behavior, using dynamic rate structures, such as time of use or EV rates, to communicate with customers and incentivize them to naturally avoid Peaks.
- Blair said tier 3 is the ideal standard, but it requires solid education and outreach to ensure customers understand the reasons for the rate structure and anticipate and adjust their behavior accordingly.

- Blair emphasized that economics could drive behavior and that designing and communicating rates that naturally avoid Peaks can lead to a perfect match of supply and demand, resulting in no more Peaks.

Commissioner Talbot asked a follow up question relative to Peak demand.

- Blair shared his experience with the Ipswich rate design and study, where he observed a larger component of distribution costs on a fixed level and variability in time of delivery.
- In terms of rate design, Blair suggested establishing a communication path for customers to understand variability and designing rates to pass on demand costs to the retail rate.
- Blair cited the example of Groton Mass's 4x40 rate, where customers are charged a 40-cent differential for four hours a day to drive behavior and empower customers to save and control their costs.

Chair Bita asked a follow up question about the impact of extreme rate disparity on customers with life-saving equipment that runs 24/7.

- Blair acknowledged the concern and mentioned that it was one reason why they paused on implementing such a design in Ipswich.
- Blair emphasized the need to consider equity and social responsibility in rate design.
- Blair suggested engaging the customer base and penetrating within the community to understand the unintended consequences of rate designs.
- Blair added that it is not a one-size-fits-all approach and that they could adapt to different customer needs.
- Blair suggested targeting the middle 80 percent of the customer base who follow trends and ensuring they have smart thermostats and chargers to adjust their demands and not penalize their neighbors and fellow customers.

Chair Bita asked question 3.

- Blair stated that he would first want to understand what's going on in RMLD and the work that has already been done before prescribing any solutions.
- Blair's vision, implemented in Ipswich, is to prescribe the power portfolio with named carbon-free sources (hydroelectric facilities on the Housatonic River) as much as possible while maintaining financial parity with alternatives like bilateral hedge contracts and selling the Renewable Energy Certificates until they need to comply with the will of the Commonwealth or customers, whichever is more restrictive.
- Blair emphasized that being carbon-free is distinct and different from being renewable and that his proposal would aim to acquire as much power as possible from carbon-free sources while prioritizing more affordable power and meeting the 50 percent carbon-free requirement mandated by the Commonwealth by 2030.
- Blair acknowledged that each community is different, and his proposal would aim to build on the work that has already been started at RMLD rather than replace it.

Vice Chair Pacino asked a follow up question relative to Blair's experience dealing with unions.

- Blair explained his experience dealing with two different unions in his current role and finds it straightforward to work with them.
- Blair said he believes that having a collective bargaining agreement in place removes conflict and makes it easy to address issues such as rewarding good behavior, documenting and solving bad behavior, and determining pay and holidays.

Vice Chair Pacino asked a follow up question about Blair's successes and failures while negotiating with unions.

- Blair shared a parable about negotiating and finding common ground, and his approach to opening up a productive dialogue to understand the interests of both parties.
- Blair emphasized the importance of understanding the people he works with, taking steps to make them feel valued and heard, and correcting problems before they become grievances.
- Blair noted that formal processes such as verbal and written warnings, suspension, and termination are available, if necessary, but Blair prefers to solve problems before they escalate.

Commissioner Stempeck asked question 4.

- Blair explained the importance of participating in trade associations and agencies such as Energy New England (ENE), Massachusetts Municipal Wholesale Electric Company (MMWEC), and Northeast Public Power Association (NEPPA) to stay informed about conversations and policies beyond the local level.
- Blair highlighted the opportunities presented by grant funding, such as the benefit of receiving American Rescue Plan Act (ARPA) funds and the Inflation Reduction Act (IRA) and acknowledged the challenge with how to best utilize those funds and avoid squandering the opportunity.
- Blair shifted to capacity constraints on available generation in the region, citing recent reports from ISO New England about fuel shortages and rolling blackouts that are becoming increasingly relevant in New England.
- Blair emphasized that direct engagement with ISO and support for policies at the federal level through the Federal Energy Regulatory Commission (FERC) are necessary to make sure our voices are heard, as customers and stakeholders in the regional grid.
- Blair discussed transmission constraints, mentioning the work that MMWEC has been doing to advocate for Municipal Utilities to be able to own transmission and be part of the solution in building out the transmission infrastructure.
- Blair noted that transmission costs are a significant and growing component of rates that customers are feeling, and that it is important to stay informed about these issues and make our voices heard beyond our borders.

Chair Bitz asked a question to clarify the best way to engage with ISO NE.

- Blair emphasized the need to engage directly with ISO New England, either through FERC at the federal level or less formally through legislative representatives.
- Blair stressed the importance of the GM maintaining a good relationship with legislative representatives to ensure that the utility's voice is heard in both formal and informal communications.

Vice Chair Pacino asked a follow up question relative to Blair's interactions with the four towns.

- Blair acknowledged the special nature of RMLD, as it serves four different communities and has the potential to make a positive impact beyond Reading.
- Blair emphasized the importance of building relationships with the leadership teams of the four communities that RMLD serves. He recognized that RMLD is the governing body and serves customers beyond Reading's borders.
- Blair suggested that the Citizens' Advisory Board and the General Manager should engage outside of the framework to understand the concerns of customers in Wilmington, Lynnfield, and North Reading.

- Blair stressed that it was important to avoid a "Reading-centric" approach and to engage with customers in all four communities.

Vice Chair Pacino asked question 5.

- Blair acknowledged the other highly qualified candidates and stated that he has been doing a similar job for six years in Ipswich, which is 20 miles away from RMLD.
- Blair mentioned that both regions share similar constraints, weather patterns, legislative impacts, and vendors.
- Blair's experience in Ipswich is very translatable to Reading and that he is familiar with the region and community, which will be an advantage in performing the duties of the General Manager at RMLD.
- Blair highlighted that he is not intimidated by the idea of leading the biggest Municipal Light Plant in the Commonwealth and that he is ready for the job on day one.

Vice Chair Pacino asked Blair about his thoughts on the 20-year agreement between the four other towns served by RMLD.

- Blair stated that he does not have many thoughts on it now and would have to dig deeper, but believes it is a beneficial agreement for both the customers and towns.
- Blair said that (Municipal Light Plants) MLP's, like RMLD, provide affordable rates, a lower carbon footprint, higher reliability, and better customer service than Investor-Owned Utilities (IOUS).
- Blair mentioned that being part of an MLP benefits the towns in terms of economic development and attracting energy-intensive businesses.
- Blair said that from the RMLD perspective, serving more customers helps build their brand, ability to have a positive influence, and supports their business model.

Chair Bitz thanked Blair for applying and for his time.

Blair left the meeting at 6:50 PM.

The BoC was given ten minutes to review their notes.

Jared Carpenter, Manager of Utilities Administration Port of Oakland Public electric utility

Carpenter entered the meeting at 7:05 PM.

Chair Bitz introduced the second candidate, Jonathan Blair. Core interview questions can be referenced on page 2 of the meeting minutes.

Commissioner Coulter asked question 1.

- Carpenter discussed the steps that should be taken, with a focus on rotating staff, ensuring safety, and efficient communication.
- Carpenter discussed the importance of inventorying the available staff and understanding who has training in other departments and can handle different roles.
- Carpenter said it is crucial to ensure that staff are deployed to the main substations, prepared to observe any issues, and know what protocols to follow to isolate power from the main transmission grid.
- Carpenter discussed his approach, as the face of the organization, to communicating with key contacts and emphasized the importance of the GM physically visiting the four communities and different departments (fire, police, and town managers).
- Carpenter emphasized the importance of putting up signage in high traffic areas explaining the situation and the work being done.

- Carpenter said that the GM should be present at the substation site where the outage occurred, to liaison with onsite emergency personnel and ensure the issue is resolved by following the appropriate safety regulations.

Commissioner Talbot asked question 2.

Commissioner Talbot requested that Carpenter touch upon the Port of Oakland and what is going on in Oakland California.

- Carpenter discussed his education and experience related to engineering and energy systems and emphasized his passion for energy efficiency and demand response.
- Carpenter discussed the work he focused on to curb peak demand while at RMLD previously, such as opening various programs, battery projects, and working with commercial and industrial sectors to mitigate their peak demand.
- Carpenter noted that in his current role at Port of Oakland (another public utility), he has implemented programs to save power during peak days, including communicating with users and turning off the largest users temporarily.
- Carpenter emphasized the importance of using advanced controls to manage EVs, and noted he has implemented EV rates to generate revenue and keep rates low.
- Carpenter discussed the implications that California is currently experiencing relative to increased EV adoption and warns that EVs will completely shift peak demand and cause new problems that will require preparation to avoid high costs.

Commissioner Talbot asked Carpenter to explain what he would implement at RMLD relative to peak demand.

- Carpenter discussed his approach to reducing peaks and keeping customer bills low, by putting controls on residential customer heat pumps (water heaters etc.), to mitigate emergency peak demands and having a credit on customer bills which helps to reduce peaks and keep customer bills low.
- Carpenter emphasized the importance of education and communication with commercial and industrial customers to understand their peak demand and find ways to optimize their systems.
- Carpenter highlighted the value of adding solar and batteries at commercial and industrial locations to control demand spikes and optimize solar with financing mechanisms.
- Carpenter noted the new tax credit benefit for solar plus storage, which needs to be taken advantage of quickly to control demand spikes and avoid New England demand spikes.

Chair Bitá asked question 3.

- Carpenter emphasized the importance of saving energy within the system to meet the Renewable Portfolio Standard (RPS) and encouraged sharing ideas for energy conservation.
- Carpenter discussed Port of Oakland's power portfolio which was 83% green in 2020 and had lower rates than the local IOU.
- Carpenter proposed creating a rate for EVs that applies 100% renewable energy, which increases revenue and meets the RPS requirements.
- Carpenter noted that EV charging stations should be placed near highways and business parks to attract transient users and generate more revenue.
- Carpenter said that developers who specialize in EV infrastructure could become new customers for the company and pay for the majority of the development costs while buying green energy at a rate for EVs.
- Carpenter noted that California's Community Choice Aggregators (CCAs) are increasing competition for renewable energy resources and suggested investing in

renewable energy generators and securing long-term contracts to avoid price increases for ratepayers.

Chair Bitá asked Carpenter a follow up question about how he plans to provide leadership and encourage team participation in executing the plan.

- Carpenter said that the first step is to communicate that the climate plan is a good thing and to focus on finding solutions.
- Carpenter emphasized the importance of fighting against unnecessary government regulations and protecting the company from them.
- Carpenter encourages his team to share any ideas they may have for internal energy savings and to optimize existing resources.
- Carpenter discussed the need to find new resources through energy purchasing and being open to everything.
- Carpenter provided an example of using the customer service team to promote rebate programs to customers.
- Carpenter stressed the importance of shedding load inside the system to buy less from outside the system and control it as a team.

Vice Chair Pacino asked a follow up question relative to Carpenter's experience dealing with unions.

- Carpenter noted there may be disagreements regarding overtime and ensuring equity among staff.
- Carpenter emphasized the importance of carefully reading and understanding MOUs and agreements.
- Carpenter discussed the challenges associated with changing job specs, which can be complicated and may require additional funding and pay considerations.
- Carpenter stated that communication is key and highlighted the importance of being open-minded and talking early about potential changes or issues.
- Carpenter highlighted the importance of communicating with union leadership and understanding their perspective, is crucial to avoiding problems.

Commissioner Stempeck asked Question 4.

- Carpenter discussed the challenges associated with meeting certain regulations, such as the requirement that fleet vehicles must go electric, but finding electric line trucks is difficult. Exemptions for certain vehicles can be requested from the state.
- Carpenter emphasized the importance of collaborating with other public utilities to work together to be heard in the state legislative space and meet the various regulations.
- Carpenter noted that the Renewable Portfolio Standard (RPS) is going to be revised and certain generation sources will be removed from the eligible list and cited the example that large hydro facilities above 30 megawatts are not considered renewable in California.
- Carpenter discussed the obligations required by RPS and noted that each generator's output must be reported and tracked monthly.
- Carpenter discussed EV adoption and installation, noting that financial credits will be associated with the purchase of EVs to help accelerate use and that networks of EV chargers should be installed strategically, and the money for them should be distributed equitably.
- Relative to transmission outages, Carpenter said that maintaining some control over the narrative during outages is important to ensure that you are doing all you can to provide your customers with power.

Commissioner Talbot clarified that Carpenter is referring to things that are currently happening in California, which he foresees coming to Massachusetts.

- Carpenter explained that in 2016, a law was passed in California allowing transmission line operators to preemptively shut off power in order to prevent disasters, such as wildfires caused by dry and windy conditions under transmission lines.
- Carpenter highlighted the importance of advocating for and keeping track of such events and ensuring that insurance covers them.
- Carpenter said that utilities should prepare themselves to mitigate power loss as much as possible and keep critical businesses online.

Vice Chair Paino asked a question relative to interaction with the Four Towns and Economic Development.

- Carpenter suggested spending time with the towns and tenants to see if the utility can offer anything to help bring in new tenants.
- Carpenter suggested promoting lower rates to small businesses and offering cheaper rates to help promote economic development and attract new businesses.
- Carpenter suggested branding the utility as a great place for businesses to come.

Vice Chair Pacino asked question 5.

- Carpenter discussed his passion for Public Power, the industry in general, and his home utility (RMLD).
- Carpenter empathized that he learned a lot from RMLD, prioritizing low rates and providing reliable, sustainable, and green power, but acknowledge that he has learned a lot along the way as well.
- Carpenter said he adds value by bringing a unique perspective and atmosphere to the utility, making it more engaging and fun for employees.
- Carpenter noted he is dedicated to the business and cares deeply about Public Power.

Vice Chair Pacino asked Carpenter, as a former employee, how he envisions his relationship with employees if he gets the GM role.

- Carpenter discussed his management style and emphasized the importance of communication in understanding people's needs and wants.
- Carpenter shared that one of the first things he does is ask every person what they like and dislike about their work to help maximize their likes and minimize their dislikes.
- Carpenter shared that he believes in going out into the field and visiting everyone regularly, not just once a year.
- Carpenter emphasized the importance of listening to and understanding the wants and needs of the community, the Boards, and the staff.
- Carpenter emphasized that he is not a micromanager and believes in giving people the tools to succeed while supporting them.

Vice Chair Pacino asked Carpenter about his thoughts on the 20-year agreement between the four other towns served by RMLD.

- Carpenter said it's great that the RMLD serves four communities and sees it as positive growth for the utility; Carpenter noted he supports the 20-year agreement and sees no problem with it.
- Carpenter emphasized the importance of the communities having something written down to hold the GM and staff accountable.

- Carpenter suggested consistently looking at the percentages and splits in the agreement and always being open to examining data and knowledge.
- Carpenter said the agreement keeps people engaged and invested in the utility.

Commissioner Talbot asked Carpenter to discuss his experience with the big peak that occurred during the recent crisis in California.

- Carpenter discussed peak weeks, which occurs when there may not be enough generation.
- Carpenter emphasized the importance of keeping the Diablo Canyon Nuclear Project online to keep the nuclear power plant in line.
- Carpenter said during events like these, they check power and Supervisory Control and Data Acquisition (SCADA) systems all day and night, and update staff and the board if necessary.
- Carpenter described these events as exciting and fun but acknowledged that bad things can happen.
- Carpenter emphasized the need for constant engagement, transparency, and communication with the board and staff.

Chair Bitz thanked Carpenter for applying and his time.

Carpenter left the meeting at 8:00 PM.

The BoC was given ten minutes to review their notes.

Gregory Phipps, Interim General Manager and Director of Integrated Resources, RMLD

Phipps entered the meeting at 8:10 PM.

Chair Bitz introduced the second candidate, Gregory Phipps. Core interview questions can be referenced on page 2 of the meeting minutes.

Chair Coulter asked Question 1

- Phipps discussed his approach to the situation using four categories: prevention, preparation, response, and restoration.
- Phipps explained that prevention measures include tree trimming, equipment maintenance, and substation updates.
- Phipps emphasized the importance of having a plan in place beforehand for preparation and response.
- Phipps noted an important step is to determine how long the outage will last and create a plan accordingly.
- Phipps highlighted the importance of planning ahead of time to store power for select customers or rolling customers and noted that RMLD has a battery system of 5 megawatts, natural gas generator of 5 megawatts, and 8 megawatts of solar power.
- Phipps said he would encourage the team to follow safety protocols for limiting COVID spread.
- Regarding outage duration and staffing, Phipps noted that for a short duration outage as much of the team as possible would stay; for an outage that lasts multiple days staffing would be staggered to prevent burnout.
- Phipps emphasized the importance of having a plan to get generation sources from other providers if necessary and noted that he has two contacts in place for temp generators.
- Phipps discussed the lack of internal communication systems in the scenario.
- Assuming the fiber loop is down, Phipps points out the availability of point-to-point radios for communication.

- Phipps emphasized the importance of having charged and working radios during restoration efforts.
- Phipps highlighted the need for preparation in terms of communication, including maintenance agreements with suppliers.
- Phipps noted the combination of hardwire and wireless communication in RMLD's distribution network and considered the possibility of using transmission or distribution wires as a communication network backup in case of total communication system failure.
- Phipps said his primary focus is to keep both employees and customers safe in all scenarios.
- Phipps highlighted the critical nature of communication, both among team members and with the leadership of the various towns.
- Phipps discussed his approach to entering the substation area in a safe manner, which is dependent on cooperation and communication of local inspection authorities, and RMLD staff.
- The internal E&O team would restore power, while ensuring that no other subsequent problems are caused.
- Phipps noted that preparation is key in quickly restoring power, and additional automation and equipment will be added to support the network.

Commissioner Talbot asked Question 2

- Phipps explained that capacity and transmission make up 40% of RMLD's cost structure, and reducing peaks is a massive economic and environmental benefit.
- Phipps emphasized the importance of educating customers on why it's important to reduce peaks and what steps they can take to do so.
- Phipps suggested different rate structures and tailored suggestions for each group to encourage load drops.
- Phipps said that accelerating time of use is another economic mechanism to encourage behavior change.
- Phipps explained that communication and tools like mobile apps and software platforms can help customers see what's going on and how to reduce peaks.

Chair Bitz asked a follow-up question relative to RMLD's mobile app.

- Phipps said that RMLD is in discussion with a company that has a mobile app platform, which is being used by Florida Power and Light.
- Phipps noted that the team found this app to be particularly powerful and persuasive.
- Phipps discussed the process of launching the mobile app and noted that RMLD has allocated capital budget dollars for the project.
- Phipps discussed the implementation timeline; the MDM system is scheduled to be in place by Q1/Q2 2023 and the mobile app pilot could be in place by Q3/Q4 2023.
- Phipps said the new Communications Manager is doing a good job, but acknowledged the need for more communication around why it is important to shed the peak through platforms such as webinars etc.

Commissioner Stempeck asked a question about wall power Tesla's.

- Phipps discussed mechanisms for load reduction and energy storage solutions.
- Phipps noted that RMLD has had initial discussions with a third-party company that ran a program for storage systems, and has a meeting scheduled for next week to discuss how the program could work in RMLD's territory.
- Phipps explained that several mechanisms are available for the storage system, including turning off different pieces of equipment, releasing energy back into the network, and utilizing the EV space for storage.

- Phipps said RMLD is currently working on an RFP for 40 to 60 megawatts of traditional lithium battery storage systems and is working with two new companies to pilot 12-hour and 100-hour battery storage systems within RMLD territory.
- Phipps emphasized that securing land is a priority for the company as storage systems require land to function effectively.
- Phipps said that storage systems are potentially available on a residential basis, but he believes that the most significant leverage will be on a distribution scale basis.

Chair Bitá asked question 3.

- Phipps said he is in the process of reinforcing the team's understanding of RMLD's charter, which is reliable, low-cost, non-carbon.
- Phipps explained that each department has a different impact on all three points of the charter, and decisions made need to support at least one, if not all three objectives
- Phipps stated that the vision plan will lay out how all the things RMLD does support each one of the charters points.
- Phipps said that external projects such as Maple Meadows, which turns a landfill into a solar array, hit all three points of the charter.
- Phipps highlighted that the IRD team is focused on the power supply portfolio, which is already ahead of compliance requirements and will do more in terms of renewable choice.
- The customer service team is scripted and given talking points to help customers, especially in terms of how to do things beyond just paying bills.
- Phipps noted the E&O group is intimately involved in RMLD becoming more non-carbon, but the key thing for that group is their involvement in generation projects.

Vice Chair Pacino asked a follow up question relative to Phipps's experience dealing with unions.

- Phipps said that the team sees him as open, willing to listen, approachable, reasonable, and decisive.
- Phipps acknowledged that understanding the key drivers for the union and individuals is an ongoing learning process, as almost all employees are members of one of the three unions and have different motivations.
- Phipps noted that completing the Memorandum of Agreements for two out of the three unions taught a great deal, and more learning is needed for the third union.
- Phipps emphasized that trust is fundamental in managing and leading in a unionized environment, and the interviewee feels they have earned their trust.
- Phipps said that the goal is to incorporate metrics tied to non-carbon into the contracts, and the senior management team will include goals and targets for all three charter points in the next round.

Commissioner Stempeck asked Question 4:

- Phipps explained that ISO New England's role is to manage a network, not build a network, and the transition to non-carbon requires the involvement of state and federal agencies.
- Phipps emphasized that the 2021 Massachusetts Climate Bill is a good example of setting goals and targets, but specific mandates on how to achieve those goals should be avoided.
- Phipps noted that decentralization is a key strategy to bring generation closer to the point of use, and there is a need to generate within territory. However, there are challenges to achieving this, such as limited available land.
- Phipps explained that taxation can accelerate the adoption of changes and grants for within territory generation should be aggressively pursued.

- Phipps emphasized the importance of reinforcing the distribution network to make it less susceptible to catastrophic events.
- Phipps highlighted the importance of balancing regulation; legislation should allow for the generation of electricity without limiting the use of land for things like solar.
- Phipps explained that the state and different departments need to be flexible and balanced to make compromises that allow for power to be delivered to customers.
- Phipps noted that Climate Bill 2021 is massive and will take time to digest, but specific mandates on how to achieve goals should be avoided.

Chair Bitz asked a follow up question relative to grants.

- Phipps explained that the new grants under the Inflation Reduction Act have requirements and limitations, but MLP's, including RMLD, are well positioned.
- Phipps noted that there are different restrictions and qualifications on state and federal grants, but RMLD will still take advantage of them to benefit ratepayers.
- Phipps acknowledged the challenge of providing reliable power is costly, but the team is experienced in leveraging other funding sources that do not burden ratepayers.
- Phipps emphasized that RMLD will not pursue grants if they have a net negative impact.

Vice Chair Paino asked a question relative to interaction with the Four Towns.

- Phipps emphasized that RMLD has had success in rebuilding its reputation and relationship with the towns.
- Phipps said that in the case of Reading, the Inflation Reduction Act Direct Pay Tax Credit presents an opportunity to pursue putting solar on specific buildings.
- Phipps noted that Wilmington has been supportive, and is part of the team working on Maple Meadows and Route 125, which is beneficial for all ratepayers and citizens.
- Phipps emphasized that RMLD is trying to engage with various groups within each town and communicate the intention to serve the communities under the category of reliable, low-cost, non-carbon energy, which can attract business into the towns.

Vice Chair Pacino asked Question 5.

- Phipps said he brings a unique combination of skills, including personal energy, passion, a vision, decisiveness, and the ability to motivate the team.
- Phipps noted the energy industry is undergoing massive change. He brings experience in industries that underwent similar changes. He brings that experience and skills to this organization.
- Phipps highlighted his engineering skills and ability to work well with the engineering team.
- Phipps highlighted his business experience, ability to prioritize what needs to happen and ability to decisively say no.
- Phipps said he encourages cooperation and communication throughout the team, recruits new talent to the organization, lays out the vision, and prioritizes it with the input of others.
- Phipps noted he is proactive in recruiting additional customers and believes that the customer focus is critically important for the organization.
- Phipps said that his ability to work with the leaderships in the other four towns is a unique skill he brings to the organization.
- Phipps noted that overall, he wants the role and believes he would do a great job.

Vice Chair Pacino asked a follow up question on Economic development.

- Phipps views Economic Development as increasing the tax base by increasing the population from both businesses and residences in their territory.

- Phipps explained that one way to achieve this is by encouraging more businesses to come into the territory and create tax revenue.
- Phipps notes that RMLD's competitive rates for residential customers compared to other providers will attract businesses to the territory.
- Phipps noted that he wants to reconfigure their land and buildings to operate more efficiently and open up some land that the town can also use.
- Phipps sees economic development as an opportunity to be a catalyst for change and will include it in their Five-Year Plan.

Chair Bitá thanked Phipps for applying and his time.

Phipps thanked the Board for all their work.

Phipps left the meeting at 9:00 PM

Discussion of the General Manager Candidates

- The Boc discussed the process of selecting the GM candidate.
- It was decided that each commissioner would state their first choice with a brief reason as to why they chose the person in order of seniority. The person with the majority vote will be selected to fill the GM role.
- Chair Bitá thanked the GM Search Committee for all their hard work.

Adjournment

At 9:05 PM, Vice Chair Pacino made a **motion**, seconded by Commissioner Coulter, that the RMLD Board of Commissioners adjourn the regular session meeting. **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.



Town of Reading Meeting Minutes

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2022-11-03

Time: 5:00 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:

Citizens' Advisory Board: Jason Small, North Reading Representative.

RMLD Liasons: Karen Herrick, Reading Select Board.

RMLD Staff: Gregory Phipps, Interim General Manager & Director of Integrated Resources; Erica Morse, Executive Assistant; Ben Bloomenthal, Director of Accounting & Finance; Robert Weiden, Credit and Collections Manager; Julie Blackley, Communications Manager; Janet Walsh, Director of Labor Relations.

Public: Mary Ellen O'Neill, 125 Summer Ave, Reading, MA; Martin K. Goldenblatt, 20 Cider Mill Road Stow, MA 01775.

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

Topics of Discussion:

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

Call Meeting to Order

- Chair Bitá called the RMLD Board of Commissioner's (BoC) meeting to order at 5:00 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 BoC Code of Conduct and noted that there were no remote attendees. Vice Chair Pacino served as Secretary at the meeting.

Public Comment

- There was no comment from the public during the meeting.

Approval of General Manager Search Committee Minutes

- Vice Chair Pacino expressed his uncertainty about voting since he did not attend the General Manager Search Committee meetings.
- Morse clarified that the voting will only involve Jason Small, Bob Coulter, and Dave Talbot.
- Commissioner Talbot asked if they need to call themselves to order, Morse said no.
- Commissioner Talbot made a **motion**, seconded by Commissioner Coulter, that the RMLD General Manager Search Committee approve the regular session minutes of the October 4, 2022, and October 12, 2022, meetings. **Motion Carried: 3:0:0** (3 in favor, 0 absent, 0 abstained). Roll Call: Chair Small, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye;
- Commissioner Talbot made a **motion**, seconded by Commissioner Coulter, that the RMLD General Manager Search Committee approve the executive session minutes of the August 4, 2022; August 10, 2022; September 7, 2022; September 12, 2022; September 13, 2022; September 14, 2022; September 19, 2022; September 20, 2022; and October 4, 2022, meetings. **Motion Carried: 3:0:0** (3 in favor, 0 absent, 0 abstained). Roll Call: Chair Small, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye.
- Commissioner Talbot explained that there were many executive session minutes because the Committee had several finalists to interview, and each one had their own executive session.
- Commissioner Coulter acknowledged the help of Janet Walsh in facilitating the process.
- Commissioner Talbot thanked Jason Small and everyone who contributed to the process.

Discussion of the General Manager Candidates

Nominations for the position of General Manager.

- Chair Bitz asked if there were any discussions among the Commissioners before proceeding with the nominations.
- Vice Chair Pacino confirmed that the vote is going in order of seniority.
- Chair Bitz explained the nomination and voting process, noting that each commissioner would state their first choice of candidate with a brief explanation, and there would be no discussion from the other Commissioners.
- Vice Chair Pacino stated that all three candidates were extremely capable and thanked the General Manager Search Committee for bringing these candidates forward.
- Vice Chair Pacino nominated Gregory Phipps, highlighting his leadership skills especially in relation to union contracts, securing new substation land, and fostering a different workplace at RMLD.
- Vice Chair Pacino referenced David Zeek's public comment letter which commended Phipps for his personal energy and vision to lead the RMLD into a changing and

dynamic future of the electrical power industry.

- Vice Chair Pacino referenced John Pelletier's public comment letter, which recognized Phipps for his hard-to-find mix of technical and people skills, understanding that without the team there is no RMLD.
- Commissioner Stempeck nominated Gregory Phipps, and highlighted Phipps' business analysis skills, his background, and his excellent leadership qualities.
- Commissioner Talbot nominated Gregory Phipps, echoing Commissioners Pacino and Stempeck's comments and added that Phipps fosters a positive atmosphere and lets people succeed.
- Commissioner Talbot briefly mentioned the other two candidates, Jared Carpenter and John Blair, and their impressive qualifications.
- Commissioner Coulter expressed how difficult the selection process was and that all candidates had strong skill sets.
- Commissioner Coulter nominated Gregory Phipps due to his vision, leadership, and skill set.
- Chair Bitá congratulated Gregory Phipps, as he received four out of five nominations.
- Chair Bitá nominated Jared Carpenter to show faith in his talent with her nomination.
- Commissioner Talbot suggested adding "subject to the successful completion of employment contract negotiations" to the motion. This was accepted and added to the main motion.
- Vice Chair Pacino made a **motion**, seconded by Commissioner Stempeck, that the RMLD Board of Commissioners appoint Gregory Phipps as General Manager of Reading Municipal Light Department subject to the successful completion of employment contract negotiations. **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.
- Vice Chair Pacino mentioned the other two candidates and expressed interest in finding a way to bring them on board as well.
- The Commissioners discussed the possibility of hiring the other two candidates and forming a "Dream Team."

Adjournment

- At 5:17 PM, Vice Chair Pacino made a **motion**, seconded by Chair Bitá, 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 Bitá, Aye.

ATTACHMENT 2
REPORT ON THE RMLD
CUSTOMER SURVEY



Customer Satisfaction Survey



Report of Findings

10 March 2023
Confidential & Proprietary

Table of Contents

SECTION ONE

About GreatBlue

SECTION TWO

Project Overview

SECTION THREE

Key Study Findings

SECTION FOUR

Considerations

SECTION FIVE

Aggregate Data (Provided Separately)



Harnessing the power of data to help clients achieve organizational goals.

Data to support strategic decisions to improve on products and services. Since 1979, our experience with study and instrument design, data collection, analysis, and formal presentation assists our clients in identifying the “why” and “what’s next.”

Talent with a knowledge base in a wide range of industries and methodologies ensures a 360° view of the challenges faced and the expertise to address them.

Solutions that are customized to provide a personalized approach of understanding organizational, employee, and customer needs allowing for more informed decisions.



Table of Contents

SECTION ONE
About GreatBlue

SECTION TWO
Project Overview

SECTION THREE
Key Study Findings

SECTION FOUR
Considerations

SECTION FIVE
Aggregate Data (Provided Separately)



Project Overview

- GreatBlue Research was commissioned by Reading Municipal Light Department (hereinafter “RMLD”) to conduct research among its customers to gain a deeper understanding into their perceptions of the utility and satisfaction with the services provided.
- The primary goals for this research study were to assess the effectiveness of RMLD's ability to serve its customers, identify areas for improvement, and isolate areas that may increase engagement.
- In order to service these research goals, GreatBlue conducted telephone and digital surveys among a random sampling of RMLD's customers.
- The outcome of this research will enable RMLD to a) more clearly understand, and ultimately set, customer expectations, b) act on near term opportunities for improvement, and c) create a strategic roadmap to increase customer satisfaction.



Areas of Investigation

The RMLD Customer Satisfaction Study leveraged a quantitative research methodology to address the following areas of investigation:

- Satisfaction with RMLD
- Satisfaction with customer service
- Perceived value of RMLD's communication methods
- Desired topics of communication
- Shred the Peak interest and preferences
- Anticipated bill payment challenges
- Satisfaction with rebate application process
- Satisfaction with outage restoration
- Knowledge and interest in air source heat pumps
- Likelihood to install solar panels
- Participation in RMLD's energy efficiency, electrification and rebate programs
- Understanding and interest in time-of-use rates
- Demographic and firmographic profile of respondents

Research Methodology Snapshot - Residential

Methodology Telephone / Digital	No. of Completes 1,215 (200 phone + 1,015 online)	No. of Questions 44*	Incentive None	Sample Customer List
Target Residential Customers	Quality Assurance Dual-level**	Margin of Error +/- 2.8%	Confidence Level 95%	Research Dates January 16 - February 21, 2023

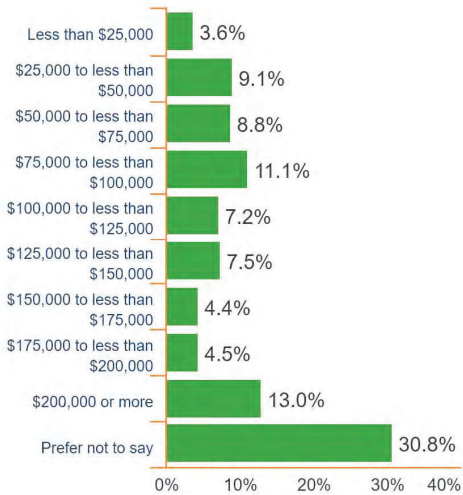
* This represents the total possible number of questions; not all respondents will answer all questions based on skip patterns and other instrument bias.

** Supervisory personnel, in addition to computer-aided interviewing platform, ensure the integrity of the data is accurate.

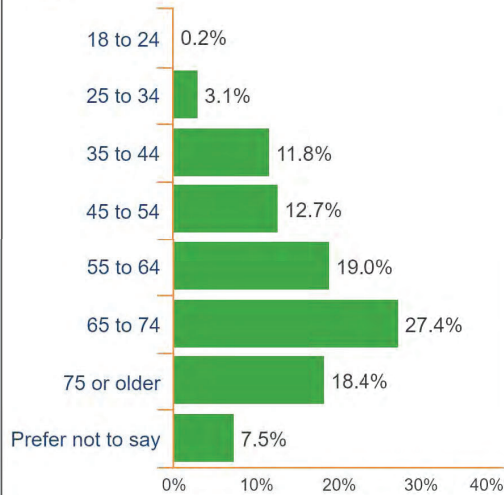
Respondent Snapshot - Residential

This slide quantifies select data points to provide context for this research study. The data is not meant to be proportional to population contribution, rather to provide an empirical view into the demographic profile of the participants.

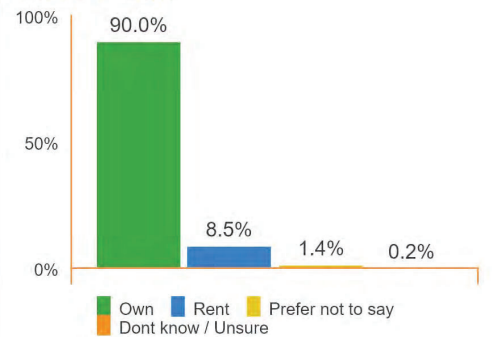
Income



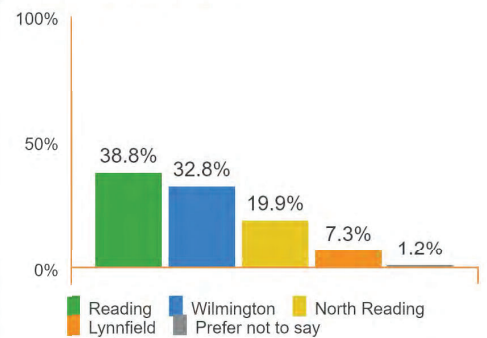
Age



Rent or Own



Town of Service



Research Methodology Snapshot - Commercial

Methodology Telephone / Digital	No. of Completes 67 (50 phone + 17 online)	No. of Questions 42*	Incentive None	Sample Customer List
Target Commercial Customers	Quality Assurance Dual-level**	Margin of Error +/- 11.8%	Confidence Level 95%	Research Dates January 16 - February 21, 2023

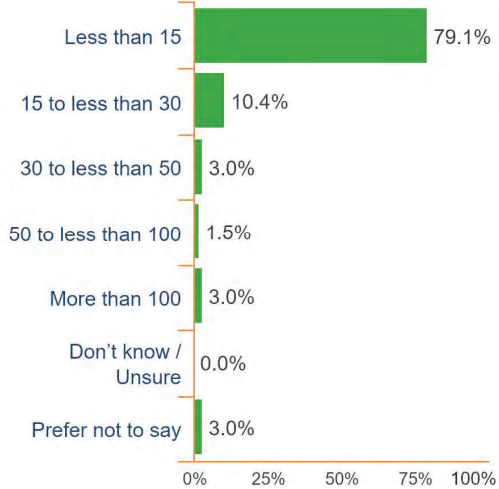
* This represents the total possible number of questions; not all respondents will answer all questions based on skip patterns and other instrument bias.

** Supervisory personnel, in addition to computer-aided interviewing platform, ensure the integrity of the data is accurate.

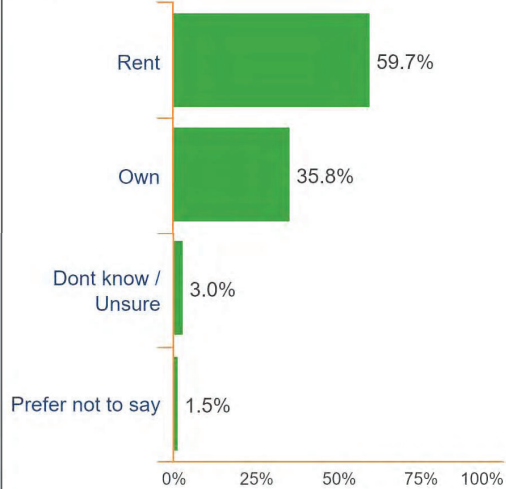
Respondent Snapshot - Commercial

This slide quantifies select data points to provide context for this research study. The data is not meant to be proportional to population contribution, rather to provide an empirical view into the demographic profile of the participants.

of Employees



Rent or Own



Town of Service

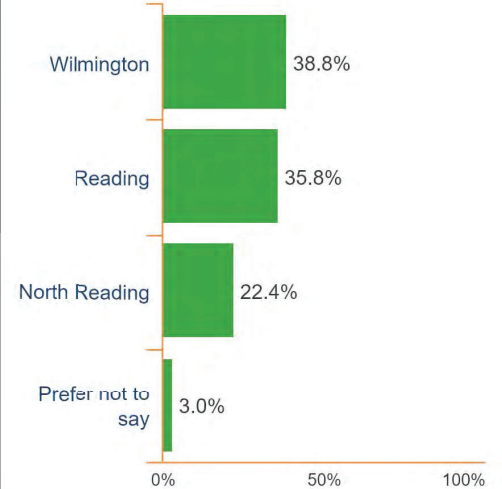


Table of Contents

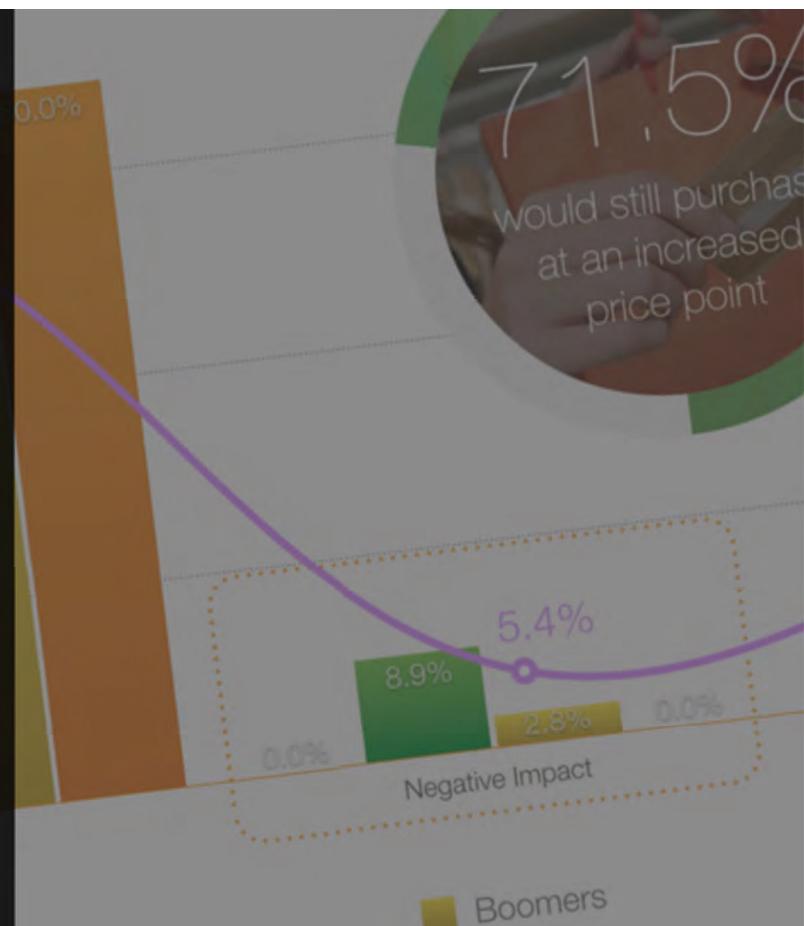
SECTION ONE
About GreatBlue

SECTION TWO
Project Overview

SECTION THREE
Key Study Findings

SECTION FOUR
Considerations

SECTION FIVE
Aggregate Data (Provided Separately)



Reliability Drives Service Ratings

When rating RMLD on a series of organizational characteristics, residential respondents provided the highest ratings for RMLD having "reliable service" (98.1%) and its "customer interactions and communication" (95.2%), but provided the lowest ratings for RMLD "helping customers understand solar installations and rebates" (73.7%).

Commercial respondents provided the highest ratings for RMLD's "reliable service" (97.0%) and their "overall satisfaction with RMLD" (94.0%), and also provided the lowest ratings for RMLD "helping customers understand solar installations and rebates" (51.0%).

I will read you a list of different organizational characteristics. For each one, please rate RMLD's service. Again, please use a scale of one to ten where one is very good and ten is very poor.

	Residential		Commercial	
	2020	2023	2020	2023
Customer interactions and communication	92.7	95.2	92.8	84.6
Helping customers understand solar installations and rebates	-	73.7	-	51.0
Helping customers understand energy efficiency programs	-	82.6	-	65.5
Reliable service	96.9	98.1	98.2	97.0
Rates	88.5	83.1	84.7	79.7
Community service	92.8	91.7	83.1	66.0
Overall satisfaction with RMLD	-	93.4	-	94.0
Helping customers use energy more efficiently through energy efficiency programs/rebates	86.4	-	76.7	-
Honesty / Integrity	94.5	-	96.0	-
RMLD Average	92.4	89.3	89.8	78.6

Key Study Findings - Boost Awareness of Rebates and Program Offerings for Residents



What we learned:

Over one-third of residential respondents (34.2%) reported being unaware of RMLD's Electrical Panel Upgrade Rebate, and over one-quarter (28.1%) reported being unaware of RMLD's Online Energy Efficiency Store. Over one-fifth of residential respondents also reported being unaware of RMLD's Electric Vehicle Charger Rebate, Air Source Heat Pump Rebate and Solar Rebate.

Takeaway:

Many residential customers are unaware of RMLD's rebate programs and energy efficiency offerings, which means the majority of customers are not taking advantage of these offerings.

Actionable strategy:

It is recommended that RMLD increase its communication to residential customers about the various rebate programs and energy efficiency offerings available to them, as well as details of how customers can qualify to participate in each program and the benefits of each program. This may help to boost both awareness of and enrollment in these programs, and help boost ratings for RMLD "helping customers understand energy efficiency programs."

Key Study Findings - Offer Ability to Opt-in to Text Message Notifications



What we learned:

Over seven-out-of-ten residential respondents (71.9%) and nearly three-fifths of commercial respondents (58.3%) reported being interested in opting in to receive text messages from RMLD regarding outage updates, Shred the Peak alerts and bill payment information. Further, over one-half of residents (51.9%) and over one-third of businesses (37.3%) indicated they would like to receive more information about outage and power restoration updates.

Takeaway:

Customers are interested in opting in to receive text message notifications from RMLD, and in general would like to receive more information and updates during power outages, which can be accomplished through text messages.

Actionable strategy:

It is recommended that RMLD offer customers the ability to opt-in to receive text message notifications from RMLD, and use these text messages as an opportunity to provide customers with more frequent updates during outages.

Key Study Findings - *Further Educate Customers of Benefits of Air Source Heat Pumps*



What we learned:

While an increased frequency of residential (+12.7 percentage points over 2020 data) and commercial (+7.7 percentage points over 2020 data) respondents reported being knowledgeable of the concept of air source heat pumps, only 37.5% of residents and 26.9% of businesses reported being interested in installing an air source heat pump at their home or business.

Takeaway:

While customers are increasingly knowledgeable about air source heat pumps, the majority are still not interested in installing one in their home or business.

Actionable strategy:

In order to develop greater interest in air source heat pumps, it is recommended that RMLD continue to educate customers on the benefits of installing an air source heat pump, including cost savings customers may experience by turning to this heating method and the ability for customers to reduce their carbon footprint.

Of Those Who Provided Poor Ratings, Majority Cite High Cost As Reason

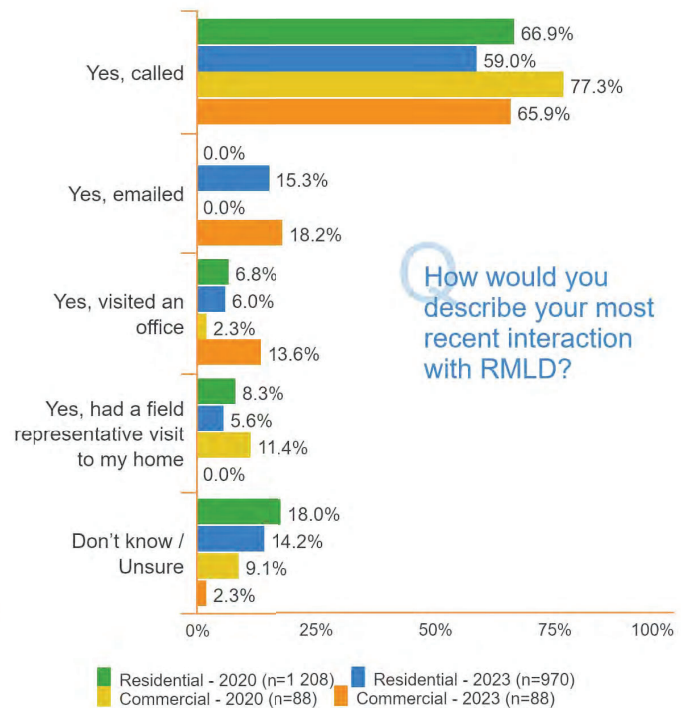
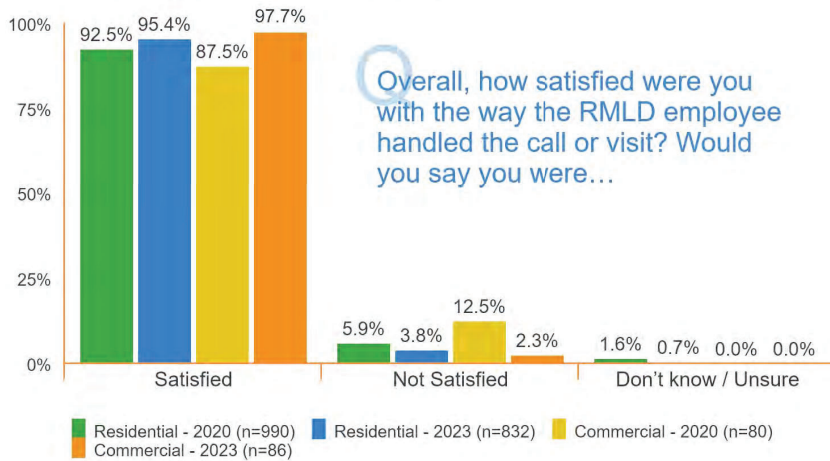
Among those respondents who provided poor ratings for RMLD for any characteristic mentioned, two-fifths of residents (40.0%) and one-fifth of businesses (20.0%) cited "high rates/costs" as the top reason for providing poor ratings for RMLD. Others reported providing poor ratings because of "no communication / interaction" (14.0% residential, 40.0% commercial) or "lack of renewable energy options / discounts / subsidies" (11.0% residential, 10.0% commercial).

 Please tell me why you provided poor ratings for RMLD: (Top 8 values shown)

	Residential		Commercial	
	2020	2023	2020	2023
Sample size	182	200	22	20
High rates / cost	25.3	40.0	9.1	20.0
No communication / interaction	2.2	14.0	0.0	40.0
Lack of renewable energy options / discounts / subsidies	3.3	11.0	0.0	10.0
Other	0.0	8.0	0.0	10.0
Poor rebate programs	12.1	7.0	27.3	10.0
Didn't provide poor ratings	6.6	4.0	0.0	0.0
None / NA	5.5	3.0	27.3	10.0
Solar issue	4.4	3.0	0.0	0.0

Increased Satisfaction with Customer Service

Of the respondents who have recently had an interaction with RMLD, the majority of residential (95.4% over 92.5% in 2020) and commercial respondents (97.7% over 87.5% in 2020) indicated they were either "very satisfied" or "somewhat satisfied" with the way the RMLD employee handled the call or visit. Those who had a recent interaction with RMLD primarily indicated they "called" RMLD (59.0% residential, 65.9% commercial), while others reported they "emailed" RMLD (15.3% residential, 18.2% commercial).



Dissatisfied Due to Poor Communication and Customer Service

Among those who reported being dissatisfied with the way the RMLD employee they interacted with handled the call or visit, one-third of residents cited "poor communication" (31.3%) or "poor customer service" (31.3%), and nearly one-fifth (18.8%) mentioned a "billing issue."

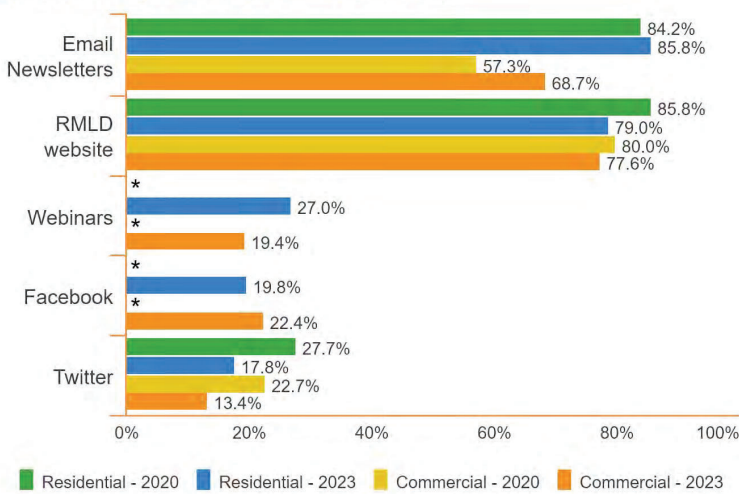
Please tell me why you were somewhat or very dissatisfied?

	Residential		Commercial	
	2020	2023	2020	2023
Sample size	58	32	10	2
Poor communication	n=2	n=10	n=0	n=0
Poor customer service	n=2	n=10	n=6	n=0
Billing issue	n=4	n=6	n=0	n=0
Poor rebate programs	n=2	n=4	n=0	n=0
Poor response / issue not resolved	n=28	n=2	n=0	n=0
Other	n=0	n=0	n=0	n=2

Find Email Newsletters and Website Valuable

When rating the value of several RMLD communication methods, more respondents rated RMLD's email newsletters (85.8% residential, 68.7% commercial) and website (79.0% residential, 77.6% commercial) as either "very valuable" or "somewhat valuable" than other communication platforms evaluated. When asked about what ways RMLD can improve communication methods over one-fifth of residents (20.9%) and 9.1% of businesses reported RMLD is "doing a good job/no issues," while 6.9% of residents and 3.0% of businesses wanted to see improvement in "email" communication methods.

Please rate the value of the following communication methods provided by RMLD (Total "valuable")

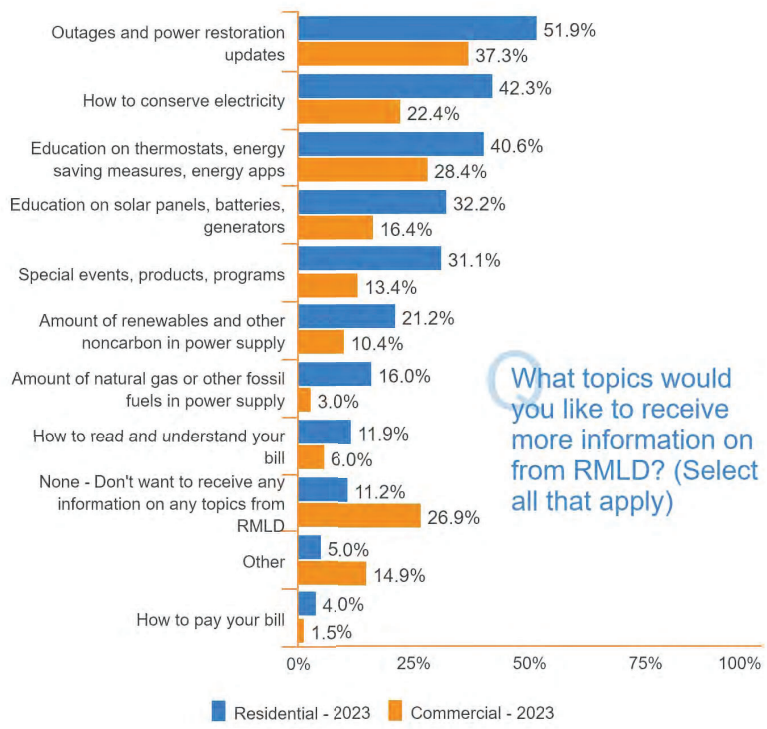
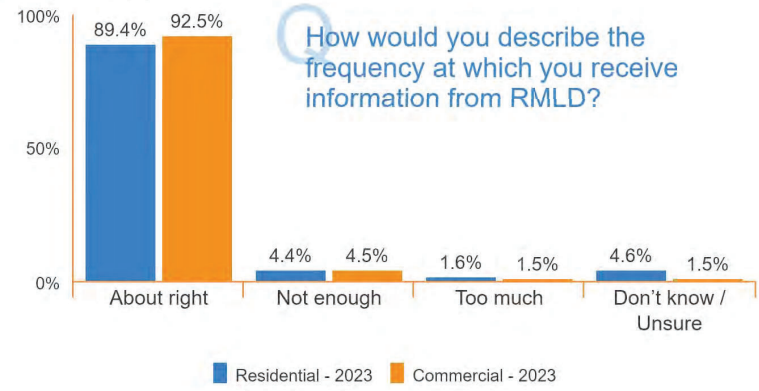


	Residential	Commercial
	2023	2023
Sample size	784	66
None / NA	22.4	60.6
Doing a good job / no issues	20.9	9.1
Don't know / unsure	8.7	3.0
Other	8.2	3.0
Email	6.9	3.0
Don't use social media / less emphasis	4.1	0.0
Expressed multiple methods	3.8	0.0
Text message	3.6	6.1
Newsletter	2.6	0.0
Provide outage restoration status / updates	2.6	0.0

In what ways can RMLD's communication methods be improved to provide more value for you? (Top 10 values shown)

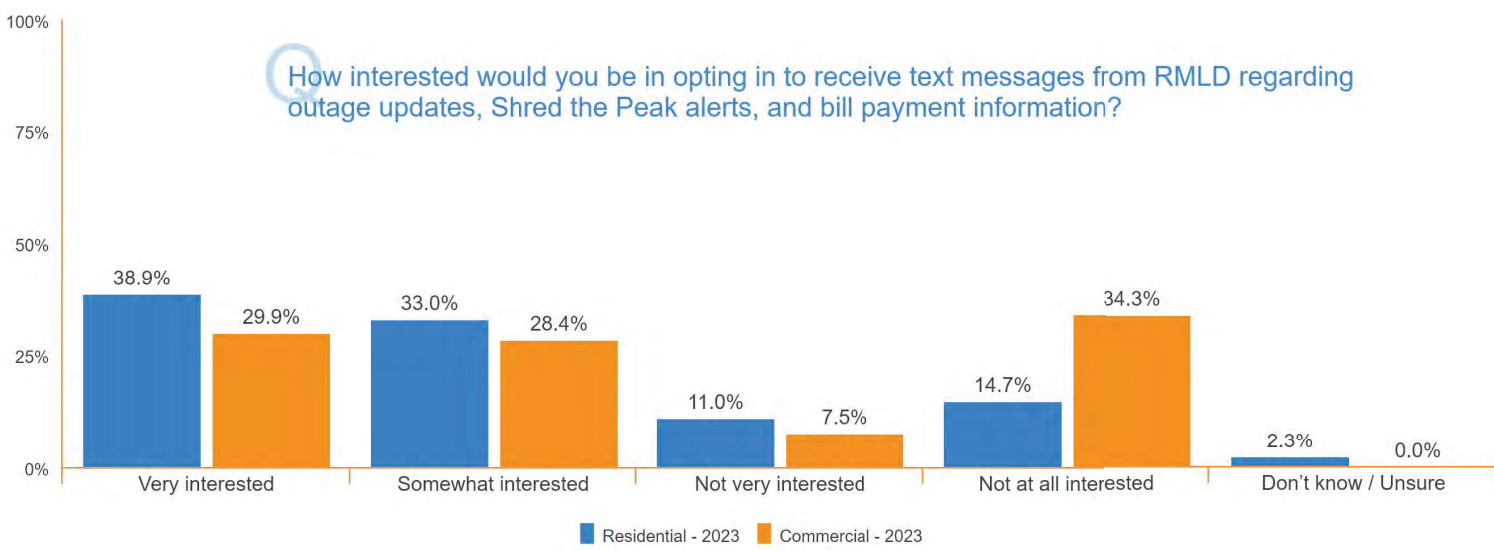
Want to Receive More Outage Restoration Updates

The majority of residential (89.4%) and commercial (92.5%) respondents reported the frequency of information they receive from RMLD is "about right." When asked what topics they would like to receive more information on, over one-half of residents (51.9%) and over one-third of businesses (37.3%) indicated they would like to receive more information about "outage and power restoration updates," while others indicated they would like to receive more information about "how to conserve electricity" or "education on thermostats, energy saving measures, energy maps" (82.9% residential, 50.8% commercial).



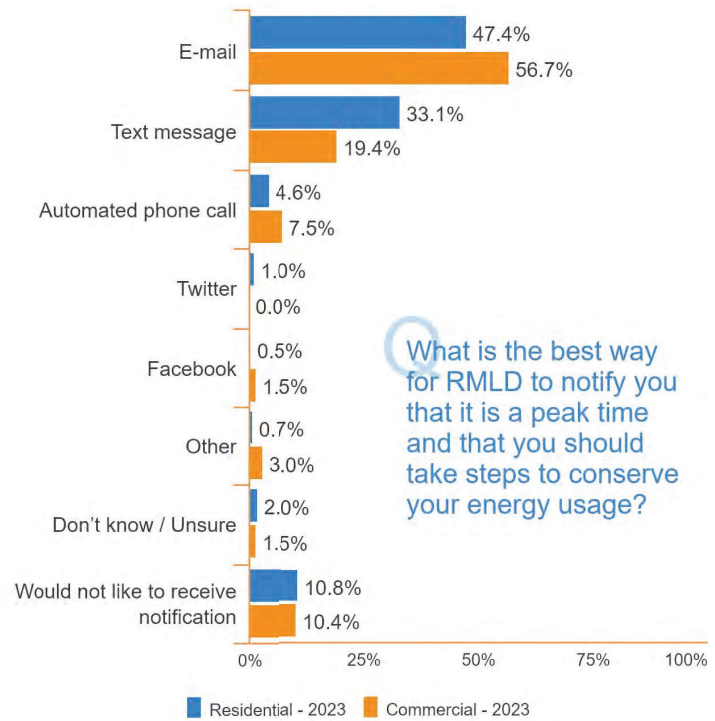
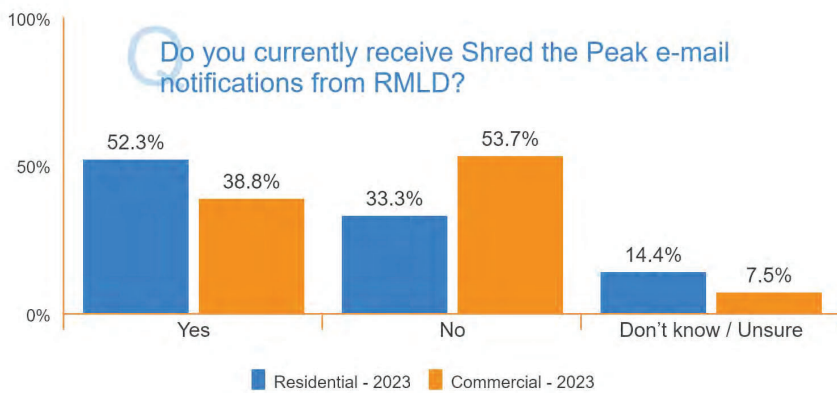
Residents More Interested in Text Messages from RMLD

Over seven-out-of-ten residential respondents (71.9%) and nearly three-fifths of commercial respondents (58.3%) reported being "very interested" or "somewhat interested" in opting in to receive text messages from RMLD regarding outage updates, Shred the Peak alerts, and bill payment information. Of note, over one-third of commercial respondents (34.3%) indicated they are "not at all interested" in receiving these text messages from RMLD.



E-mail and Text Best for Peak Time Notifications

Over one-half of residents (52.3%) and nearly two-fifths of businesses (38.8%) indicated they currently receive Shred the Peak e-mail notifications from RMLD. Additionally, nearly one-half of residential respondents (47.4%) and nearly three-fifths of commercial respondents (56.7%) reported the best way for RMLD to notify them that it is a peak time and they should take steps to conserve their energy usage is by "e-mail," while others indicated the best way to notify them that it is a peak time is by "text message" (33.1% residential, 19.4% commercial).

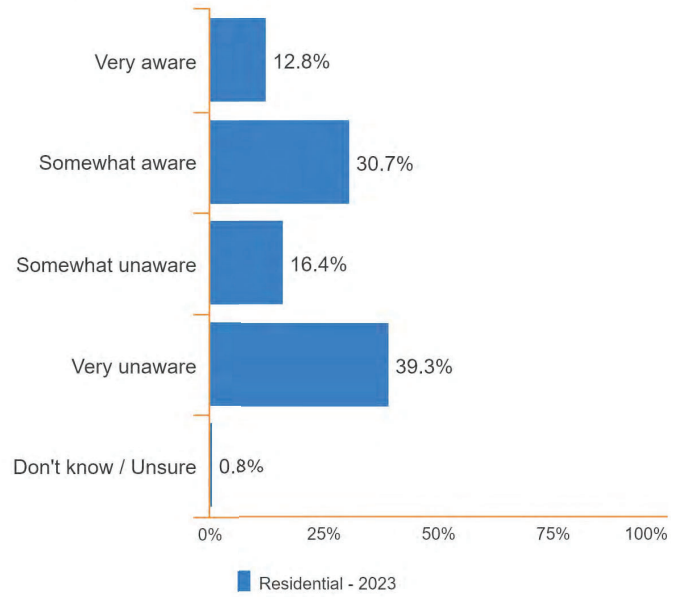
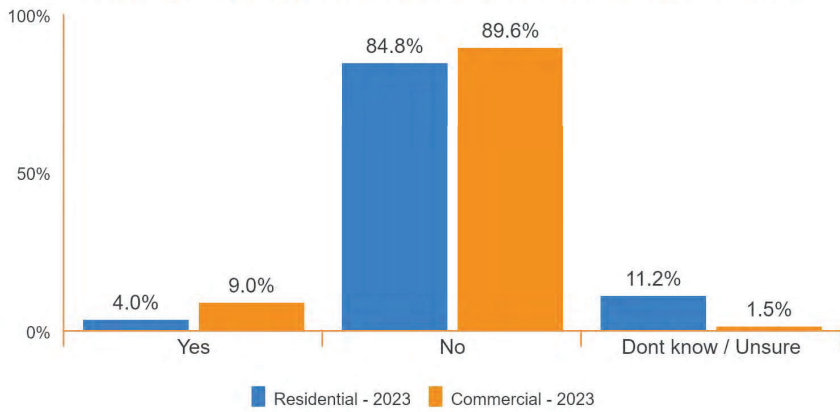


Some Aware of Payment Assistance Options

Only 4.0% of residents and 9.0% of businesses indicated they anticipate having challenges paying their electric bill in the next six months. Prior to the survey, over two-fifths of residential respondents, 43.5%, reported being either "very aware" (12.8%) or "somewhat aware" (30.7%) of RMLD's payment assistance options, including a Low Income Rate and Budget Billing.

Prior to this survey, how aware were you of RMLD's payment assistance options, including a Low Income Rate and Budget Billing?

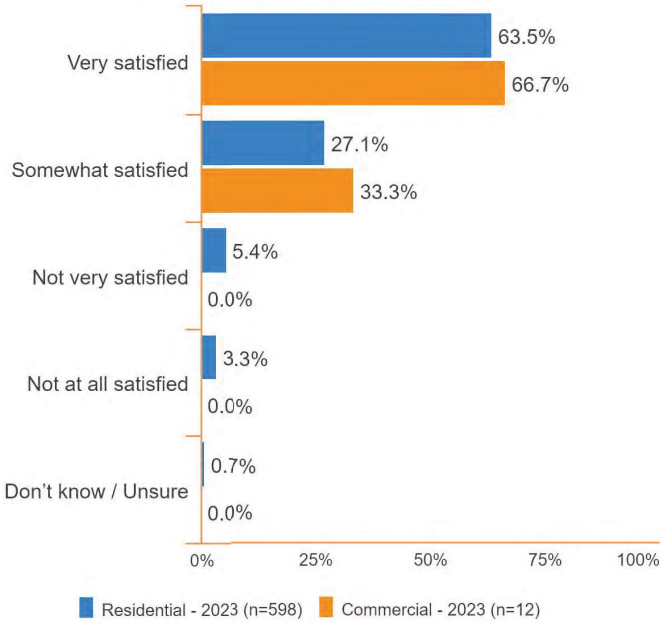
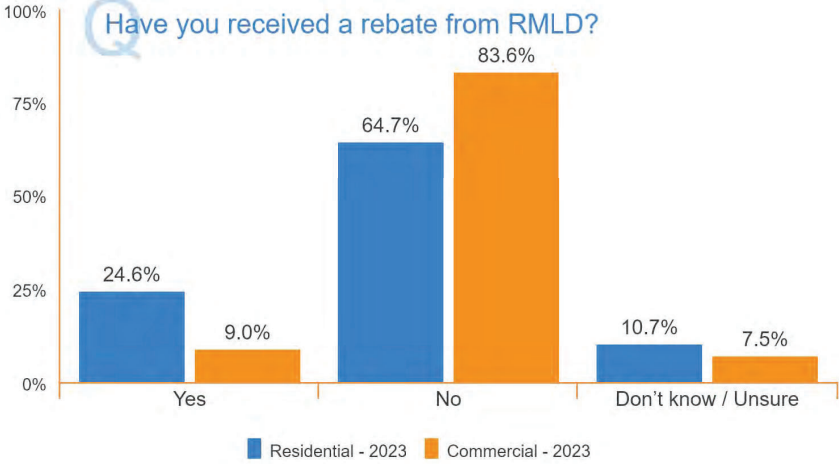
Do you anticipate you / your organization having any challenges paying your electric bill in the next six months?



More Residents Receiving Rebates than Businesses

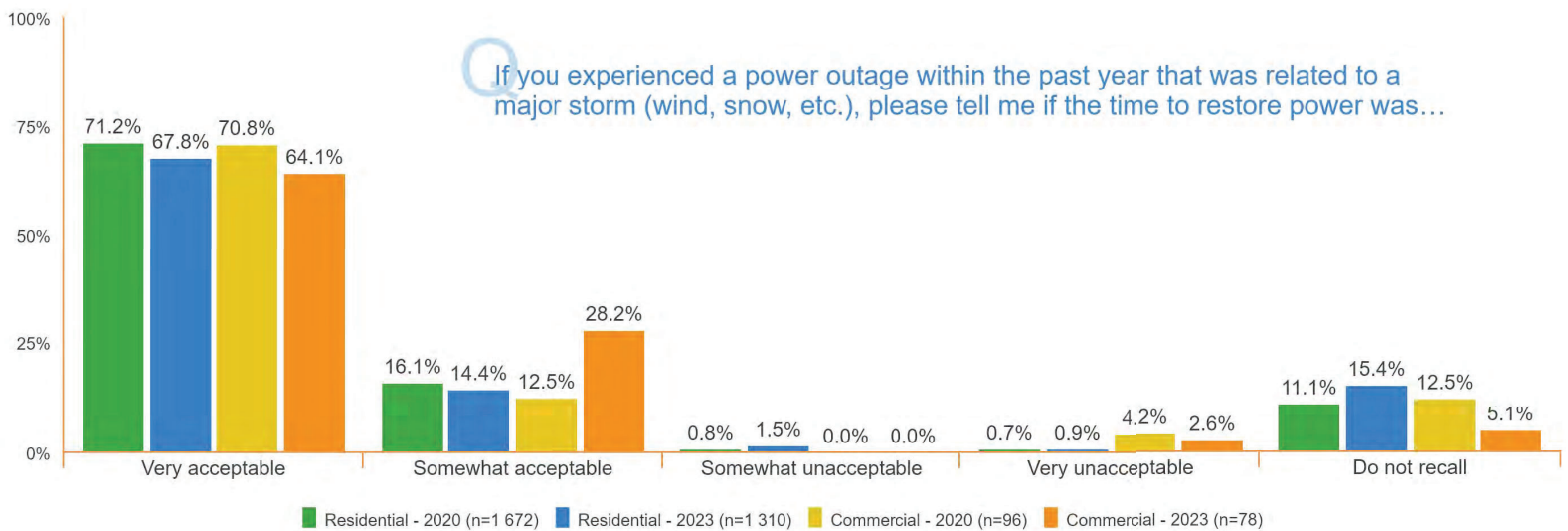
Nearly one-quarter of residential respondents (24.6%) reported receiving a rebate from RMLD, while fewer commercial respondents (9.0%) reported the same. Among those who have received a rebate from RMLD, nine-out-of-ten residential respondents (90.6%) and all commercial respondents (100.0%) reported being either "very satisfied" or "somewhat satisfied" with the process of applying for and receiving a rebate from RMLD.

How satisfied were you with the process of applying for and receiving a rebate from RMLD?



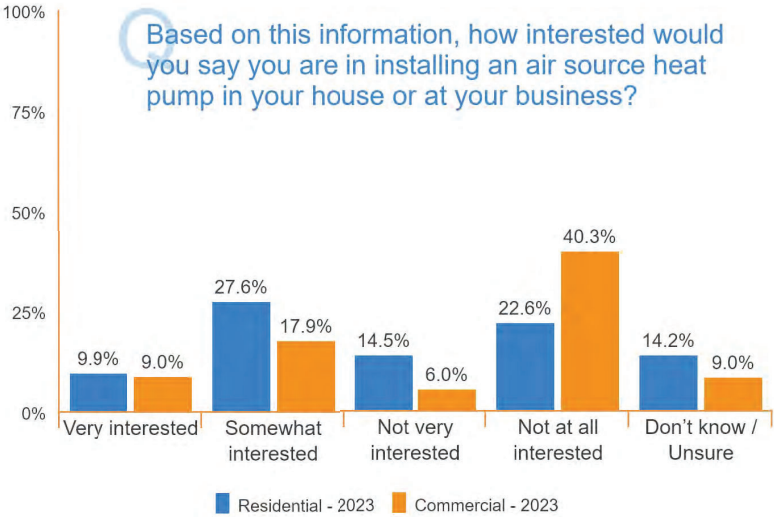
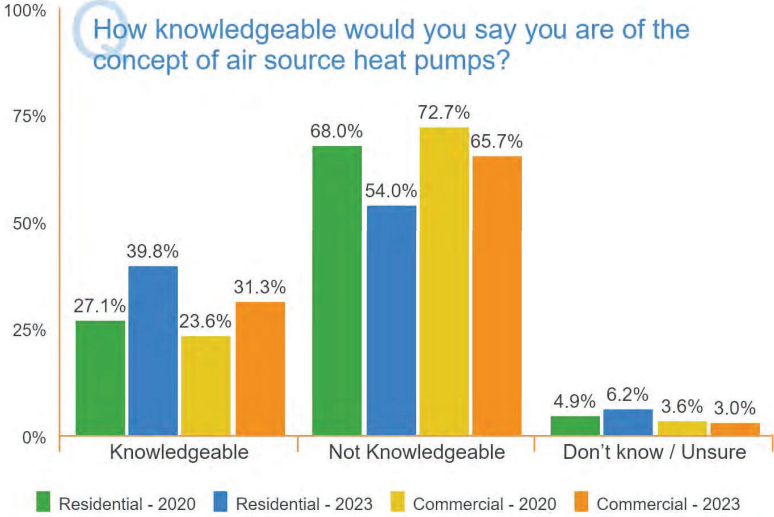
Find Time to Restore Power Acceptable

Among the 655 residential respondents who reported experiencing a power outage within the last year, a decreased frequency (82.2% from 87.3% in 2020) reported the time to restore power was "very acceptable" or "somewhat acceptable." However, of the 39 commercial respondents who reported experiencing a power outage within the last year, an increased frequency (92.3% over 83.3% in 2020) reported the time to restore power was "very acceptable" or "somewhat acceptable."



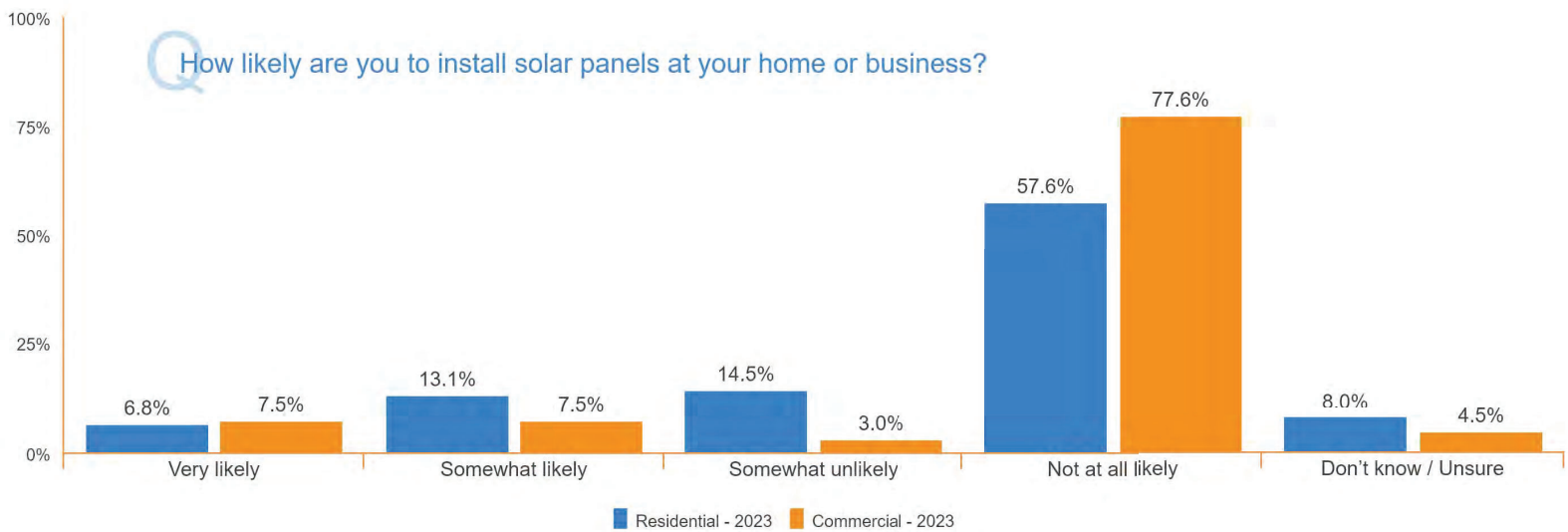
Increase in Knowledge of Air Source Heat Pumps

An increased frequency of residential (39.8% over 27.1% in 2020) and commercial (31.3% over 23.6% in 2020) reported being knowledgeable of the concept of air source heat pumps. After seeing or hearing a description of air source heat pumps, over one-third of residents (37.5%) and over one-quarter of businesses (26.9%) reported being "very interested" or "somewhat interested" in installing an air source heat pump in their house or at their business.



Majority Unlikely to Install Solar Panels

Roughly one-fifth of residential respondents, 19.9%, reported being "very likely" (6.8%) or "somewhat likely" (13.1%) to install panels at their home, with nearly three-fifths (57.6%) indicating they are "not at all likely" to install solar panels at their home. A lower frequency of commercial respondents, 15.0%, reported being "very likely" (7.5%) or "somewhat likely" (7.5%) to install solar panels at their business, with over three-quarters (77.6%) indicating they are "not at all likely" to install solar panels at their business.

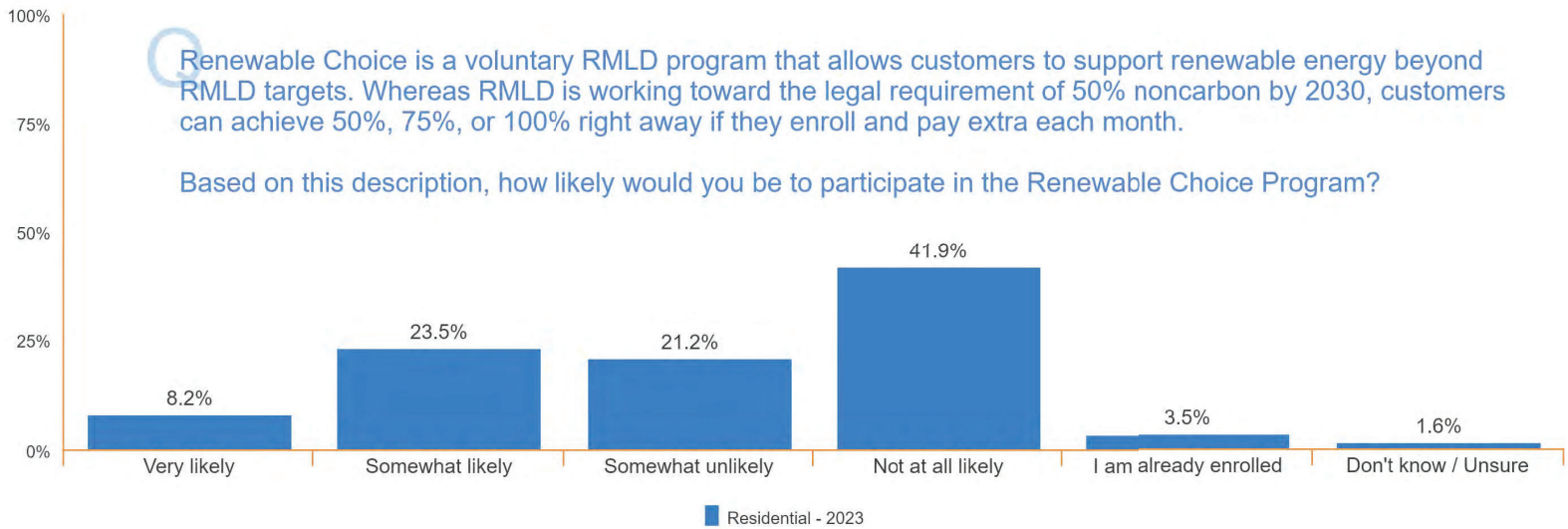


Unlikely to Participate in Renewable Choice Program

Over three-out-of-ten residential respondents, 31.7%, reported being "very likely" (8.2%) or "somewhat likely" (23.5%) to participate in the Renewable Choice Program, while 3.5% indicated they are already enrolled in the program. Of note, over three-fifths of respondents (63.1%) indicated they are "somewhat unlikely" or "not at all likely" to participate in the Renewable Choice Program.

Renewable Choice is a voluntary RMLD program that allows customers to support renewable energy beyond RMLD targets. Whereas RMLD is working toward the legal requirement of 50% noncarbon by 2030, customers can achieve 50%, 75%, or 100% right away if they enroll and pay extra each month.

Based on this description, how likely would you be to participate in the Renewable Choice Program?

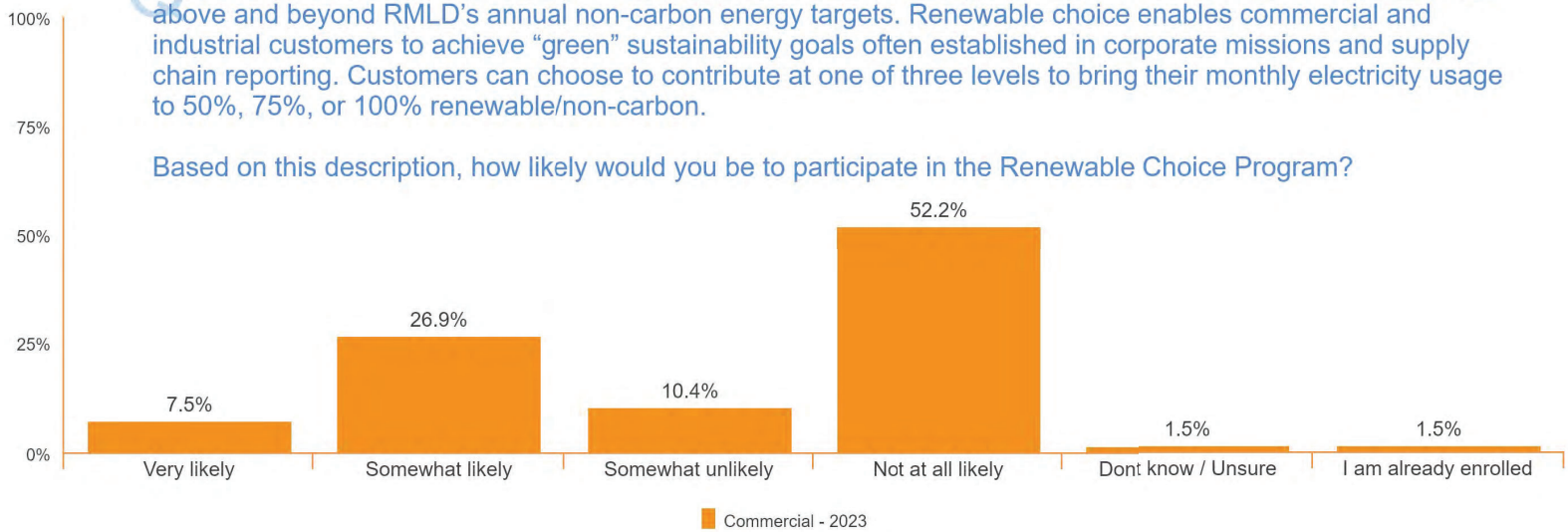


Unlikely to Participate in Renewable Choice Program

Over one-third of commercial respondents, 34.4%, reported being "very likely" (7.5%) or "somewhat likely" (26.9%) to participate in the Renewable Choice Program, while 1.5% indicated they are already enrolled in the program. Of note, over three-fifths of respondents (62.6%) indicated they are "somewhat unlikely" or "not at all likely" to participate in the Renewable Choice Program.

Renewable Choice is an opt-in program that allows customers to support additional renewable energy resources above and beyond RMLD's annual non-carbon energy targets. Renewable choice enables commercial and industrial customers to achieve "green" sustainability goals often established in corporate missions and supply chain reporting. Customers can choose to contribute at one of three levels to bring their monthly electricity usage to 50%, 75%, or 100% renewable/non-carbon.

Based on this description, how likely would you be to participate in the Renewable Choice Program?



Anticipate Future Use of Home Energy Assessment

Over one-quarter of residential respondents (26.0%) reported previously participating in a "No-cost Home Energy Assessment," and nearly one-fifth (18.4%) reported previously using RMLD's "Online Energy Efficiency Store."

Roughly one-third of respondents indicated they have not previously, but will participate in a "No-cost Home Energy Assessment" (35.7%) or use the "Online Energy Efficiency Store" (31.0%), while over one-quarter (28.1%) reported the same regarding the "Air Source Heat Pump Rebate."

Of note, over one-third of respondents (34.2%) reported being unaware of the "Electrical Panel Upgrade Rebate."

Now, I will read you a short list of programs or services from RMLD; for each program or service please tell me if you have participated in the past or would be willing to in the future.

	Residential				
	Yes, have & will in future	Yes, have & won't in future	No, but will in the future	No, and won't in the future	Not aware of program
No-cost Home Energy Assessment	17.4	8.6	35.7	23.5	14.7
Online Energy Efficiency Store	15.7	2.7	31.0	22.5	28.1
Air Source Heat Pump Rebate	7.9	3.7	28.1	36.0	24.2
Solar Rebate	6.2	3.0	18.5	51.8	20.6
Level 2 or above Network Enabled Plug-in Electric Vehicle Charger Rebate with enrollment in the Time-of-Use rate	3.5	1.8	21.5	46.3	26.9
Electrical Panel Upgrade Rebate	3.3	4.0	24.3	34.2	34.2

Businesses Less Likely to Participate in Electric Vehicle and Solar Rebate Programs

One-out-of-ten commercial respondents (10.5%) reported previously participating in the "Energy Assessment Program," and a similar frequency (9.0%) reported previously receiving a "Energy Initiative Rebate."

Nearly one-third of respondents indicated they have not previously, but will apply for an "Energy Initiative Rebate" (31.3%), while over one-quarter (28.4%) reported the same regarding the "Energy Assessment Program."

Of note, over two-thirds of respondents indicated they do not have plans to receive a "Level 2 Plug-in Electric Vehicle Charger Rebate" (73.1%) or participate in the "Commercial Solar Rebate Program" (68.7%).

Now, I will read you a short list of programs or services from RMLD; for each program or service please tell me if you have participated in the past or would be willing to in the future.

	Commercial				
	Yes, have & will in future	Yes, have & won't in future	No, but will in the future	No, and won't in the future	Not aware of program
Energy Assessment Program	7.5	3.0	28.4	46.3	14.9
Energy Initiative Rebate (for energy efficient equipment upgrades)	7.5	1.5	31.3	44.8	14.9
Air Source Heat Pump Rebate	6.0	1.5	20.9	56.7	14.9
Commercial Solar Rebate Program	4.5	0.0	16.4	68.7	10.4
Level 2 Plug-in Electric Vehicle Charger Rebate	1.5	1.5	11.9	73.1	11.9

Some Interested in Time of Use Rate

Nearly one-half of residential respondents (49.4%) and over one-half of commercial respondents (53.7%) reported having either an "excellent" or "good" understanding of "time of use" rates prior to the survey. Further, over two-fifths of residential respondents (42.2%) and over one-third of commercial respondents (35.9%) indicated they would be interested in a rate that rewards conservation during high peak hours and penalizes for high usage during those same peak hours. Of note, nearly one-half of commercial respondents (46.3%) indicated they are "not at all interested" in this rate structure.

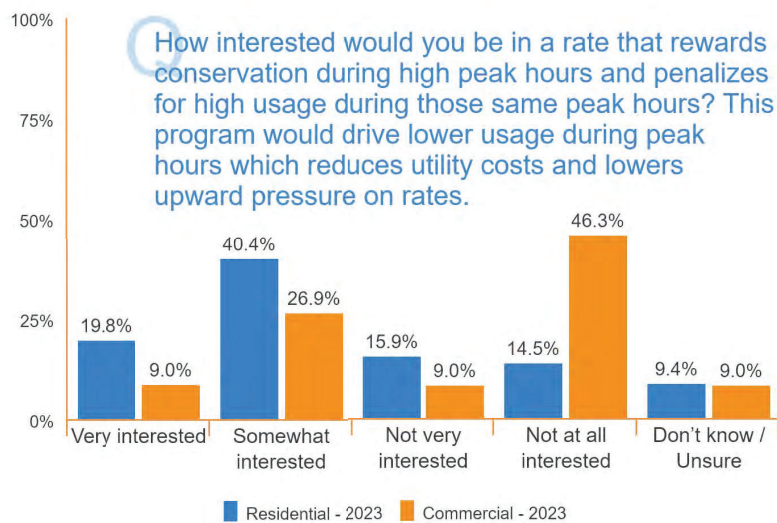
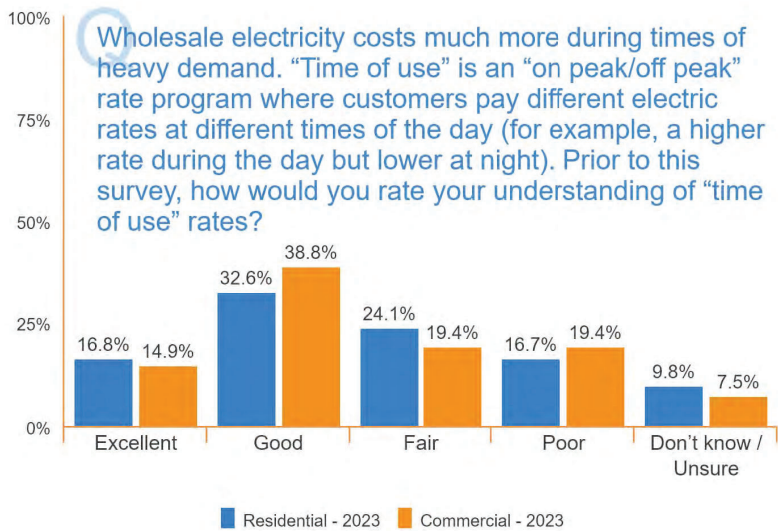


Table of Contents

SECTION ONE
About GreatBlue

SECTION TWO
Project Overview

SECTION THREE
Key Study Findings

SECTION FOUR
Considerations

SECTION FIVE
Aggregate Data (Provided Separately)



Considerations

- **Boost awareness of rebates and program offering for residents.** Over one-third of residential respondents reported being unaware of RMLD's Electrical Panel Upgrade Rebate, and over one-quarter reported being unaware of the Online Energy Efficiency Store. Further, over one-fifth of respondents indicated they were not aware of RMLD's Electric Vehicle Charger Rebate, Air Source Heat Pump Rebate, and Solar Rebate. Knowing that many customers not aware of some of RMLD's energy efficiency program offerings, it is recommended that RMLD increase its communication to residential customers about the various rebate programs and energy efficiency offerings available to them. This communication should also include details about how customers can qualify for each rebate program, and the benefits of enrolling in each program. This may help to both boost awareness of and enrollment in these programs. Further, with improved awareness of these programs, customers may have an improved perception of RMLD "helping customers understand energy efficiency programs."
- **Offer the ability to opt-in to text message notifications.** Over seven-out-of-ten residential respondents and nearly three-fifths of commercial respondents indicated they would be interested in opting in to receive text messages from RMLD regarding outage updates, Shred the Peak alerts and bill payment information. Additionally, over one-half of residents and more than one-third of businesses reported they would like to receive more information about outage and power restoration updates. Knowing that the majority of customers are interested in receiving text message notifications from RMLD, and that customers seek additional information during power outages, it is recommended that RMLD offer customers the ability to opt-in to receive text messages from RMLD, and predominantly utilize this communication method as a means of notifying customers more frequently during power outages and providing updates of when they can expect their power will be restored. This will help to ensure customers have an accurate expectation of when their power will be restored, and additionally may reduce the number of customers contacting RMLD for updates during an outage.

Considerations

- **Further educate customers of the benefits of air source heat pumps.** An increased frequency of residential and commercial respondents reported being knowledgeable of air source heat pumps, yet less than two-fifths of residents and fewer than three-out-of-ten businesses reported being interested in installing an air source heat pump at their home or business. In order to encourage more customers to consider installing an air source heat pump in the future, it is recommended that RMLD continue to educate customers of the benefits of installing an air source heat pump, including cost savings customers may experience and the ability of customers to reduce their carbon footprint by installing one. It also may be beneficial for RMLD to provide additional communication about their Air Source Heat Pump Rebate, as this will allow customers to save money on the heat pump equipment, and may help to increase customers' interest in installing this technology and participating in the rebate program. By encouraging greater interest in air source heat pumps through increased and continued education, RMLD may ensure more customers are taking advantage of opportunities to save money on their electric bill and reduce their carbon footprint.

Michael Vigeant CEO

MJV@GreatBlueResearch.com

Dan Quatrocelli Senior Director, Research

Dan@GreatBlueResearch.com

Courtney Cardillo Research Analyst

Courtney@GreatBlueResearch.com

Catherine Veschi Project Manager

Catherine@GreatBlueResearch.com



Glastonbury, CT
(860) 740-4000



/GreatBlueResearch



@GBResearch

ATTACHMENT 3
HYDRO QUEBEC REPORT

Hydro Quebec (non-carbon)



RMLD contract to sell use rights expires end of 2023

New proposal includes RMLD again selling use rights during 5-year term, at higher value to RMLD than current contract

Energy purchased renewable and non-carbon (primarily hydro plus wind and nuclear)

Lower risk management – new geography, new and stable supplier, 24X7 firm for base load

Establishes new energy supply relationship with HQ; contracting via ENE along with several MA MLPs

Volume – 49,900 MWh/yr (firm ATC 24X7), 7% of current RMLD portfolio

Term - 5 years (2024 – 2028)

Certificates – MA CES E certificates (renewable and non-carbon)

Pricing - below RMLD hydro portfolio; 30% higher than RMLD portfolio average; 2% escalator

¹ Source: Energy Position Graph MASTER 2023-04-10; ENE documents

Hydro Quebec motion

ATTACHMENT 4
PROCUREMENT REQUESTS FOR
BOARD APPROVAL



April 12, 2023

Town of Reading Municipal Light Board

Subject: RFP 2023-04 Home Weatherization Rebate Program Implementation and Support Services

On February 9, 2023, a request for proposals (RFP) requesting sealed proposals for Home Weatherization Rebate Program Implementation and Support Services was placed as a legal notice in the Middlesex East Section of the Daily Times Chronicle.

A request for proposals was sent to seven (7) companies.

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

The technical and price proposals were reviewed, analyzed, and evaluated by a staff committee¹ and recommended to the General Manager.

Move that RFP 2023-04 for Home Weatherization Rebate Program Implementation and Support Services be awarded to: **Abode Energy Management LLC** as the responsive and responsible proposer offering the most advantageous proposal for the estimated average monthly cost of \$13,196.64 over the next three years or a total estimated 3-Year cost of \$475,079.20², on the recommendation of the General Manager.

¹See attached Evaluation Summary

²See attached Price Analysis.

These services will be paid from the EEC Budget.

Ajey Pandey

William Bullock (Apr 14, 2023 11:14 EDT)

Bill Bullock

Gregory J. Phipps

**Home Weatherization Rebate Program Implementation and Support Services Evaluation Summary/Analysis¹
RFP 2023-04**

SUMMARY OF RFP 2023-04 COMMITTEE'S EVALUATIONS

	Abode Energy Management				Center for EcoTechnology			
	Work Plan	Qualification and Staffing	Price Proposal	TOTAL ¹	Work Plan	Qualification and Staffing	Price Proposal	TOTAL ¹
Maximum Points	50	30	20	100	50	30	20	100
Julie Blackley	49	30	19	98	49	30	6	85
Maria Dilonex	50	30	20	100	45	30	5	80
Ajey Pandey	36	24	12	72	40	27	2	69
Ryan Winn	22.5	16	13	51.5	27.5	14	7	48.5
Combined Totals	157.5	100.0	64.0	321.5	161.5	101	20	282.5

¹400 is a total combined perfect score.

HOME WEATHERIZATION REBATE PROGRAM IMPLEMENTATION AND SUPPORT SERVICES
RFP 2023-04 PRICING ANALYSIS¹

COMPANY NAME:			ABDO ENERGY MANAGEMENT LLC									CENTER FOR ECOTECHNOLOGY, INC.													
TECHNICAL SERVICE	DESCRIPTION OF SERVICE	PRICING INSTRUCTIONS	YEAR 1 FLAT FEES	QTY	YEAR 2 FLAT FEES	QTY	YEAR 3 FLAT FEES	QTY	YEAR 1 COSTS	YEAR 2 COSTS	YEAR 3 COSTS	YEAR 1 FLAT FEES	QTY	YEAR 2 FLAT FEES	QTY	YEAR 3 FLAT FEES	QTY	YEAR 1 COSTS	YEAR 2 COSTS	YEAR 3 COSTS					
1. Customer and Contractor Education Support Services																									
A. Home Weatherization Contractors	Educate and monitor participating program contractors	Please provide a monthly flat fee cost	\$740.00	12	\$825.00	12	\$907.50	12	\$9,000.00	\$9,300.00	\$10,350.00	\$1,395.00	12	\$2,000.00	12	\$2,100.00	12	\$22,740.00	\$24,000.00	\$25,200.00					
B. Customer Education*	Develop and conduct two (2) community workshops each year	Please provide a flat fee cost per each workshop	\$1,200.00	2	\$1,320.00	2	\$1,442.00	2	\$2,400.00	\$2,640.00	\$2,904.00	\$975.00	2	\$1,000.00	2	\$1,025.00	2	\$1,950.00	\$2,000.00	\$2,050.00					
2. Pre-Installation Support Services																									
A. Pre-Program Support	Dedicated weatherization specialist(s) to provide customer and contractor pre-program support	Please provide a monthly flat fee cost based on ten (10) hours per month	\$1,300.00	12	\$1,650.00	12	\$1,812.00	12	\$18,000.00	\$19,300.00	\$21,780.00	\$1,100.00	12	\$1,175.00	12	\$1,250.00	12	\$15,200.00	\$14,100.00	\$15,000.00					
B. Pre-Installation Program Standards & Scoping	Schedule and conduct pre-installation site visit	Please provide a per-customer flat fee cost	\$250.00	160	\$275.00	176	\$302.50	180	\$40,000.00	\$48,400.00	\$54,450.00	\$380.00	160	\$400.00	176	\$420.00	180	\$66,000.00	\$70,400.00	\$75,600.00					
	Complete Quotes of Incentivized Measures for applicants	Please provide a per-customer flat fee cost	\$100.00	160	\$116.00	176	\$121.00	180	\$16,000.00	\$19,360.00	\$21,780.00	\$170.00	160	\$180.00	176	\$190.00	180	\$27,200.00	\$31,680.00	\$34,200.00					
3. Post-Installation Support Services																									
A. Quality Assessment	Conduct on-site QA reviews	Please provide a per-customer flat fee cost	\$225.00	160	\$247.50	176	\$272.25	180	\$36,000.00	\$43,260.00	\$49,005.00	\$245.00	160	\$255.00	176	\$265.00	180	\$39,200.00	\$44,380.00	\$47,700.00					
B. Program Documentation	Submit required participant documentation to RMI/D	Please provide a monthly flat fee cost	\$1,000.00	12	\$1,110.00	12	\$1,361.25	12	\$12,000.00	\$14,520.00	\$16,355.00	\$550.00	12	\$575.00	12	\$600.00	12	\$6,600.00	\$6,900.00	\$7,200.00					
4. Program Management Services																									
A. Program Management	Monthly RMI/D program status conference call	Please provide a monthly flat fee cost	\$360.00	12	\$390.00	12	\$435.60	12	\$4,320.00	\$4,752.00	\$5,227.20	\$2,400.00	12	\$2,525.00	12	\$2,650.00	12	\$28,800.00	\$30,300.00	\$31,800.00					
5. Startup Costs*																									
A. Kickoff Costs		Please provide a one-time flat fee cost							\$5,000.00									\$20,100.00							
B. Participating Contractors List		Please provide a one-time flat fee cost							\$2,000.00									\$7,400.00							
C. Pre-Installation Program Standards & Scoping		Please provide a one-time flat fee cost							\$3,500.00									\$20,550.00							
D. Quality Assessment		Please provide a one-time flat fee cost							\$3,500.00									\$4,100.00							
									TOTAL YEARLY COST*	\$135,320.00	\$160,292.00	\$179,467.20										TOTAL YEARLY COST*	\$198,540.00	\$222,260.00	\$236,700.00
									ESTIMATED MONTHLY COSTS	\$11,276.67	\$13,357.67	\$14,955.60										ESTIMATED MONTHLY COSTS	\$16,545.00	\$18,521.67	\$19,725.00
									ESTIMATED AVERAGE MONTHLY COST	\$13,196.44												ESTIMATED AVERAGE MONTHLY COST	\$18,263.89		
									TOTAL 3-YEAR COST	\$475,979.20												TOTAL 3-YEAR COST	\$637,500.00		

*Note: Workshops and Startup Costs are not included in totals.

*Note: Workshops and Startup Costs are not included in totals.



April 19, 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 \$143,046.80 and Howard Industries, Inc. c/o Power Sales Group, for \$193,932¹**, 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.


Vaughan Bryan (Apr 19, 2023 16:29 EDT)
Vaughan Bryan


Hamid Jaffari (Apr 19, 2023 16:30 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 in Specs</u>	<u>Qty Awarded</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		
Item 2 - 37.5 kVa 1Ø WYE 240/120	MVA Power Inc.	28-30 weeks	\$2,245.46	52		\$116,763.92		
Item 3 - 50 kVa 1Ø WYE 240/120	MVA Power Inc.	28-30 weeks	\$2,750.90	118	52	\$324,606.20	\$143,046.80	yes
Item 4 - 75 kVa 1Ø WYE 240/120	MVA Power Inc.	28-30 weeks	\$3,930.26	30		\$117,907.80		
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	\$143,046.80	
<hr/>								
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	
<hr/>								
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	4	\$131,316.00	\$131,316.00	yes
Item 8 - 225 kVa 3Ø WYE 480Y/277	Howard Industries	64 weeks	\$31,308.00	2	2	\$62,616.00	\$62,616.00	yes
						\$1,870,786.00	\$193,932.00	

*MVA DID NOT SUBMIT TRANSFORMER SPECS FOR ITEMS 5 THRU 8 AND ARE REJECTED. ULS DID NOT SUBMIT TRANSFORMER DESCRIPTIONS AND ARE REJECTED.

Note: No firm fixed pricing was given. Exceptions were taken in two (2) proposals regarding prices being subject to change and longer lead times, as follows:

ULS Corp. Inc.: The quoted price could be affected as logistics costs would change based on much smaller quantities.

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.

ATTACHMENT 5
POLICY REVIEW

Policy 1: Community Relations

Policy 3: Safety Committee



RMLD BOARD OF COMMISSIONERS MEETING

April 19, 2023

POLICY 1: Community Relations

In accordance with the Board's periodic policy review, please find attached the review package for Policy 1: Community Relations (Revision 4).

Included are the following three components:

- Policy 1: Community Relations R4 summary & highlights (this page).
- Policy 1: Community Relations R4, clean with all changes accepted.
- Policy 1: Community Relations R3, redlined, tracked changes, showing specific edits.

SUMMARY

Policy 1 was significantly revised to streamline and clarify the purpose and parameters of communications between RMLD and the communities it serves. Many sections were removed, and the remaining sections were refined. Many of the removed sections may be incorporated into other internal operating procedures. Repetitive verbiage was removed. Spelling and grammar were fixed throughout.

REVISION HIGHLIGHTS

Section I: Purpose

- Verbiage was reduced for clarity and brevity.

Section II: Responsibilities

- Section II: A Reading Municipal Light Board
 - Removed. The Board issues policies which serve as guidelines for the General Manager to lead and manage the RMLD.
- Section II: B General Manager
 - Reduced and streamlined for clarity. RMLD Management Team will provide a quarterly report on communication programs and activities, as stated in Policy 19.
 - Actively support and participate in communications activities was added.
- Section II : C Communications Manager
 - Reduced and streamlined for clarity.
 - Represent and promote RMLD by participating in community events was added.

Section III: Charitable Contributions

- Reduced and streamlined for clarity.



Section IV: Advertising

- Section IV A: Purpose and Intent
 - Reduced and streamlined for clarity.
 - Modified to align with best practice.

- Section IV: B-E
 - Removed, redundant with GL chapter 164 section 33A.

Section V: Services to Towns within RMLD Service Territory

- Removed and any indemnifications will be incorporated into separate agreements as appropriate.

Section VI: Business and Civic Organizations

- Section VI A
 - Reduced and streamlined for clarity.

- Section VI B
 - Removed and may be incorporated into a separate internal operating procedure.

- Section VI C & D
 - Reduced and streamlined for clarity.

Section VII: Business and Civic Organizations

- Section VII A
 - Minor verbiage added for clarification.

- Section VII B
 - Streamlined for clarity.

- Section VII C- D
 - Removed; already incorporated into the budget process.

RMLD Policy No. 1
COMMUNITY RELATIONS

Revision No. 4

Commission Vote Date:

General Manager/Date

Next Review Date:

I. PURPOSE AND OBJECTIVES

- A. To establish guidelines governing communications between the Reading Municipal Light Department (RMLD) and the communities in which the RMLD provides electric service.
- B. To foster positive community relations between the RMLD and the communities it serves.
- C. To provide services and information that support customers' needs, promote the safe and efficient use of electricity and educate about emerging technologies.

II. RESPONSIBILITIES

A. General Manager

- 1. Overall implementation and oversight of this policy.
- 2. Actively support and participate in communications activities.

B. Communications Manager

- 1. The Communications Manager will assist the General Manager in implementing this policy and associated activities.
- 2. Develop and implement a communications plan that supports the RMLD charter.
- 3. Provide specific communications and activities between the communities within RMLD's service territory.
- 4. Represent RMLD by participating in community events.
- 5. Prepare a proposed communications budget and ensure that

expenses comply with limits set forth in the approved budget or this policy.

III. CHARITABLE CONTRIBUTIONS AND GIFTS

- A. The RMLD follows the policies and guidelines of the Department of Public Utilities (DPU) regarding charitable contributions and gift giving. The DPU policy is as follows:
Department [DPU] policy is to exclude charitable contributions from the cost of service in the absence of compelling evidence that a utility's charitable giving is reasonable and provides a clear benefit to ratepayers that is essential to serving them.
- B. This policy does not prohibit RMLD from contributing funds to the towns that it serves in accordance with the 20-year agreements or DPU principles.

IV. ADVERTISING

RMLD will follow the same advertising rules and regulations applicable to investor-owned utilities as set forth in G.L. c. 164, §33A and as may be interpreted by the DPU. RMLD's advertising shall be only for informational and educational purposes relating to RMLD's services, programs, or the safe and efficient use of electricity.

V. BUSINESS AND CIVIC ORGANIZATIONS

- A. RMLD may hold memberships in local civic organizations that help further RMLD's charter to provide safe, reliable, low-cost, and non-carbon power and related services to its customers. Membership in local business or civic organizations shall be subject to the General Manager's approval.
- B. RMLD employee-members may attend events that promote RMLD's services to its customers and fosters goodwill between RMLD and the communities it serves. Duties performed as part of RMLD's membership to civic organizations will be considered part of the employee's employment responsibilities. Employees will be compensated for work performed outside regular business hours in accordance with union/employment contracts.

VI. COMMUNITY RELATIONS PROGRAMS

- A. RMLD will develop and implement various educational and informational programs targeted to members of the communities within RMLD's

service territory, including but not limited to, customers, senior citizens, schools, libraries, youth organizations, professional organizations, civic associations, etc. RMLD can participate in community events to help raise awareness of RMLD's programs and promote safe and efficient use of electricity.

- B. Community Relations programs will be included in the Community Relations Department budget to be approved during the budget process.

DRAFT

RMLD Policy No. 1 COMMUNITY
RELATIONS POLICY

Revision No. 4

Commission Vote Date

General Manager/Date

Next Review Date

I. PURPOSE AND OBJECTIVES

- A. To establish general guidelines governing communications between the Reading Municipal Light Department (RMLD) and the communities in which the RMLD provides electric service.
- B. To ~~establish general guidelines promoting~~ foster positive community relations between the RMLD and the communities ~~served by the RMLD~~ it serves.
- ~~C. To ensure that the RMLD communicates in a positive and beneficial manner in order to be a valuable resource and a responsible citizen to the communities served by the RMLD.~~
- ~~D. To ensure that the RMLD communicates in such a way to earn the community's trust by conducting its business with integrity in an open, responsible, professional, and sound manner through participation in community affairs.~~
- ~~E. To provide services and information that support customers' needs, promote the safe and ~~concerns~~.~~
- ~~F.C. To facilitate communications by reviewing communication programs and events for clarity efficient use of purpose and appropriateness for audiences identified electricity and educate about emerging technologies.~~
- ~~G. This policy recognizes that the specific processes to achieve these purposes will vary depending on the particular circumstances.~~

II. RESPONSIBILITIES

- ~~A. Reading Municipal Light Board (RMLB)~~
 - ~~1. Approve this policy and all amendments thereto.~~
 - ~~2. Provide feedback regarding RMLD community relations programs upon presentation by the General Manager.~~

B.A. General Manager

1. Overall implementation and oversight and approval of this policy.
2. Actively support and participate in communications activities.
- ~~3. Oversight and approval authority as set forth~~Actively support and participate in this policy.
- ~~4. Make presentation of programs to the RMLB.~~
- ~~5.3. Make reports to the RMLB regarding~~communications activities ~~under this policy as may be requested by the RMLB from time to time.~~

C.B. Communications Manager

1. ~~Under the direction of the Director of Integrated Resources,~~ The Communications Manager will assist the General Manager in implementing this policy and associated activities.
2. Develop and implement a communications plan that supports the RMLD charter.
- ~~2.3. Provide specific communications and activities between the communities within the RMLD's service territory.~~
- ~~3.2. Evaluate and oversee the work performed by outside community relations firms and individual contractors in the communications field.~~
- ~~4. Represent and promote RMLD by participating in community events.~~
- ~~4.3. Prepare a proposed program and advertising~~Communications budget and ensure that _ expenses comply with limits set forth in the approved budget or this policy.

III. CHARITABLE CONTRIBUTIONS AND GIFTS

~~A. Purpose~~

- ~~A.~~ The RMLD will follow the policies and guidelines of the Department of Public Utilities (DPU) regarding charitable contributions and gift giving. The ~~DPU~~ policy is as follows: _

Department [DPU] policy is to exclude charitable contributions from the cost of service in the absence of compelling evidence that a utility's charitable giving is reasonable and provides a clear ~~benefit~~ to ratepayers that is essential to serving them.

~~See, e.g., Fitchburg Gas & Electric Light Company, DTE 98-51 at 37 (1998).~~

~~B. Prohibitions on Charitable Contributions~~

~~As a general rule, charitable contributions and gift giving will not provide a clear benefit to ratepayers that are essential in providing electric service to them. Accordingly, charitable contributions and gift giving are prohibited.~~

~~C. Exceptions~~

~~B. This policy does not prohibit RMLD from contributing funds to the towns that it serves in accordance with the 20-year agreement/agreements or DPU principles.~~

IV. ADVERTISING

~~A. Purpose and Intent~~

~~A. It is the intent of this policy that RMLD will follow the same advertising rules and regulations applicable to investor-owned utilities as set forth in G.L. c. 164, §33A and as may be interpreted by the DPU. Accordingly, RMLD's advertising shall be only primarily for informational and educational purposes relating to RMLD's services, programs, or the safe and efficient use of electricity. ~~RMLD shall not engage in promotional or political advertising proscribed by G.L. c. 164, §33A, nor shall RMLD endorse or subsidize any individuals, groups or organizations engaged in promotional or image advertising.~~~~

~~B. Definitions~~

~~For purposes of this policy, the following definitions shall apply:~~

~~1. Advertising~~

~~"Advertising", the commercial use by RMLD of any media, including newspaper, printed matter, radio, and television, in order to transmit a message to a substantial number of members of the public or to RMLD's customers.~~

~~2. Political Advertising~~

~~"Political advertising", any advertising for the purpose of influencing public opinion with respect to legislative, administrative, or electoral matters (whether federal, state, or local), or with respect to any controversial issue of public importance.~~

~~3. Promotional Advertising~~

~~"Promotional advertising", any advertising for the purpose of encouraging any person to select or use the service or additional service of RMLD or the selection or installation of any appliance or equipment designed to electrical service.~~

~~C. Permitted Informational and Educational Advertising~~

~~RMLD may engage in advertising to convey the following information:~~

- ~~1. RMLD contact information and hours of operation;~~
- ~~2. RMLD's Rate Schedules and Terms and Conditions of Service;~~
- ~~3. Location of local pay stations;~~
- ~~4. RMLD services or products, which may be subject to direct competition;~~
- ~~5. Electrical safety and safety measures;~~
- ~~6. Energy conservation and or other information about how to use RMLD's services in a cost efficient manner;~~
- ~~7. Service interruptions, repair and maintenance activities, and emergency conditions.~~
- ~~8. Peak load reduction information;~~
- ~~9. Information that is required by federal or state laws or regulations to be provided to the public through a media source (e.g., bids, meeting notices, rate changes); and~~
- ~~10. Employment opportunities at RMLD.~~
- ~~11. Location of publicly accessible Electric Vehicle Charging Stations.~~

~~All other advertising shall be subject to the express approval of the General Manager, which shall be in accordance with this policy.~~

~~D. Permitted Advertising Sources~~

- ~~1. RMLD's newsletters;~~
- ~~2. RMLD's website;~~
- ~~3. Local community newspapers;~~
- ~~4. Local community television;~~
- ~~5. Central Register;~~
- ~~6. local community maps;~~
- ~~7. Trade magazines or journals or online sources as may be required by RMLD's disposal policies;~~
- ~~8. Any specific source that is expressly required by law, regulation or directive of an administrative agency (e.g., a newspaper of general circulation to comply with notice requirements in an administrative agency proceeding);~~
- ~~9. Annual directories and brochures of local civic or community organizations provided that: (a) advertising or sponsorship is not being offered as part of a fundraising campaign or program by the organization or group, and (b) subject to the limitations set forth in Section IV(E)(2);~~

and

~~10. The use of any other media sources for permitted advertising shall require the prior approval of the General Manager.~~

~~11. Social Media Sites, Websites and Online Search~~

~~E. Budget and Expenses~~

~~1. The Communications Manager shall prepare an annual advertising budget. The budget shall be subject to the approval of the General Manager and the RMLB.~~

~~2. All permitted advertising placed in civic or community organization brochures within the RMLD's service communities shall be capped at \$500 per organization, \$10,000 per year in the aggregate. All such advertisements shall be subject to the prior approval by the General Manager.~~

~~V. SERVICE TO TOWNS WITHIN RMLD'S SERVICE TERRITORY~~

~~RMLD may provide services at no charge or at a reduced charge to the municipalities within its service territory only to the extent permitted pursuant to applicable regulatory, ratemaking and accounting principles. At all times, the provision of any such services to the municipalities shall be subordinate to RMLD's obligation to provide reliable electric service to its ratepayers. In addition, the following requirements shall apply:~~

~~A. The municipality shall make a written request to RMLD for the services, which shall be subject to the General Manager's approval. In approving the services, the General Manager shall consider the needs of RMLD and the burdens on RMLD's resources or operations. RMLD's provision of the services at all times shall be contingent upon the availability of resources and personnel, and shall be subordinate to RMLD's obligation to provide reliable electric services to its ratepayers. RMLD shall not assume any legal obligation to provide the services and the services may be delayed or canceled at any time, without liability, if RMLD determines that it lacks the requisite resources to provide the services.~~

~~B. The municipality shall agree in writing indemnify RMLD for personal injuries and/or property damages arising out of the provision of the services.~~

~~C. The municipality shall reimburse RMLD for the cost of all consumable supplies and materials.~~

~~D. All compensation to employees and other expenses associated with the services shall be paid by RMLD's below the line earnings, unless such costs may be deemed to be operating expenses in accordance with applicable DPU accounting and ratemaking principles.~~

VI.V. BUSINESS AND CIVIC ORGANIZATIONS

A. RMLD ~~will~~may hold ~~membership~~memberships in the Rotary Internationals and

~~Chambers of Commerce located in the communities within RMLD's service territory in an effort to be responsive to the local communities~~civic organizations that help further RMLD's charter to provide safe, reliable, low-cost, and non-carbon power and maintain a communication link between the RMLD- and related services to its customers. Membership in ~~other~~ local business or civic organizations shall be subject to the General Manager's ~~prior~~ approval.

~~B. Only dues, attendance fees to pre-approved functions, and permitted advertising in civic membership directories and brochures will be funded by the RMLD.~~

~~C. RMLD employee-members may attend pre-approved functions that are considered a mandatory part of membership and which benefit events that promote RMLD's services to its customers. Any clarification on whether attendance is permitted under this policy shall be directed to the General Manager for a final decision.~~

D.B. ~~and fosters goodwill between RMLD and the communities it serves.~~ Duties performed as part of ~~RMLD's~~RMLD's membership ~~in the respective organization to civic organizations~~ will be considered ~~a part of the employee's employment responsibilities.~~ When such duties occur~~Employees will be compensated for work performed~~ outside of the employee's normal ~~working~~regular business hours, such employee will receive compensation pay in accordance with ~~prevailing collective bargaining union/employment contracts and personnel policies, and upon review and approval by the General Manager.~~ Prior to performing any duties as part of such membership(s), the employee shall obtain pre-approval from the General Manager or his/her designee for the amount of time that may be spent on such duties and the compensation that such employee will receive for the pre-approved amount of time.

VII.VI. COMMUNITY RELATIONS PROGRAMS

~~A. The Integrated Resources Division shall be responsible for developing and implementing various educational and informational programs targeted to members of the communities within RMLD's service territory, including but not limited to, customers, senior citizens, schools, libraries, youth organizations, real-estate brokers~~professional organizations, civic associations, etc.

~~B. Permitted Community Relations Programs shall be limited RMLD can participate in community events to the topics set forth in Section IV (C) relating to informational and Educational Advertising, unless the General Manager provides his/her prior approval and the program meets all other requirements~~help raise awareness of this policy. Paragraph D of this Section VII includes a listing of specific Community Relations Programs that are permitted under this policy. Depending on customer needs, ~~all~~RMLD's programs may not be done each and every year, and programs may be added, discontinued or periodically redesigned to meet the changing needs of the RMLD.

C.A. The Community Relations programs will be included in the Community Relations Department budget to be approved during the budget process.

~~D. The following is a listing of approved Community Relations programs and a brief description of each. A more in depth explanation of each program may be obtained through the Integrated Resource Division. Programs listed are subject to annual budget approval and time availability within each fiscal year. Community relations programs shall use the RMLD website as the preferred source of information in~~

order to reduce paper use.

1. ~~Real Estate Brokers~~

~~Provide RMLD information such as rate schedules, conservation brochures, RMLD's Terms & Conditions, and RMLD program listing to local real estate brokers for distribution to new residents.~~

2. ~~RMLD In The Neighborhood~~

~~Free energy and promote safe and efficient light bulb and information packet filled with pertinent information relevant to the RMLD and the local communities. New customers must come to the RMLD to receive their packet.~~

3. ~~Public Libraries~~

~~Instructional information, power metering equipment and portable energy conservation devices that demonstrate the benefits of energy efficiency and electrification will be available through local libraries for customers to sign out.~~

4. ~~Senior Citizens~~

~~Open houses and/or visits to local senior citizens centers offering safety and educational information to the elderly.~~

5. ~~Kids & Electrical Safety~~

~~RMLD will hold an annual art contest for elementary grade students that reinforces concepts of electrical safety and sustainability.~~

~~6. Scouts Program or similar program~~

~~The RMLD's Girl/Boy Scouts or similar program offers leaders the opportunity to bring the scout troops to the RMLD for a tour and electrical educational presentation.~~

~~7. Informational Booths~~

~~RMLD may lease a booth at local events, such as business expos, to provide information regarding RMLD's services, and education on use of electricity and electrical safety matters.~~

~~10. Cable Television~~

~~RMLD may make use of the free access to the local cable stations to promote electrical safety and education and storm readiness.~~

~~11. Town Days~~

~~RMLD may participate in community served Town days, such as Truck Day and other community served sponsored outings in which electrical safety equipment or technology will be demonstrated.~~

~~12. American Public Power Association Open House~~

~~**B.** RMLD may hold an open house to provide opportunities to learn about RMLD operations, programs and electric safety.~~



RMLD BOARD OF COMMISSIONERS MEETING

April 19, 2023

POLICY 3: Safety Committee

In accordance with the Board's periodic policy review, please find attached the review package for Policy 3: Safety Committee (Revision 4).

Included are the following three components:

- Policy 3: Safety Committee R4 summary & highlights (this page).
- Policy 3: Safety Committee R4, clean with all changes accepted.
- Policy 3: Safety Committee R3, redlined, tracked changes, showing specific edits.

SUMMARY

Policy 3 was significantly revised to streamline and clarify the purpose and responsibilities of the RMLD Safety Committee without sacrificing intent of the Safety Committee and RMLD's Safety Program. Policy 3 was modified to better match the size of the RMLD team. Many sections were removed, and the remaining sections were refined. Many of the removed sections are incorporated into other internal operating procedures. Safety Review Team was changed to "Safety Committee". Further, the separate Electrical Safety Sub-Committee is combined into this streamlined Safety Committee. Repetitive verbiage was removed. Spelling and grammar were fixed throughout.

REVISION HIGHLIGHTS

Section I: Purpose

- Verbiage was reduced for clarity.

Section II: Safety Review Team

- Streamlined team composition to include the Electrical Safety Sub-Committee into this team.
- Section II: Subsections A- D were removed and incorporated into a separate internal operating procedure.
- Section II: Subsection E: Responsibilities of the Safety Review Team
 - The title was modified to "Responsibilities of the Safety Committee".
 - Verbiage was modified to reflect current best practices and to provide further clarity.

Section III: Procedures

- Section III: Procedures, was removed and incorporated into a separate internal operating procedure.

**RMLD Policy No. 3
SAFETY COMMITTEE**

Revision No. 4

Commission Vote Date:

General Manager/Date

Next Review Date:

I. PURPOSE

Establish a Safety Committee to develop, implement, and maintain an RMLD safety program.

II. SAFETY COMMITTEE

The General Manager will establish and maintain a Safety Committee. The Safety Committee activities are internal, and therefore not subject to open meeting laws.

III. RESPONSIBILITIES OF THE SAFETY COMMITTEE

- a) Develop, implement, and maintain a safety program to promote and help ensure the safety and well-being of RMLD employees, its property, and the public.
- b) Develop, communicate, implement, and maintain safety protocols based on compliance, industry standards, and industry trends, such as the American Public Power Association Safety Manual, OSHA, National Electrical Safety Code standards, and any other safety rules, regulations, or requirements adopted by RMLD.
- c) Review all safety / incident / accident reports, including the circumstances involving employees and RMLD vehicles.
- d) Receive and review employee safety concerns and suggestions.
- e) Inspect all RMLD facilities for safety issues no less than annually.
- f) Make recommendations to the General Manager or designee regarding the resolution of safety-related complaints, the adoption of safety measures, recommend repairs, replacements, improvements, and/or modifications to RMLD's facilities, procedures, or practices to improve employee and public safety.
- g) Ensure that safety-related actions and measures recommended by the Safety Committee, approved by the General Manager, and adopted by RMLD are implemented.

**RMLD Policy No. 3
SAFETY REVIEW**

Revision No. 42

Commission Vote Date

General Manager/Date

Next Review Date

I. PURPOSE

The purpose of this policy is to ~~establish a Safety Committee Review Team that is responsible for developing, implementing and monitoring an RMLD safety program~~ (as further described below), ~~implementing and monitoring best utility safety practices and reviewing and resolving safety-related matters to promote an environment that is safe for RMLD employees, the general public and RMLD assets at all Reading Municipal Light Department ("RMLD") asset locations, including the RMLD electrical system. Nothing in this policy precludes RMLD from developing and implementing safety rules and regulations and enforcing such rules and regulations without following the safety review process set forth in this policy.~~

II. SAFETY REVIEW TEAM

A. Safety Review Team

~~The General Manager will establish and maintain a Safety Review Team. Safety Review Team activities are internal staff activities and are not subject to open meeting laws.~~

B. Safety Program

~~The Safety Review Team shall develop, implement, and monitor a program of safety to promote and to help ensure the safety and well-being of each RMLD employee, its assets and the public, through quality training and best utility safety practices.~~

C. Composition

~~The Safety Review Team will consist of a minimum of one representative from each RMLD division. The Safety Review Team may consist of both management and non-management employees. Additional staff and outside consultants may participate at the General Manager's discretion. The Human Resources Manager shall be responsible for all administrative duties associated with the Safety Review Team and may serve on the Team at the General Manager's discretion.~~

D. Designation of Participants

Unless otherwise specified in an employee's job description, the General Manager will designate employees to serve on the Safety Review Team. RMLD employees are encouraged to express their interest in participating to their immediate supervisors. Department managers and supervisors may make recommendations.

E. Responsibilities of the Safety Committee Review Team

- a) Develop, implement, and maintain a safety program to promote and to help ensure the safety and well-being of each RMLD employee, its property, and the public.
- a)b) Develop, communicate, implement, and monitor implementing and monitoring safety protocols based on compliance, industry standards, and industry trends, such as the American Public Power Association Safety Manual, OSHA, and National Electrical Safety Code standards, and any other safety rules, regulations, or requirements adopted by RMLD;
- b)c) Reviewing all safety/incident/accident reports, including the circumstances involving employees and RMLD vehicles.
- c)d) Receiving and reviewing employee safety concerns and suggestions;
- d)e) Visiting and inspecting all RMLD facilities for safety issues no less than annually;
- e)f) Making recommendations to the General Manager or his/her designee regarding the resolution of safety-related complaints, the adoption of safety measures suggested by employees, and recommending repairs, replacements, improvements, and/or modifications to RMLD's facilities, procedures, or practices to improve employee and public safety;
- f)g) Ensuring that safety-related actions and measures recommended by the Safety Committee Review Team, approved by the General Manager, and adopted by RMLD have been implemented, including but not limited to the inspection and follow-up of facility repairs and replacements;
- g)h) Reviewing the circumstances and reports on employee accidents and accidents involving RMLD vehicles; and

Formatted: Font: (Default) Arial, 12 pt, Bold, Character scale: 100%, Condensed by 0.1 pt

Formatted: Font: (Default) Arial, 12 pt, Underline

Formatted: Normal, No bullets or numbering

Formatted: Indent: Left: 1.12"

h) ~~Reviewing incident trends at RMLD and within the utility industry.~~

III. ~~PROCEDURES~~

A. ~~Frequency of Meetings~~

~~The Safety Review Team will meet a minimum of once per quarter, and in response to any safety-related suggestions made by union members or such other times as requested by the General Manager. Each member will receive a written agenda prior to the meeting.~~

B. ~~Meeting Procedures~~

~~The members of the Safety Review Team may establish procedures governing the conduct of the meetings.~~

C. ~~When Held~~

~~Meetings will be held during normal working hours and will be considered a regularly scheduled job assignment.~~

D. ~~Records~~

~~The Human Resources Manager or the General Manager's designee shall be responsible for preparing and maintaining written notes of meetings. The meeting notes and any accompanying materials will be distributed to all Safety Review Team members and the General Manager prior to the next scheduled meeting. The meeting notes will also be posted within a reasonable period of time for all employees.~~

E. ~~Majority~~

~~RMLD endeavors to conduct Safety Team Meetings with a minimum of a majority of the members present. When it is impracticable to conduct such meeting with a majority to meet any required deadlines, the meeting may be held with less than a majority or the General Manager or his/her designee may appoint another employee from the same department to serve on the Safety Review Team on a temporary basis in the member's absence. A quorum of the Safety Review Team members that are present at a meeting will be required to take action.~~

F. ~~Recommendations and Approvals~~

~~Recommendations will be submitted to the General Manager upon a simple majority vote of the members present. All recommendations are subject to the review and approval of the General Manager or his/her designee. The General Manager may request any reports or information~~

as he/she deems necessary from time to time to resolve any safety-related matters.

**MATERIALS AVAILABLE BUT NOT
DISCUSSED**

Erica Morse

From: Erica Morse
Sent: Thursday, April 13, 2023 12:15 PM
To: Erica Morse
Subject: AP and Payroll Questions for the 2023-04-19 BoC Book

AP

From March 10th, 2023, through April 7th, 2023 there were no Commissioner questions.

Payroll:

From March 6th, 2023, - April 10th, 2023 there were no Commissioner questions.

Erica Morse

From: Maureen Sullivan
Sent: Monday, April 3, 2023 8:31 AM
To: Erica Morse
Cc: Paula O'Leary
Subject: Surplus Update - March 2023

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 March 2023.

Thank you,
Maureen

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

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

Town of Reading, Massachusetts
Municipal Light Department
Statement of Net Assets
12/31/2022

	2022	2021
ASSETS		
Current:		
Unrestricted Cash	\$ 23,137,479	\$ 16,901,052
Restricted Cash	29,109,300	30,782,846
Restricted Investments	793,916	2,648,178
Receivables, Net	9,287,089	8,592,933
Prepaid Expenses	2,143,655	2,392,306
Inventory	2,295,222	1,829,535
Total Current Assets	66,766,662	63,146,849
Noncurrent:		
Investment in Associated Companies	976,518	883,966
Capital Assets, Net	91,330,396	86,032,232
Total Noncurrent Assets	92,306,914	86,916,198
Deferred Outflows - Pension Plan	6,754,497	6,754,497
TOTAL ASSETS	165,828,073	156,817,544
PRELIMINARY*		
LIABILITIES		
Current		
Accounts Payable	8,907,542	7,734,077
Accrued Liabilities	719,274	393,939
Customer Deposits	1,681,059	1,547,700
Advances from Associated Companies	200,000	200,000
Customer Advances for Construction	2,835,663	2,513,250
Total Current Liabilities	14,343,537	12,388,967
Non-current		
Deferred Grant Revenue	76,480	-
Accrued Employee Compensated Absences	1,400,945	1,955,013
Net OPEB Obligation	4,158,698	4,158,698
Net Pension Liability	11,954,138	11,954,138
Total Non-current Liabilities	17,590,261	18,067,849
Deferred Inflows - Pension Plan	4,327,923	4,327,923
TOTAL LIABILITIES	36,261,721	34,784,738
NET POSITION		
Invested in Capital Assets, Net of Related Debt	91,330,396	86,032,232
Restricted for Depreciation Fund	13,241,031	11,960,014
Restricted for Pension Trust	3,091	6,808,642
Unrestricted	24,991,832	17,231,918
TOTAL NET POSITION	129,566,351	122,032,806
Total Liabilities and Net Assets	\$ 165,828,073	\$ 156,817,544

Town of Reading, Massachusetts
Municipal Light Department
Business Type Proprietary Fund
Statement of Revenues, Expenses and Changes in Fund Net Assets
12/31/2022

	Month Current Year	Month Last Year	Year to Date Current Year	Year to Date Last Year	Percent Change
Operating Revenues					
Base Revenue	\$2,257,522	\$2,219,951	\$29,967,183	\$27,745,068	8.0%
Fuel Revenue	2,928,113	3,010,545	36,961,878	27,389,758	34.9%
Purchased Power Capacity & Transmission	2,770,742	1,973,336	31,737,379	30,817,328	3.0%
Forfeited Discounts	71,533	77,276	811,391	789,491	2.8%
Energy Conservation Revenue	148,685	120,082	1,943,029	718,346	170.5%
NYP&A Credit	(117,836)	(95,904)	(1,203,582)	(1,056,489)	13.9%
Total Operating Revenues	8,058,761	7,305,286	100,217,278	86,403,503	16.0%

Expenses

PRELIMINARY*

Power Expenses:

547 Purchased Power Fuel	2,941,858	2,542,638	33,700,655	27,791,132	21.3%
555 Purchased Power Capacity	1,285,222	1,377,245	14,754,910	16,775,810	(12.0%)
565 Purchased Power Transmission	956,071	972,270	16,151,055	15,688,571	2.9%
Total Purchased Power	5,183,152	4,892,153	64,606,619	60,255,513	7.2%

Operations and Maintenance Expenses:

580 Supervision and Engineering	120,621	100,533	1,176,831	1,076,297	9.3%
581 Station/Control Room Operators	79,700	48,787	549,799	497,534	10.5%
582 Station Technicians	84,903	104,202	607,477	636,487	(4.6%)
583 Line General Labor	80,651	67,397	788,574	613,382	28.6%
586 Meter General	23,220	15,979	220,475	173,223	27.3%
588 Materials Management	20,937	55,944	447,076	459,245	(2.6%)
593 Maintenance of Lines - Overhead	63,939	149,541	434,310	444,487	(2.3%)
593 Maintenance of Lines - Tree Trimming	332,058	569,774	1,008,002	1,116,948	(9.8%)
594 Maintenance of Lines - Underground	42,773	2,488	259,023	24,048	977.1%
595 Maintenance of Line - Transformers	36,769	42,862	231,738	331,530	(30.1%)
598 Line General Leave Time Labor	149,925	68,836	607,893	412,713	47.3%
Total Operations and Maintenance Expenses	1,035,496	1,226,343	6,331,199	5,785,893	9.4%

General & Administration Expenses:

903 Customer Collections	118,561	110,489	1,177,530	1,081,613	8.9%
904 Uncollectible Accounts	(44,767)	(60,700)	10,233	35,550	(71.2%)
916 Energy Audit	83,595	102,663	821,117	773,481	6.2%
916 Energy Conservation	396,521	212,161	1,647,863	1,568,595	5.1%
920 Administrative and General Salaries	162,090	208,204	2,065,363	1,974,774	4.6%
921 Office Supplies and Expense	2,540	2,127	16,830	16,285	3.3%
923 Outside Services - Legal	80,079	132,882	530,575	574,723	(7.7%)
923 Outside Services - Contract	80,058	58,240	369,546	325,411	13.6%
923 Outside Services - Education	19,698	15,887	81,921	40,296	103.3%
924 Property Insurance	32,768	33,111	414,521	428,186	(3.2%)
925 Injuries and Damages	280	1,168	21,157	32,543	(35.0%)
926 Employee Pensions and Benefits	242,211	(2,412,560)	4,093,109	758,037	440.0%
930 Miscellaneous General Expense	146,948	62,221	532,743	424,594	25.5%
931 Rent Expense	10,002	4,097	212,367	201,320	5.5%
933 Vehicle Expenses	60,737	66,186	310,298	367,746	(15.6%)
933 Vehicle Expenses - Capital	(25,846)	(25,846)	(365,504)	(368,169)	(0.7%)
935 Maintenance of General Plant	48,567	164,520	566,879	606,381	(6.5%)
935 Maintenance of Building & Garage	132,058	108,109	1,004,613	846,500	18.7%
Total General & Administration Expenses	1,546,101	(1,217,041)	13,511,161	9,687,867	39.5%

Town of Reading, Massachusetts
Municipal Light Department
Business Type Proprietary Fund
Statement of Revenues, Expenses and Changes in Fund Net Assets
12/31/2022

	Month Current Year	Month Last Year	Year to Date Current Year	Year to Date Last Year	Percent Change
Other Operating Expenses:					
403 Depreciation	421,450	406,980	5,057,401	4,883,756	3.6%
408 Voluntary Payments to Towns	143,387	137,951	1,720,644	1,655,433	3.9%
Total Other Expenses	<u>564,837</u>	<u>544,930</u>	<u>6,778,045</u>	<u>6,539,189</u>	<u>3.7%</u>
Operating Income	(270,825)	1,858,901	8,990,254	4,135,041	117.4%
Non Operating Revenues (Expenses):					
419 Interest Income	60,274	13,015	300,617	131,984	127.8%
419 Other	94,252	114,304	798,972	1,042,726	(23.4%)
426 Return on Investment to Reading	(210,620)	(206,709)	(2,503,974)	(2,480,506)	(4.4%)
426 Loss on Disposal	(50,596)	(139,614)	(50,596)	(139,614)	0.0%
431 Interest Expense	20,417	36,001	(1,727)	(5,550)	(68.9%)
Total Non Operating Revenues (Expenses)	<u>(86,274)</u>	<u>(183,002)</u>	<u>(1,456,708)</u>	<u>(1,450,960)</u>	<u>0.4%</u>
Change in Net Assets	(357,099)	1,675,899	7,533,546	2,684,082	180.7%
Net Assets at Beginning of Year	122,032,806	119,334,812	122,032,806	119,334,812	2.3%
Ending Net Assets	<u>\$ 121,675,706</u>	<u>\$ 121,010,711</u>	<u>\$ 129,566,351</u>	<u>\$ 122,018,894</u>	<u>6.2%</u>

Town of Reading, Massachusetts
Municipal Light Department
Business Type Proprietary Fund
Statement of Budgeted Revenues, Expenses and Changes in Fund Net Assets
12/31/2022

	Actual Year to Date	Budget Year to Date	OVER/UNDER \$	OVER/UNDER %
Operating Revenues				
Base Revenue	\$ 29,967,183	\$ 30,099,569	\$ (132,386)	(0.4%)
Fuel Revenue	36,961,878	26,522,356	10,439,522	39.4%
Purchased Power Capacity & Transmission	31,737,379	35,435,495	(3,698,116)	(10.4%)
Forfeited Discounts	811,391	902,987	(91,596)	(10.1%)
Energy Conservation Revenue	1,943,029	1,991,651	(48,622)	(2.4%)
NYPA Credit	(1,203,582)	(1,057,302)	(146,280)	13.8%
Total Operating Revenues	100,217,278	93,894,756	6,322,522	6.7%

Expenses

PRELIMINARY*

Power Expenses:

555 Purchased Power Fuel	33,700,655	25,465,054	8,235,601	32.3%
555 Purchased Power Capacity	14,754,910	16,978,311	(2,223,401)	(13.1%)
565 Purchased Power Transmission	16,151,055	18,457,184	(2,306,129)	(12.5%)
Total Purchased Power	64,606,619	60,900,549	3,706,070	6.1%

Operations and Maintenance Expenses:

580 Supervision and Engineering	1,176,831	1,153,589	23,242	2.0%
581 Station/Control Room Operators	549,799	538,942	10,857	2.0%
582 Station Technicians	607,477	674,564	(67,088)	(9.9%)
583 Line General Labor	788,574	1,124,845	(336,271)	(29.9%)
586 Meter General	220,475	197,788	22,687	11.5%
588 Materials Management	447,076	471,160	(24,084)	(5.1%)
593 Maintenance of Lines - Overhead	434,310	552,225	(117,915)	(21.4%)
593 Maintenance of Lines - Tree Trimming	1,008,002	907,776	100,226	11.0%
594 Maintenance of Lines - Underground	259,023	88,139	170,884	193.9%
595 Maintenance of Line - Transformers	231,738	373,160	(141,422)	(37.9%)
598 Line General Leave Time Labor	607,893	477,783	130,110	27.2%
Total Operations and Maintenance Expenses	6,331,199	6,559,972	(228,773)	(3.5%)

General & Administration Expenses:

903 Customer Collection	1,177,530	1,176,246	1,284	0.1%
904 Uncollectible Accounts	10,233	105,000	(94,767)	(90.3%)
916 Energy Audit	821,117	987,280	(166,163)	(16.8%)
916 Energy Conservation	1,647,863	2,441,101	(793,239)	(32.5%)
920 Administrative and General Salaries	2,065,363	2,373,838	(308,475)	(13.0%)
921 Office Supplies and Expense	16,830	20,000	(3,170)	(15.8%)
923 Outside Services - Legal	530,575	455,918	74,657	16.4%
923 Outside Services - Contract	369,546	735,700	(366,155)	(49.8%)
923 Outside Services - Education	81,921	329,826	(247,905)	(75.2%)
924 Property Insurance	414,521	556,500	(141,979)	(25.5%)
925 Injuries and Damages	21,157	25,600	(4,443)	(17.4%)
926 Employee Pensions and Benefits	4,093,109	3,821,325	271,784	7.1%
930 Miscellaneous General Expense	532,743	580,127	(47,384)	(8.2%)
931 Rent Expense	212,367	212,000	367	0.2%
933 Vehicle Expense	310,298	379,000	(68,702)	(18.1%)
933 Vehicle Expense - Capital Clearing	(365,504)	(276,428)	(89,075)	32.2%
935 Maintenance of General Plant	566,879	713,120	(146,242)	(20.5%)
935 Maintenance of Building & Garage	1,004,613	929,718	74,895	8.1%
Total General & Administration Expenses	13,511,161	15,565,872	(2,054,711)	(13.2%)

Town of Reading, Massachusetts
Municipal Light Department
Business Type Proprietary Fund
Statement of Budgeted Revenues, Expenses and Changes in Fund Net Assets
12/31/2022

	Actual Year to Date	Budget Year to Date	OVER/UNDER \$	OVER/UNDER %
Other Operating Expenses:				
403 Depreciation	5,057,401	5,108,876	(51,475)	(1.0%)
408 Voluntary Payments to Towns	1,720,644	1,707,839	12,805	0.7%
Total Other Expenses	<u>6,778,045</u>	<u>6,816,715</u>	<u>(38,670)</u>	<u>(0.6%)</u>
Operating Income	8,990,254	4,051,648	4,938,606	121.9%
Non Operating Revenues (Expenses):				
415 Contribution in Aid of Construction		50,000	(50,000)	(100.0%)
419 Interest Income	300,617	300,000	617	0.2%
419 Other Income	798,972	800,000	(1,029)	(0.1%)
426 Return on Investment to Reading	(2,503,974)	(2,528,587)	24,613	(1.0%)
426 Loss on Disposal	(50,596)	(100,000)	49,404	(49.4%)
431 Interest Expense	(1,727)	(40,000)	38,273	(95.7%)
Total Non Operating Revenues (Expenses)	<u>(1,456,708)</u>	<u>(1,518,587)</u>	<u>61,879</u>	<u>(4.1%)</u>
Net Income	<u>\$ 7,533,545.71</u>	<u>\$ 2,533,060.68</u>	<u>\$ 5,000,485.03</u>	<u>197.4%</u>