



**READING MUNICIPAL  
LIGHT DEPARTMENT**

**BOARD OF COMMISSIONERS MEETING  
REGULAR SESSION**

**Thursday July 21, 2022**

**APPROVAL OF MEETING MINUTES**  
**MARCH 24, 2022**  
**ATTACHMENT 1**



# Town of Reading Meeting Minutes

## Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2022-03-24

Time: 7:00 PM

Building:

Location:

Address:

Session: Open Session

Purpose:

Version: Draft

Attendees: **Members - Present:**

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

**Members - Not Present:**

**Others Present:**

RMLD Staff: Ms. Coleen O'Brien, General Manager; Mr. Greg Phipps, Director of Integrated Resources; Ms. Wendy Markiewicz, Director of Business Finance; Mr. Hamid Jaffari, Director of Engineering and Operations Ms. Erica Morse, Executive Assistant.

Citizens' Advisory Board: Mr. Jason Small, CAB, North Reading.

Presenters: Caroline Fischer, Cultural Solutions Group

**Minutes Respectfully Submitted By:** Philip Pacino, Secretary Pro Tem

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## Topics of Discussion:

### 1. Call Meeting to Order

Chair Coulter called the Board of Commissioner's meeting to order at 7:00 PM and announced that the meeting would be held on Zoom and live on RCTV and YouTube.

### **Opening Remarks and Introductions**

Chair Coulter read RMLD's code of conduct and asked all attendees to identify themselves.

Vice Chair Pacino served as Secretary at the meeting.

Chair Coulter said Ms. O'Brien has announced her retirement; this news is very unfortunate for the RMLD. Chair Coulter stated that Ms. O'Brien has done a phenomenal job and he has great respect for her and all she does for the RMLD. Chair Coulter thanked Ms. O'Brien on behalf of the BOC; she will be missed.

Mr. Talbot echoed Chair Coulter's comments and thanked Ms. O'Brien.

Mr. Stempeck said Ms. O'Brien has done a wonderful job over the past ten years reshaping and reforming the RMLD into something to be proud of moving forward. He is very sorry to see Ms. O'Brien's retirement.



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Vice Chair Pacino said he is sorry to see Ms. O'Brien go. It was great working with her over the years; out of all the managers Vice Chair Pacino has had the privilege of serving, Ms. O'Brien has been the best.

Ms. Bitá said she appreciates all the one-on-one time Ms. O'Brien has generously offered and will miss more opportunities to work with her.

Ms. O'Brien thanked the BOC for their sentiments.

### 2. Public Comment

#### **Citizens' Advisory Board**

Mr. Small stated that the CAB meeting has been postponed to 4/4/2022.

Mr. Small congratulated Ms. O'Brien and said he has enjoyed working with her on the Board for the last few years. Ms. O'Brien said she is available as a resource and is always willing to help MLPs.

#### **Liaisons to RMLD Board**

There was no comment from the RMLD Board Liaisons at this meeting.

#### **Public Comment**

There was no comment from the public at this meeting.

### 3. Approval of Board Minutes

The January 19, 2022, regular session meeting minutes were approved by the Board as presented.

Vice Chair Pacino made a **motion**, seconded by Ms. Bitá, move that the Board of Commissioners approve the meeting minutes of the January 19, 2022, meeting on the recommendation of the General Manager.

**Motion Carried: 5:0:0** (5 in favor) Roll Call: Vice Chair Pacino, Aye; Chair Coulter, Aye; Mr. Talbot, Aye; Mr. Stempeck, Aye; Ms. Bitá, Aye.

### 4. General Manager's Report

Ms. O'Brien provided a General Manager's report as follows:

#### **Community Update**

##### Press Releases

Two press releases will be going out tomorrow: one announcing Ms. O'Brien's retirement and another communicating the Kearsarge Battery Agreement.

##### Ms. Mulvaney Resignation

Ms. O'Brien said she is sad to announce that Ms. Mulvaney is taking a job at another company. Ms. Mulvaney is thankful for her time at the RMLD and has enjoyed working with everyone. Ms. Mulvaney has done an awesome job and the RMLD will miss her.

##### Virtual Elementary Art Contest Awards Nights

The awards nights were held earlier this month and were very successful; the artwork was inspirational. Ms. O'Brien thanked Chair Coulter, Vice Chair Pacino, and Mr. Talbot for their



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participation.

### High School Art Contest

Artwork is due tomorrow (3/25); Ms. Mulvaney will send out a link to vote. The department will choose one or more winning pieces to be on the cover of the annual report.

### Board Elections

Board Elections will be held at the 4/21/2022 meeting. The Board will appoint a Chair, Vice Chair, and Secretary. Per Policy 19; a commissioner cannot be appointed if up for re-election within the year. Chair Coulter is the only commissioner up for re-election in 2023.

### Annual Report

Ms. Markiewicz stated that the auditors are coming in on 4/4/2022.

Ms. O'Brien said her evaluation packet contains the front-end materials of the annual report. Construction highlights and audited financials will go in the back of the annual report. The Audit Committee and BOC must approve the audited financials before they are included in the annual report. The RMLD is anticipating releasing the annual report by the end of May.

### Economic Development Meeting

This meeting relates to the Economic Development of the Eastern Gateway /Ash Street. Ms. Morse tried diligently to schedule this meeting; due to March conflicts, the meeting will be held in April, possibly after the elections.

### Transformer Bid Meeting

An additional meeting to discuss the transformer bid needs to occur before 4/10/22. The bid deadline is 4/11/22. There is an option for the BOC to join the CAB meeting on 4/4/2022. The bid has gone past the budgeted amount; Ms. O'Brien must go back to the CAB to get permission to do the bid, then back to the BOC for approval.

## 5. Integrated Resources Report

Mr. Phipps provided an integrated resource report as follows:

### 5MW New Battery Storage at Fordham Road (Slide 3)

The RMLD is proposing to add an additional 5 MW/ 10 MWH battery storage system, based on the success of the current battery system at station 3. The system will be installed adjacent to an existing solar array at an industrial site on Fordham Road, in Wilmington. The solar system was installed three years ago as part of the "Solar Choice" Program.

Mr. Phipps stated that Kearsarge will make the initial investment and operate the system. The storage agreement is a similar structure as the solar agreement (PPA), where Kearsarge made the investment and continues to operate the solar array, while handling issues such as, panel maintenance etc.

Mr. Phipps stated that the intention behind this project is to help reduce transmission/capacity costs which are 40% of RMLD's total costs. The cost avoidance model predicts a total peak cost savings of ~ \$1M annually. RMLD is not making the initial investment and is willing to share a high portion of savings with the investor; the investor takes on the technical and financial risk.



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Although the RMLD prefers to own assets where possible, contracting these storage assets under a PPA allows the Department to avoid technology risk while benefiting from the shared savings. Net RMLD cost savings will average \$200K annually with no net cost out and no downside.

Once approved, the RMLD will draft an Energy Services Agreement (ESA version of a PPA); finish working on the interconnect analysis; confirm permitting, site access, safety, etc. The site will be commissioned by summer 2023.

Questions arose regarding the structure of the agreement. Mr. Phipps responded as follows:

RMLD is making a zero dollar (\$0) initial investment. Kearsarge will be making the initial multimillion dollar investment, inclusive of proponents such as getting the battery in place, software etc. Kearsarge is handling the lease of the land and insurance policies. Kearsarge is a reputable organization that has been around for some time; they manage the existing solar array and several others in New England. Kearsarge handles everything and there is only a financial transaction on RMLD's end. This is inclusive of battery augmentation which is needed to maintain the 5 MW output. There is no liability associated with the RMLD. The site is in an industrial area which provides an added safety benefit.

There are two variables in a risk reward approach: size and duration of discharge. The current system configuration is designed to discharge 5 MW for a two-hour period, whereas a step up would discharge 5 MW every three hours. The wider window of 5 MW every two hours increases the probability for hitting peaks, which is more beneficial to the RMLD because this storage system will be a component of the peak shredding program.

The project aligns with the anticipated addition of five (5) MW blocks and is tailored to the location size, load size, and dollars in term of financial return. RMLD is renting access to the equipment under a service arrangement; Kearsarge will take responsibility for the charge and discharge of the battery. This model is anticipated to be successful because of the shared savings that aligns all parties with the incentive to maximize such savings.

Questions arose regarding economics, project cost, and net present value. Mr. Phipps responded as follows:

The economics are evaluated on net cost savings to RMLD with minimal risk. The RMLD drew upon experience from the existing battery storage system at Station 3. Ms. O'Brien stated that people are contacting RMLD for experience and expertise with battery storage. The Department modeled a conservative analysis based on Station 3's system information; the average number of times the battery was discharged over the past year; and what can be assumed from the cost of transmission and capacity etc. The net present value has not been calculated; however, the working assumption is that there will be a 23% net savings of at least \$200 K annually.

Ms. O'Brien said that the RMLD has a third party that calls the peak a day ahead. This analysis is helpful for 85% or higher on the peak for transmission and capacity.

Capacity and transmission costs are charged to the RMLD by the rate at a particular point in time and the load during peak hour. Although the rate is controlled externally, the load at



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peak hour can be reduced by the implementation of Peak Shredding programs, such as the battery being discharged during peak hours which reduces the load and results in cost savings / avoided cost. With the battery in place, the RMLD will pay on average \$900K - \$1M less for capacity and transmission. Once that avoided cost and shared savings are realized, the RMLD will keep ~ 25% of the savings and share the remaining 75% with the system owner (Kearsarge).

Vice Chair Pacino made a motion, seconded by Mr. Stempeck, move that the Board of Commissioners, contingent on the recommendation of the Citizens' Advisory Board, vote to accept the General Manager's recommendation to contract with Kearsarge Energy under an energy storage PPA with shared savings, associated with a new 5 MW, 10 MWH battery system to be installed at a Fordham Road, Wilmington, MA, site, pending final interconnect study and appropriate permitting.

Motion Carried (5:0:0) (5 in favor) Roll Call: Chair Coulter, Aye; Vice Chair Pacino, Aye; Mr. Stempeck, Aye; Mr. Talbot, Aye; Ms. Bitz, Aye.

### RMLD Wholesale Energy Forecast (Slide 4)

Mr. Phipps provided a general layout of RMLD's wholesale energy cost/forecast and reported on the graph titled "snapshot of current RMLD portfolio".

Mr. Phipps said the purple line represents all RMLD's current contracts in \$/MWH, forecasted over time. RMLD's total energy cost including transmission, capacity, and certificate retirements is ~ \$90 - \$103 per MWH depending on variables. Open market costs are dependent on various factors; this line is above RMLD's average contract line.

RMLD's ability to structure long term contracts is an advantageous in keeping costs stable and below open market prices. This contrasts with IOUs who can only contract in six-month blocks. The difference between the solid and dotted lines is the sale of certificates that are tied to a particular resource. Over time the solid lines merge with the dotted lines as Policy 30 and the Climate Law cause the RMLD to retire more of the associated certificates and sell fewer of those certificates.

Mr. Phipps noted that Offshore wind will likely drive the portfolio cost of wind to \$70-\$80 / MWH.

### 6. Cultural Survey (Taken out of order)

Ms. Caroline Fisher introduced herself and provided an update on the use of a Cultural Survey at RMLD. Ms. Fisher is a culture/leadership consultant and facilitator; over the last 25 years has worked with large publicly traded electric power companies as well as small power rural electric cooperatives and municipals.

### **The Concept of Culture**

This industry is constantly evolving, which contributes to the need for culture change within organizations to keep up with the continuously evolving demands outside of the organizations (customers, technology advances, etc.). Every organization has a culture whether by design or default; it is the way an organization works together to accomplish objectives and goals. Culture is measurable, manageable, changeable, and directly linked to



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everything that is measured. Culture starts at the top, but importantly does not end at the top; Everyone throughout the organization impacts the culture.

### **Steps To Understanding and Evaluating Company Culture**

The first step is taking a snapshot, gathering data, and seeing where the culture is now. This will provide a baseline to make informed choices throughout the entirety of the process. Ms. Fischer said that the collection of data in the organization in combination with the voices of RMLD's people, can identify what is serving the Department's future and what needs to be addressed, especially in times of transition or leadership change.

### **Today (Slide 3)**

All employees participate in and have a voice.

### **Understanding Business Culture (Slide 4)**

Ms. Fischer discussed the definition of business culture. This involves understanding where the organization is going; establishing a future view; identifying the strategies in place and developing goals to support those strategies. It is crucial that the workforce can align towards the Department's goals; this ensures that their work is purposeful and meaningful.

Ms. Fischer provided examples of things to consider when thinking about culture:

- Is communication solely within teams, divisions, or silos?
- Does the communication create real work results across the silos?
- What happens when mistakes are made?
- Employee Development
- How decisions are made translates into how things are done, which will be measured.

### **Why "Culture" Why Now at RMLD (Slide 5)**

The metrics being measured in the culture will reveal how the RMLD is positioned to move forward.

### **Why "Culture" Why Now (Slide 6)**

Focusing on culture is particularly important in today's world; it is about working differently, not working harder.

### **Creating the "We" at RMLD (Slide 7)**

Organizations tend to gravitate towards the small "we", department vs. department or team vs. team. Shifting to focus on culture is about bolstering the bigger "we".

### **Why "Culture"? Why Now? (Slide 8)**

A company's culture will either support overall success or prevent it from moving forward.

### **Looking through Different Windows (Slide 9)**

RMLD, like many other organizations, will show consistent cultural patterns across the organization with subcultural differences that occur from division to division and level to level. Identifying similarities and differences within this can allow for organizations to provide the best support as possible.

### **The Denison Cultural Model (Slide 10)**

Ms. Fischer reported on the "four phases when creating a high-performance culture".





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Ms. Fischer highlighted the following points:

- The direction that the organization is going determines the culture that is needed.
- What kind of clarity is there about that direction throughout the organization? How is that shared (strategies, visions, goals)?
- The alignment of employees with where the organization is going.
- Do employees have appropriate capabilities?
- How do employees work in teams?
- What degree are people empowered to do the best work each day.
- The ability to adapt
- Consistencies, systems, and processes in the organization allow for movement in an efficient and focused way.

### **The Denison Survey (Slide 11)**

The cultural survey measures behaviors: how things are done and to what degree certain behaviors align with company values such as reliability, quality, safety, employee and customer satisfaction and innovation. The survey contains sixty-items. The scale uses a one to five rating system, combined with written questions. The questions are customizable. Scores are provided in a percentile fashion and examine how RMLD stands in relation to similar functioning organizations.

The survey is implemented by Cultural Solutions. The survey is performed with confidentiality and anonymity. Data is provided in an aggregated form to show the emerging patterns and themes. These emerging patterns influence the action taken.

Ms. Fischer said the survey is not an employee satisfaction survey; it is a culture survey. The survey measures to what degree an organization is set up to function safely, with reliability, and with quality as it moves forward.

### **Ideal Goals of an Employee Survey Process (Slides 12 – 16)**

Basic goals of the survey process include identifying areas of strengths and areas of weaknesses that need to be addressed.

Ms. Fischer cited the following examples of survey process goals:

- Understanding what drives an organization that only communicates in silos.
- Understanding what is blocking clarity in terms of where the organization is going.
- Understanding the root cause of an organization's difficulty with change.
- This process opens lines of communication, which can lead to improved teamwork and relationships

### **Denison Organizational Culture Survey: SAMPLE (Slide 17)**

Ms. Fisher provided a sample survey and report for demonstrative purposes. The results snapshot (included in the report) shows the survey findings of the sample power organization.

Ms. Fischer discussed how the survey, and results are presented. Ms. Fischer noted that she is in the process of customizing the survey for RMLD.



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Mr. Stempeck commented that the RMLD is facing a General Manager that will be leaving and he does not think it is appropriate at this time to conduct a survey without a new General Manager in place.

Mr. Talbot said that he would like to see the survey questions. This was requested by the Board last June. Mr. Talbot would like to see a survey instrument upon which the Board can decide on as a commission. Ms. O'Brien said that in June when the goal to perform a survey was assigned, it was to hire a consultant to develop an employee survey in early 2022. It is on schedule.

Ms. Fischer responded that currently there is a survey that is being customized into RMLD's language. The time to capture the most current state is before the new GM comes on so that person can hit the ground running with the added benefit of the survey data.

Mr. Talbot requested to see where the survey is now and that it be sent to the commission members. Mr. Talbot suggested at the next meeting the Board can decide on the content and timeline.

Mr. Talbot asked if there a narrative report that is produced? Ms. Fischer responded that she does a debrief with the Board and provides a summary of the written responses to the questions with a recommendation.

Ms. Bitá asked a question regarding length and detail; Ms. Fischer said the survey takes twelve to fifteen minutes.

Chair Coulter said he is in favor of moving forward with the survey as fast as possible. Chair Coulter stated that participation is key; promoting the survey and stressing the importance to employees is on the RMLD staff.

A question arose regarding confidentiality; Ms. Fischer responded that written data can be handled in multiple ways to protect anonymity and confidentiality.

Ms. Fischer said that communication around the implementation of the survey is the foremost important aspect; Cultural Solutions Group provides counsel around that. Managing the meaning of the survey is paramount. It is Cultural Solution's job to garner the most valid data possible.

Vice Chair Pacino said that in the past the commission did a survey with no follow through, which had a negative impact on the employees. If the Board sees the questions, perhaps they could better assess the timing of the survey. There needs to be a plan so that there is follow up on the survey.

### 7. Engineering & Operations Report

Mr. Jaffari reported on supply chain issues and the related effects on the RMLD, in terms of lead time and the pricing for transformers. The COVID pandemic has negatively impacted and accelerated the supply chain issues on a global scale. This impact is not exclusive to RMLD, it includes but is not limited to, manufacturing, transportation, distribution, and retail. According to experts, the supply chain issue could extend beyond 2025.

#### **Transformers Lead Time/Pricing (Slide 4)**



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Mr. Jaffari reported on the RMLD bid opening last week for transformers. There is an increase in transformer pricing (up to 528%) from CY21 to CY22. Transformers are used daily for construction, system maintenance, and capital improvements. The lead time has increased from 18-32 weeks (CY21) to 22-102 weeks (CY22). Transformer bid submissions include base pricing with the stipulation of no commitment for pricing until the time of delivery, which may include additional costs. Manufacturers cannot commit on the delivery timeframe and the submitted changes provided by bidders must conform to 30B bidding requirements.

### **Supply Chain Impact on Maintenance & Capital Projects (Slide 5)**

Mr. Jaffari pointed out the stock amount and impact on capital projects.

RMLD will be implementing a business mitigation plan and solutions to counterbalance this new challenge and increase the resilience in the supply chain. This includes a business contingency plan; risk management analysis; intelligent order management (better management of stock inventory and ordering); and intelligent workflow.

Supply chain costs are directly impacting the price of raw materials, resulting in higher cost of all products used in the power industry. Projected price increases are expected to reach the following: oil 59%, carbon, steel, and aluminum 50%, freight charges 44%, labor 15.5% and electrical steel 25%. These factors are forcing RMLD to slow down the implementation of capital improvement projects to maintain adequate inventory by year end.

### **New Strategy – Transformer Replacement (Slide 6)**

The RMLD is developing a new strategy to meet the upcoming challenges. Prior strategy of transformer replacement and inspection will be modified. The annual transformer replacement target of 180 will be modified to less than 100; transformer replacement will be geared to aged / overloaded conditions only. Priority will be shifted to transformers leaking or seeping oil and emergencies.

Transformers used in construction may be returned to stock for refurbishment. Transformer refurbishment companies (New York, Texas, Midwest) will be utilized to mitigate the supply shortage. The utilization category for transformers in CY22 will be refocused. Due to market price volatility, RMLD is reaching out to other MLPs to create bulk transformer purchases. RMLD would benefit by this strategy. This plan will be continuously modified based on what the market dictates. The historic price increases in CY22 were not anticipated (\$700 K budgeted amount for transformers). Based on the last bid results, RMLD will be over budget by \$1.2m.

A question arose regarding the root cause of the supply chain challenges. Mr. Jaffari stated that the demand is high, and the supply is low. Supply chain issues are caused by backlog of major suppliers, of major ports, and shipping containers entering the United States. Customs agents, the transportation industry, and manufacturers are working around the clock to catch up. The transportation industry is not adequately staffed to transport the products and raw materials, which results in the delay of materials to manufacturers. Existing issues with customs around materials imported from India and China also play a role.



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Chair Coulter stated that the same issues are impacting IOUs (Investor-Owned Utilities). All available inventory was immediately purchased; from building switches first to transformers. Anyone not in line today for a transformer will realistically face a minimum wait time of six months. RMLD needs to alter its transformer purchasing process; if the Department is not in the queue customers will not receive the timely service they require. Projects could be held off based on the lack of inventory within the next six months.

Ms. O'Brien provided the commodity impacts: carbon, steel, copper, oil, transformer regulators, switchgears, cost of raw materials pricing, freight costs, types of freight availability and labor, manufacturing labor including customs – lack of Customs staffing, electrical steel both grain- oriented for transformer cores, and non-oriented for EVs. There is only one core steel transformer manufacturer in the United States and five globally, oil staffing levels and national security are the impacts.

Ms. O'Brien contacted NEPPA for the municipals to put in an aggregated bid to get into a queue. Currently, potential bidders may not take quotes because they are 100 weeks out. An aggregated bid is a possible solution as it takes the legislative avenue to the government where there can be a shift of funding and refurbishment. Ms. O'Brien will send an insightful presentation from one of RMLD's vendors.

Mr. Jaffari said that the RMLD increased its transformer inventory in anticipation of the upcoming issues; the supply should carry RMLD to the year end. RMLD needs to double up ordering to get in the manufacturers production queue for the next year. Chair Coulter stressed that it is extremely important to get in the queue for manufacturing capacity.

8. RMLD Procurement Requests Requiring Board  
**IFB 2021-28 Electric Vehicle Charging Stations Site Construction and Installation**  
There was no discussion regarding this bid.

Vice Chair Pacino made a **motion**, seconded by Mr. Stempeck, that bid IFB 2021-28 for Electric Vehicle Charging Stations Site Construction and Installation be awarded to: Coviello Electric & General Contracting Co., Inc. for \$95,000.00 pursuant to M.G.L., c. 30 § 39M, as the lowest responsible and eligible bidder, on the recommendation of the General Manager.

**Motion Passed: 5:0:0** (5 in favor) Roll Call: Vice Chair Pacino, Aye; Ms. Bitar, Aye; Mr. Stempeck, Aye; Mr. Talbot, Aye; and Chair Coulter, Aye.

### **IFB 2022-01 – Trouble Truck with Trade-In**

Mr. Talbot asked how many bids were received. Mr. Jaffari responded the bid was sent to eighteen companies; there were two respondents, James A. Kiley Company and Altec Industries, Inc. Kiley was the lowest responsive and responsible bidder. The Truck 10 traded value assessed by Kiley is \$4.5 K.

In response to a question regarding Altec, Mr. Jaffari stated they did not complete the requisite documentation required, had numerous exceptions, and a higher cost.

Discussion ensued and questions arose regarding trade-in verses auction. Mr. Jaffari responded with the following:



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Pricing is better with trade ins; auctions have longer wait times and pricing may be lower. Despite a shortage of trucks in the used vehicle market, this trouble truck has high mileage, as it is in continuous use and requires more maintenance. Thus, a trade in is less complex.

Chair Coulter said that with the trade in, the vehicle will stay in place for ~ one year until delivery of the new replacement vehicle.

Mr. Talbot asked if the contract can be tweaked to give the option of withdrawing the trade in at RMLD's discretion. This would allow to either trade in at \$4.5 K or hold it back.

Mr. Jaffari said that the pricing may have been predicted on trade in value; the truck will be put on the secondary market, and this is calculated in the amount. Mr. Jaffari said that he will check into the suggestions made.

Vice Chair Pacino pointed out that the nonresponsive bidder offered a trade in of \$7K whereas the responsive bidder only offered \$4.5 K. Can the \$7 K be matched?

Mr. Stempeck suggested RMLD see what the truck will sell for on the secondary market and said that RMLD is not in the truck fixing business, it is the utility business. Mr. Stempeck cautioned the use of resources time for tracking things down. Chair Coulter suggested finding a truck on the market with the same make and mileage to compare the cost, including another year's worth of miles. Chair Coulter said that if the RMLD gets a third of the price on the open market, it is a solid deal.

Chair Coulter suggested to table the motion to the next meeting based on the information requested. Bid deferred to the next meeting.

*Note motion tabled to next meeting, no vote taken - Suggested Motion: Move that proposal IFP 2022-01 for one (1) Trouble Truck with Trade-In be awarded to: James A. Kiley Company for \$252,419.001, pursuant to M.G.L. c. 164, § 56D, on the recommendation of the General Manager.*

### **IFB 2022-04 – Home Energy Assessment Program**

Mr. Phipps presented on the Home Energy Assessment Program Bid. Mr. Phipps said the residential energy assessment program has been in place for many years; Energy New England performed the audits in the past. The prior contract expired at the end of last year. With the new contract, in-person audits (preferred method) costs \$185 per audit, and the virtual audits costs \$150 per audit. Mr. Phipps compared this with the prior contract; in-person audits cost \$176 per audit. Mr. Phipps said that the in-person audit will take two thirds of the funds with other options filling the balance.

Mr. Phipps said that fifteen bids were sent out with one respondent. CEG was interested, but is Mass Save focused and Abode was not interested.

Mr. Talbot said that he had the Mass Save residential energy audit through the gas company and they pay for attic insulation. Energy New England's version does not do that.

Mr. Phipps stated that RMLD is putting together a weatherization program. RMLD's intention is to have an insulation program linked to the air source heat pump program and is working through the economics of this. This will be brought to the BOC this summer.



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Mr. Talbot asked if the audits include air tests to verify if there is air leakage. Mr. Phipps said air door tests can be done at an additional cost of \$200 per test.

Chair Coulter asked if there is a backlog of audits. Mr. Phipps responded yes; January - March requests will be handled in April. Chair Coulter explained what Mass Save entails. It is more expansive than the RMLD due to the nature of its funding.

Vice Chair Pacino made a **motion**, seconded by Mr. Talbot, that bid IFB 2022-04 for Home Energy Assessment Program be awarded to: Energy New England, LLC. for \$82,500.00, pursuant to M.G.L. c. 30B, as the lowest responsive and responsible bidder, on the recommendation of the General Manager. This is a three-year contract.

**Motion Passed: 5:0:0** (5 in favor) Roll Call: Mr. Talbot, Aye; Vice Chair Pacino, Aye; Ms. Bitá, Aye; Mr. Stempeck, Aye; and Chair Coulter, Aye.

### 9. Scheduling

- April 21, 2022 will be the next Board of Commissioner's Meeting.
- It was agreed that the Board would not attend the CAB meeting on April 4, 2022.
- The GM Evaluation and Review will be discussed at the April 21, 2022, meeting.

Chair Coulter said that the transformer meeting needs to be held immediately. Failing to get into the queue now could push back the supply 30 days.

Ms. O'Brien said she is checking on Chapter 164 regarding open-ended bids, relative to legality.

Chair Coulter reiterated that the RMLD needs to get in line. The factors behind this are out of RMLD's control. There are unprecedented delays affecting RMLD's ability to provide service. The current situation is unheard of in this industry.

Ms. O'Brien said RMLD is waiting for the CAB to vote on April 4, as the bid is 1M over budget.

Chair Coulter noted that the cost of materials is uncontrollable, when fuel costs go up 200% there is no question that things will be over budget.

Discussion ensued on a date to hold the Transformer bid meeting.

Once the CAB and Board vote to approve, Ms. O'Brien will bring this supply issue to the attention of NEPPA and APPA and work towards an aggregated solution.

Mr. Jaffari stated that the RMLD cannot double up the order because it impacts the price. Mr. Jaffari said RMLD has a strategy in place to manage the crisis, and he feels comfortable with the plan.

Discussion ensued on developing a motion with a price, contingent on recommendation of the CAB.



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Mr. Small agreed with the contingent motion and said that Danvers opened the bid in January and awarded the bid prior to supply chain issues. Regardless, the delivery time was pushed out to May. Danvers also faces an issue with storage.

Mr. Jaffari noted that these prices are locked in 30 days.

Vice Chair Pacino asked what the RMLD plans to buy specifically. Mr. Jaffari responded that the Department will be purchasing pad mounted and pole mounted transformers.

*The Board agreed on a motion and voted as follows:*

Vice Chair Pacino made a motion, seconded by Mr. Stempeck, that the RMLD Board of Commissioners, contingent on the recommendation of the Citizens' Advisory Board, vote to accept the General Manager's recommendation due to unprecedented and emergency situations, to award BID IFP 2022-10 and IFP 2022-09 for pad mounted and pole mounted transformers from various vendors and distributors at ~ \$2m in accordance with M.G.L.c. 164.

Motion Carried: 5:0:0 (5 in favor) Roll Call: Vice Chair Pacino, Aye; Mr. Stempeck, Aye; Mr. Talbot, Aye; Ms. Bitá, Aye; Chair Coulter, Aye.

### 10. GM Goals and Evaluation Taken out of order

Ms. O'Brien asked when the topic of her raise will be discussed.

Discussion ensued to schedule a time to address the GM's raise.

Mr. Stempeck suggested a separate meeting to give the Board time to look over Ms. O'Brien's evaluation materials and receive guidelines from the Chair. This will allow the Board to form conclusions and make informed recommendations.

*The agenda item "GM Goals and Evaluation" will be moved to a subsequent meeting.*

### 11. Executive Session

Vice Chair Pacino made a motion, seconded by Mr. 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 discuss the deployment of security personnel or devices, or strategies with respect thereto and to consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body; and return to regular session, for the sole purpose of adjournment. Note: Roll call vote required.

Motion Carried: 5:0:0 (5 in favor) Roll Call: Vice Chair Pacino, Aye; Mr. Stempeck, Aye; Ms. Bitá, Aye; Mr. Talbot, Aye; Chair Coulter, Aye.

### 12. Adjournment

At 10:06 PM Vice Chair Pacino made motion, seconded by Mr. Stempeck, move that the Board of Commissioners adjourn regular session.

Motion Carried: 5:0:0 (5 in favor) Roll Call: Vice Chair Pacino, Aye; Mr. Stempeck, Aye; Ms. Bitá, Aye; Mr. Talbot, Aye; Chair Coulter, Aye.



## **Town of Reading Meeting Minutes**

### *Documents Used:*

2022-03-24 RMLD Board of Commissioners Regular Session Packet

Board Packet Attachment 1 "Approval of Board Minutes" (Item 3)

Board Packet Attachment 2 "Integrated Resources Report "(Item 5)

Board Packet Attachment 3 "Engineering and Operations Report" (Item 7)

Board Packet Attachment 4 "Procurement Requests Requiring Board Approval (Item 8)

### *Materials Available but Not Discussed*

DRAFT



**COMMUNICATIONS UPDATE**  
**ATTACHMENT 2**



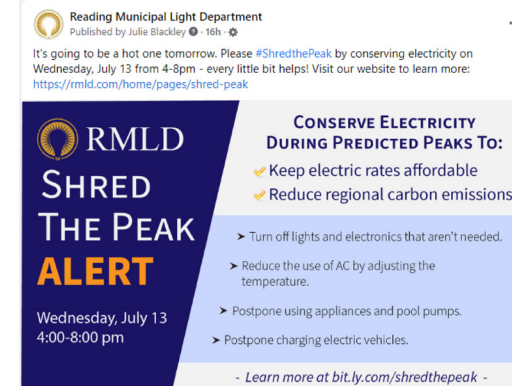
# Communications Update

*Presented to the  
Board of Commissioners and  
Citizens' Advisory Board*

21 July 2022

# Social Media Revival

- RMLD using Facebook and Twitter platforms as of July 11
  - Facebook inactive for 5 years
  - Twitter used only for outages, Shred the Peak
- RMLD to consistently post content including:
  - Mix of scheduled seasonal/evergreen posts (Tip Tuesdays, Program Spotlights)
  - Timely news, answers to comments/inquiries when appropriate, community news, announcements
- RMLD to organically grow presence by
  - Regular posting
  - Adding call to action buttons on website, newsletters
  - Encouraging “likes” at community events
- Once presence is established, RMLD to explore cross-promotion opportunities for further growth



# New Customer Welcome Letters

- RMLD to mail out monthly welcome letters to new residential customers
  - Will augment current welcome email
- Working with town officials in Reading, Wilmington, Lynnfield, and North Reading on town-specific inserts
- Monthly letters will also be tailored to promote programs and events
- RMLD to send letters to C&I customers as part of Phase 2



# Ongoing Efforts

- Media relations: proactive pitches to consumer reporters offering RMLD as a source for energy-efficient technologies including heat pumps and EV chargers
- Special events:
  - EV Car Show at Wilmington Farmers Market (8/14)
  - Public Power Open House (10/6)
- Public education: Air Source Heat Pump Q&A (8/10), webinars
- Media outreach for events/programs
  - Example: Ribbon cutting/promotion of newly installed EV chargers

JULY 12, 2022 ABOUT CONTACT MAILING LIST

## The Reading Post

NEWS GOVERNMENT LETTERS TO THE EDITOR OBITUARIES

POSTED ON JUNE 23, 2022 BY READING POST

### RMLD Completes Installation of Five New Public EV Charging Stations

Located in Reading and Wilmington, Level 2 Charging Stations Expand Public Charging Infrastructure



### WILMINGTON APPLE

#1 Online News Source For Wilmington, MA

BUSINESS COMMUNITY EDUCATION EVENTS GOVERNMENT LETTERS OPINIONS PUBLIC SAFETY SPORTS PHOTOS HOUSES

JULY 6, 2022 / BY ROBERT AVILES  
RMLD Completes Installation Of Electric Vehicle Charging Stations At Wilmington Town Hall & Library



## Daily Times Chronicle

RMLD



Reading Municipal Light Department  
RELIABLE POWER

Thank You

## RMLD Merchandise Ideas

### Upcoming Events:

- Wilmington Farmers Market: Sunday, August 7, 2022
- Electric Car Show: Sunday, August 14, 2022
- Reading Street Fair: Sunday, September 11, 2022
- North Reading Town Day: Sunday, September 18, 2022
- Public Power Open House: Thursday, October 6, 2022
- 

### Car Coaster (Ordered for Electric Car Show!)



Cost: \$1.04 (100), \$.70(1000)

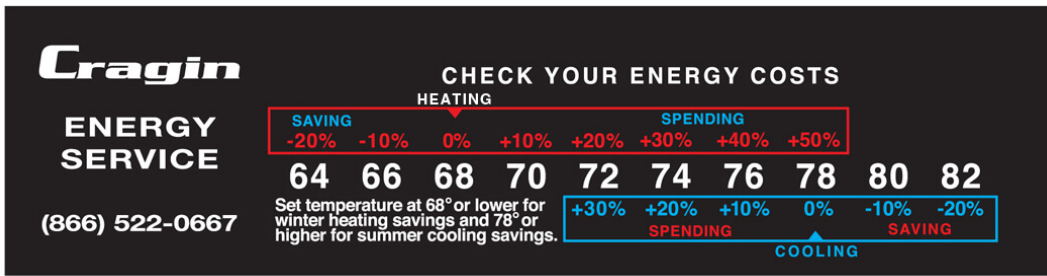
### Five-in-One Measuring Spoon

Tagline: Reliability Beyond Measure



Cost: \$1.52 each (500) \$1.44 (1000)

### Energy Cost Thermometer:



Cost: \$2.19 Each (500), \$2.00 (1000)

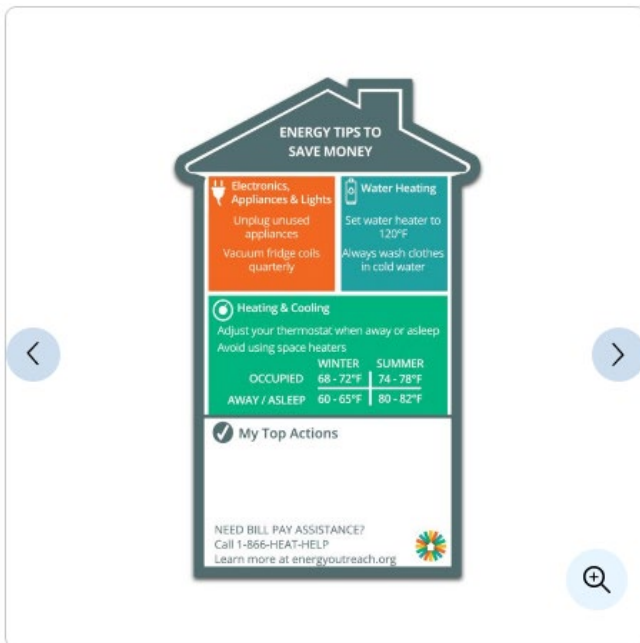
## House-Shape Jar Opener

Tagline: "Get a Grip On Your Energy Usage"



Cost: \$.93 EACH (500), \$.86 (1000)

## House Shaped Custom Refrigerator Magnets



Cost: \$.81 (500), \$.62(1000)



**POLICY REVIEW**  
**ATTACHMENT 3**

## **POLICY 9: PROCUREMENT**

## RMLD BOARD OF COMMISSIONERS MEETING

JULY 21, 2022

### POLICY 9: PROCUREMENT SUMMARY AND HIGHLIGHTS

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In accordance with the Board's periodic policy review, please find attached the review package for Policy 9: Procurement (Revision 7).

Included are the following three components:

- Policy 9: Procurement Summary and Highlights (This Page).
- Updated Policy 9: Procurement (Revision 7).
- Policy 9: Procurement (Revision 6) with red lines.

#### **SUMMARY**

Policy 9: Procurement, was revised to simplify and streamline the process for time and cost efficiency without sacrificing intent of competitive bidding. Many of the sections were removed and the remaining sections were refined.

#### **REVISION HIGHLIGHTS**

##### **Section 1: Purpose**

- Title was changed from "Applicability and Purpose" to "Purpose"
- Removed Section A. (applicability) as this section is not needed.

##### **Section II: Internal Review and Approval**

- Title was changed from "Authority" to "Internal Review and Approval"
- Subsection II: A
  - Subsection A was added to identify the GM approval process: GM or designee shall approve pricing and T&Cs of all procurement contracts. RMLD may develop standards T&Cs upon GM preapproval.
- Subsection II: B
  - Language refined; "in excess" added. Board can review and comment on procurements with an estimated value **more than** 50K.
  - Removed verbiage on electrical equipment
  - Modified verbiage around emergency procurement: "If GM determines an urgency for goods and services" and "GM shall inform the Board of such procurement circumstance as soon as reasonably practicable."
  - Change orders to existing projects with a value excess of \$50K will be reported to the Board as reasonably practicable.
  - Removed repetitive verbiage and cleaned up grammar.

### **Section III: Vendor Relations**

- Section III was removed. \* *This can be a separate operating procedure if needed*

### **Section IV: Vendor Lists**

- Section IV was removed. \* *This can be a separate operating procedure if needed*

### **Section V: Procurement Process**

- Subsection V: A
  - Verbiage was removed and the following verbiage was added:
  - “RMLD will follow applicable statutory procurement process based on nature and cost.”
  - Procurement involving general supplies and services not subject to a statutory procurement process will follow G.L.c. 30b.
  - Exemptions to 30B were noted – electrical equipment, materials, and supplies as well as, power supplies and that the RMLD shall use sound business practices
- Subsection V: B
  - Verbiage consolidated regarding G.L.c. 30B
  - Subsection V: B: 2 Added “cooperative contracts pursuant to G.L. 30B, § 22.” RMLD is allowed to purchase under statewide contracts, and group contracts, such as Sourcewell, Massachusetts Higher Education Consortium, and others.
  - Subsection V: B: 3 “other than electric equipment “was removed; verbiage regarding “cooperative contract” was added; modified verbiage that competitive solicitations or reverse auctions will follow 30B; modified verbiage that GM can modify or waive competitive solicitation procedures pending circumstance and 30B compliance
  - Subsection V: B: 4 Removed verbiages regarding vendors and RMLD T&Cs
  - Subsection V: B: 5 This section was removed. \* *This can be a separate operating procedure if needed*



in G.L. c. 30B, § 1(b)(14). The following Guidelines shall be used when prices are being solicited from a vendor:

1. Purchases under \$10,000.00 will be made using sound business practices.
2. Purchases between \$10,000.00 and \$50,000 shall be made either: (a) from a statewide contract or (b) by soliciting written quotations using a written purchase description from no fewer than three (3) persons who customarily provide the supply or service, or (c) cooperative contracts pursuant to G.L. c. 30B, § 22. The following information shall be recorded and retained by RMLD: the names and addresses of all persons from whom quotations were sought, the names of the persons submitting quotations and the date and amount of each quotation. The contract will be awarded to the responsible vendor who can provide the goods or services in a timely manner at the lowest cost.
3. Purchases estimated to exceed \$50,000 will be made from a statewide contract, a cooperative contract or after a formal, competitive sealed bid or proposal procedure or a reverse auction. For competitive solicitations or reverse auctions, RMLD will follow substantially the same procedures set forth in G.L. c. 30B, §§ 5, 6, or 6A, as applicable. The competitive solicitation procedures may be waived or modified by the General Manager depending on the circumstances. The procurement of goods also will be advertised in accordance with G.L. c. 164, § 56D.

**RMLD Policy No. 9  
PROCUREMENT**

Revision No. 74

Commission Vote/Effective Date \_\_\_\_\_

\_\_\_\_\_  
General Manager/Date

\_\_\_\_\_  
Next Review Date

**I. APPLICABILITY and PURPOSE**

~~A. This policy applies to the procurement of goods and services by the Reading Municipal Light Department ("RMLD"), except for power supplies and public construction materials and services subject to G.L. c. 30, § 39M or G.L. c. 149. This policy also does not apply to the hiring of labor relations representatives, lawyers, designers, certified public accountants or other professional services that are exempt under G.L. c. 30B. This policy applies to all RMLD employees and commissioners and Citizens Advisory Committee ("CAB") members.~~

**B.**—The purpose of this policy is to implement good business practices to ensure that RMLD's procurements are cost efficient, timely, meet the needs of RMLD, and comply with applicable laws.

**II. INTERNAL REVIEW AND APPROVAL AUTHORITY**

A. The General Manager, or his/her designee, shall approve all pricing and terms and conditions of all RMLD procurement contracts. RMLD may develop and use standard terms and conditions that have been preapproved by the General Manager.

B. The RMLD Board of Commissioners shall be given the opportunity to review and comment on all procurements proposed to be conducted under this Policy No. 9 having an estimated value in excess of \$50,000 for electric equipment procured hereunder and in accordance with G.L. c. 164, § 56D and \$50,000 for other equipment and services. Provided, However, if the General Manager determines that an urgency for the goods or services emergency involving the health, safety or welfare of the people or their property exists, then the RMLD may proceed with an emergency the procurement hereunder without first affording the Board of Commissioners the opportunity to review and comment on such procurement and . The General Manager shall inform the report the circumstances of all such emergencies and the details of all such emergency procurements to the Board of Commissioners of such procurement and the circumstances as soon as reasonably practicable. Change orders to existing

projects having a value in excess of \$50,000 will be reported to the Board as soon as reasonably practical.

~~The General Manager, or her designee, shall approve all pricing and terms and conditions of all RMLD procurement contracts. RMLD may develop and use standard terms and conditions which have been preapproved by the General Manager.~~

### **III. VENDOR RELATIONS**

#### **A. Objective**

~~It is recognized that vendors establish working relationships with RMLD employees and that these relationships are beneficial to both RMLD and the vendor. The RMLD must ensure that these relationships do not result in excessive costs to RMLD or in loss of a resource due to improper business practices.~~

#### **B. Notice to Materials Manager**

~~If an employee intends to meet with a vendor to discuss ongoing or future projects and the discussion may involve prices, terms or conditions, the employee shall notify the Materials Manager. The Materials Manager or designated representative will attend the meeting if necessary.~~

#### **C. Code of Conduct**

~~The RMLD has a zero tolerance policy. This means no RMLD employee, RMLD Board member or CAB member may accept gifts from vendors or prospective vendors, or as otherwise proscribed by G.L. c. 268A.~~

~~Massachusetts General Laws, Chapter 268A, is the primary law relating to conflict of interest for public employees. All employees need to be aware of the laws and regulations governing dealings with vendors and as they apply to conduct in other areas as well. It is the policy of the RMLD to maintain the highest level of integrity in dealings with vendors and the public on any level.~~

~~No RMLD employee, RMLD Board member or CAB member may solicit or accept, directly or indirectly, any gift, gratuity, favor, entertainment, loan, or other item in violation of G.L. c. 268A. RMLD also prohibits the solicitation or acceptance of any gift or gratuity regardless of monetary value from a person, public agency, or private entity that:~~

~~1. Has had, has, or is seeking to obtain a contractual or other business or financial relationship with the RMLD.~~



~~2. Conducts or is seeking to conduct business or activities that are regulated or monitored by the RMLD; or~~

~~3. Has interests that are or may give the reasonable impression of being substantially affected by the performance or nonperformance of an individual's official duties.~~

#### ~~IV. VENDOR LISTS~~

~~RMLD will prepare and maintain lists of responsible vendors to facilitate the procurement process. A responsible vendor is one who has the demonstrated ability, capacity, and integrity to provide the desired goods or services as determined by RMLD based on prior dealings with RMLD, references and/or other information obtained by RMLD.~~

##### ~~A. Obtaining Responsible Vendor Status~~

~~1. Prior to adding a vendor to the RMLD vendor list, RMLD will obtain complete vendor company and contact information. Information may include business and client references as well as qualifications, licenses, and bonds, as applicable.~~

~~2. RMLD also will check the Commonwealth's debarred vendor lists to ensure that the vendor is in good standing.~~

~~3. Depending on the bid amount, a vendor may also be asked to submit the following certifications or affirmations:~~

~~a. A statement that no RMLD employee, RMLD Board member, or CAB member, is a participant in, owner of, or receives a benefit from business dealings with the RMLD.~~

~~b. A statement that the vendor will not furnish or provide any RMLD Board member, CAB Member, or employee directly or indirectly, any gift, gratuity, favor, entertainment, loan, or other item of monetary value.~~

~~c. Certifications regarding tax compliance, the Fair Labor Standards Act ("FLSA") and/or wage rates.~~

~~d. Certification of Non-Collusion in submission of quotations and bids.~~

~~e. Acknowledgement of understanding of the laws of the Commonwealth and RMLD Policies as they apply to the conduct of business with the RMLD and affirmation to comply with those laws and RMLD Policies.~~

##### ~~B. Preparation and Review~~

~~The Materials Manager shall be responsible for preparing and maintaining the vendor lists. The vendor list shall be subject to the General Manager's review and approval.~~

#### ~~V. PROCUREMENT PROCESS~~

A. Electric Equipment

~~A. RMLD shall use sound business practices to procure transmission and distribution equipment. The particular process utilized will depend on the required specifications for the equipment, availability of responsible vendors for specialized equipment, when such equipment is needed and lead time for delivery, among other factors. When the estimated cost of the purchase is \$50,000 or more, the purchase shall first be advertised in accordance with G.L. c. 164, § 56D unless an emergency involving the health, safety or welfare of the people or their property is deemed to exist in which case no advertisement shall be required. Such advertisement shall state the time and place for opening the proposals and shall reserve to RMLD the right to reject any or all such proposals. All such proposals shall be opened in public. No bill or contract shall be split or divided for the purpose of evading the advertising requirements set forth in G.L. c. 164, § 56D. In addition, RMLD may provide direct notice of the procurement to applicable vendors on RMLD's vendor list.~~ RMLD shall follow the applicable statutory procurement process based on the nature of the procurement and estimated cost (e.g., G.L. c. 164, § 56D, G.L. c. 30, § 39M, G.L. c. 149, §§ 44A, et seq.

~~For procurements involving general supplies or services that are not subject to a statutory procurement process, RMLD will follow the procedures in G.L. c. 30B, to the extent practicable. For the avoidance of doubt, the procurement of electric equipment, materials, and supplies, and power supplies shall not be subject to Chapter 30B procedures. If the procurement of the particular goods or services is subject to an exemption under G.L. c. 30B, RMLD shall use sound business practices to procure such goods or services regardless of their value. This policy shall not be construed as an acceptance of G.L. c. 30B, as set forth in G.L. c. 30B, § 1(b)(14). The following Guidelines shall be used when prices are being solicited from a vendor:~~

B.

Other Equipment and Services

~~To the extent practicable, RMLD will follow the procedures set forth G.L. c. 30B. This policy shall not be construed as an acceptance of G.L. c. 30B, as set forth in G.L. c. 30B, § 1(b)(14). The following Guidelines shall be used when prices are being solicited from a vendor:~~

1. Purchases under \$10,000.00 will be made using sound business practices.
2. Purchases between \$10,000.00 and \$50,000 shall be made either:  
(a) from a statewide contract or (b) by soliciting written quotations using a written purchase description from no fewer than three (3) persons who customarily provide the supply or service, or (c)

cooperative contracts pursuant to G.L. c. 30B, § 22. The following information shall be recorded and retained by RMLD: the names and addresses of all persons from whom quotations were sought, the names of the persons submitting quotations and the date and amount of each quotation. The contract will be awarded to the responsible vendor who can provide the goods or services in a timely manner at the lowest cost.

- ~~3. — Purchases (other than electric equipment) estimated to exceed \$50,000 will~~**shall** be made from a statewide contract, a cooperative contract or after a formal, competitive sealed bid or proposal procedure or a reverse auction. For competitive solicitations or reverse auctions, RMLD will follow substantially the same procedures set forth in G.L. c. 30B, §§ 5, 6, or 6A, as applicable. The competitive solicitation procedures may be waived or modified by the General Manager depending on the circumstances. The procurement of goods also will be advertised in accordance with G.L. c. 164, § 56D.~~If a competitive solicitation or reverse auction is used, RMLD will follow the applicable procedures set forth in G.L. c. 30B, §§ 5, 6, or 6A, and for electric equipment \$50,000 and over, the advertising requirements set forth in G.L. c. 164, § 56D. The competitive solicitation procedures may be waived by the General Manager when an emergency involving the health, safety or welfare of the people or their property is deemed to exist.~~
- ~~4. — Vendors should be made aware that any purchase orders or contracts are subject to RMLD standard Terms and Conditions, and/or the Terms and Conditions set forth in the RMLD Goods and Services contract and are in effect unless otherwise agreed to by the General Manager.~~

## ~~VI. — Records~~

~~Records of all solicitations shall be kept and must be furnished to the Materials Manager. Such information may be used for subsequent contracts or purchase orders. All contract information on all purchases of \$5,000.00 and over, or such other amount specified by G.L. 164 § 56C, will be maintained by the Materials Manager as per agreement with the Reading Town Manager and Town Accountant.~~

## **POLICY 23: DRESS STANDARDS**

RMLD BOARD OF COMMISSIONERS MEETING

JULY 21, 2022

POLICY 23: DRESS STANDARDS

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In accordance with the Board's periodic policy review, please find attached the review package for Policy 23: Dress Standards (Revision 3).

Included are the following two components:

- Policy 23: Dress Standards Summary and Highlights.
- Finalized Policy 23: Dress Standards (Revision 3).

**SUMMARY**

No revisions, modifications, or removals were made from Policy 23: Dress Standards (Revision 2) to Policy 23: Dress Standards(Revision 3). The reason for Revision 3 is to confirm that the policy was reviewed and approved by the Board per the three-year periodic policy review.

## **RMLD Policy No. 23 DRESS STANDARDS**

**Revision No. 3**

Commission Vote Date July 21, 2022

Next Review Date July 21, 2025

\_\_\_\_\_  
Interim General Manager

Reading Municipal Light Department employees are required to dress (clothing and footwear) in an appropriate manner that is consistent with their work environment, Collective Bargaining Agreements ("CBAs"), RMLD Safety Policies and Procedures, OSHA Standards, ARC Flash Study, and applicable standards, policies, and procedures required for the task at hand, and in a manner that is not distracting to other employees or customers. Employees should take pride in their appearance by looking neat and clean at all times, keeping in mind that they are representatives of the RMLD. It is recognized that some RMLD employees work in an office environment and others work in a field environment.

OFFICE ENVIRONMENT: "Business casual" attire is generally appropriate for the office work environment, however some RMLD meetings and/or events, on site or off site, may require more formal "business" attire, e.g., suit.

FIELD ENVIRONMENT: Some clothing and footwear requirements are set forth in the applicable CBA for certain field job descriptions. However, the CBAs may not specifically address other jobs that require field work. In such instances, employees performing those jobs are still required to dress appropriately for their work environment. This would include any office environment employees who may visit a temporary field site, garage, warehouse, and other field-like environment.

In addition to the general categories of distracting and inappropriate, the following is a sample of clothing and footwear that shall not be worn;

- Ripped, tattered, torn or stained;
- Any shirts or sweaters with slogans or large pictures;
- Micro skirts, micro dresses, or midriff apparel;
- Leggings, jeggings, etc., unless worn with dresses or long tunic tops that hit at the mid-thigh or lower;
- Clothing that reveals undergarments;
- Shorts, sweatpants, sweat shirts, track pants (unless using or traveling to or from the on-premises gym); and
- Crocs, flip flops or sneakers.

In addition to violating this policy, some non-compliance may also be considered a safety violation. Violations will be subject to progressive discipline, up to and including termination. Any questions regarding this policy shall be directed to the division head or General Manager.

**HYDRO QUEBEC PHASE 1/PHASE 11 CONVERTER  
ATTACHMENT 4**

# HQ Phase I/Phase II Converter

Presented to RMLD CAB and Board of Commissioners

July 21, 2022

Charles J Underhill



# HQ Phase I/Phase II Converter

- ▶ HQ Phase I/Phase II HVDC Converter facility is a high-voltage transmission interconnection and DC converter station operating between Hydro Quebec and New England.
- ▶ HQ Phase I began operations in 1986
- ▶ HQ Phase II began operations in 1990
- ▶ HVDC Converter allows for import of energy from Hydro Quebec under separate contract(s).

# History

- ▶ Purchased 3.203 MWs of Phase I (Comerford) through MMWEC in 1976
  - ▶ Benefits and liabilities, not ownership
  - ▶ Station decommissioned and dismantled in 2012
  - ▶ Delivery point transferred to Sandy Pond and integrated with Phase II
- ▶ Purchased 6.191 MWs of Phase II from National Grid in 1986
  - ▶ Support Agreement with National Grid extended through October 31, 2040
    - ▶ Support Agreement includes ~\$780,000 for RMLD of planned capital improvements
    - ▶ \$780,000 payments spread over four (4) years; 2028-2031
    - ▶ Support payments cover both Phase I and Phase II entitlements
- ▶ Total entitlement in HQ HVDC Project is 9.394 MWs
- ▶ Selling “Use Rights” to N-Star for \$30,788/month

# Going Forward Options

- ▶ Continue 3<sup>rd</sup> party sale of “Use Rights”
  - ▶ Need to negotiate new sale contract after 12/31/2023
- ▶ Assemble coalition from among HQ Phase I/Phase II participants to take 100 MW minimum energy from HQ
- ▶ Consider other resource options:
  - ▶ Pumped storage
    - ▶ Offset capacity & transmission costs
    - ▶ Bid into ISO-NE wholesale energy market
    - ▶ Match production to load profile to charge EVs and other electric consumption
  - ▶ Purchase additional Project capacity

# Key Actions

- ▶ Short term:
  - ▶ Identify magnitude of potential need for non-carbon dispatchable resources
    - ▶ Storage alternatives for non-dispatchable resources
    - ▶ Future load profile and magnitude
  - ▶ Monitor forward price curves for carbon and market energy
  - ▶ Identify potential for additional HQ energy
    - ▶ Survey existing participants for interest in selling Project shares
    - ▶ Open discussions with Hydro Quebec and National Grid for additional capacity

# Key Actions (continued)

- ▶ Long term:
  - ▶ Contract additional capacity with HQ
  - ▶ Work with vendors to shape use options
  - ▶ Verify future of carbon generation options:
    - ▶ Watson
    - ▶ Stony Brook Peaking
    - ▶ Stony Brook Intermediate

**RMLD PROCUREMENT REQUESTS  
REQUIRING BOARD APPROVAL  
ATTACHMENT 5**



July 14, 2022

Town of Reading Municipal Light Board

Subject: IFB 2022-24 RMLD Substation 4 Transformer Testing and Repairs

Pursuant to M.G.L., c. 30 § 39M, on June 1, 2022, an invitation for bid was placed as a legal notice in the Middlesex East Section of the Daily Times Chronicle, was published in the Central Register, and was posted on COMMBUYS and the RMLD website, requesting sealed bids for RMLD Substation 4 Transformer Testing and Repairs.

An invitation for bid was sent to eighteen (18) companies.

Sealed bids were received from three (3) companies: Delta Star, Inc., Prolec-GE Waukesha, Inc., and Transfluid Services, Inc.

The sealed bids were publicly opened and read aloud at 11:00 a.m. on June 22, 2022, in the Town of Reading Municipal Light Department's Audio Visual Spurr Room, 230 Ash Street, Reading, Massachusetts.

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

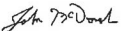
Move that IFB 2022-24 for RMLD Substation 4 Transformer Testing and Repairs be awarded to: **Prolec-GE Waukesha, Inc. for \$439,416.41<sup>1</sup>**, pursuant to M.G.L., c. 30 § 39M, as the lowest responsible and eligible bidder, on the recommendation of the Interim General Manager.

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

This is an unbudgeted 2022 Operating expense.

  
Nick D'Alleva (Jul 14, 2022 13:54 EDT)

Nick D'Alleva



John McDonagh

  
Hamid Jaffari (Jul 14, 2022 13:56 EDT)

Hamid Jaffari



Gregory J. Phipps

**Analysis - RMLD Substation 4 Transformer Testing and Repairs  
IFB 2022-24**

<u>Bidder</u>	<u>Description of Service</u>	<u>Unit Cost</u>	<u>Qty</u>	<u>Total Cost</u>	<u>Total Cost Awarded</u>	<u>Meet Specification Requirement</u>
<i>Although Delta Star, Inc. submitted the lowest bid (\$699.41 less than Prolec-GE Waukesha, Inc.), they did NOT include pricing for the LTC repair kits for Transformers A, B and/or C. They took an exception to suppling the kits. Due to this exception and lack of pricing, their bid is unacceptable.</i>						
<b>Delta Star, Inc.</b>						
Item 1 - Transformer A (Serial Number A6439T)	Testing as described in the Scope of Work section of the Specifications	\$4,500.00	1	\$4,500.00		YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$65,793.00	1	\$65,793.00		YES
	UZD Contact Leased Kit, <b>if required</b>	\$0.00	1	\$0.00		NO
	Labor for the replacement and rebuild of all parts contained in the Kit, <b>if required</b>	\$600.00	8	\$4,800.00		YES
Item 2 - Transformer B (Serial Number A6437T)	Testing as described in the Scope of Work section of the Specifications	\$4,500.00	1	\$4,500.00		YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$59,282.00	1	\$59,282.00		YES
	UZD Contact Leased Kit, <b>if required</b>	\$0.00	1	\$0.00		NO
	Labor for the replacement and rebuild of all parts contained in the Kit, <b>if required</b>	\$600.00	8	\$4,800.00		YES
Item 3 - Transformer C (Serial Number A6438T)	Testing as described in the Scope of Work section of the Specifications	\$4,500.00	1	\$4,500.00		YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$68,043.00	1	\$68,043.00		YES
	UZD Contact Leased Kit, <b>if required</b>	\$0.00	1	\$0.00		NO
	Labor for the replacement and rebuild of all parts contained in the Kit, <b>if required</b>	\$600.00	8	\$4,800.00		YES



**Analysis - RMLD Substation 4 Transformer Testing and Repairs  
IFB 2022-24**

<u>Bidder</u>	<u>Description of Service</u>	<u>Unit Cost</u>	<u>Qty</u>	<u>Total Cost</u>	<u>Total Cost Awarded</u>	<u>Meet Specification Requirement</u>
Item 4 - Transformer D (Serial Number C-0574-5-2)	Testing as described in the Scope of Work section of the Specifications	\$4,500.00	1	\$4,500.00		YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$98,985.00	1	\$98,985.00		YES
	Labor for the removal, re-gasketing and reinstallation of transformer radiators, <b>if required</b>	\$600.00	8	\$4,800.00		YES
	Cost for a crane and operator, <b>if required</b>	\$2,500.00	1	\$2,500.00		YES
Item 5 - Transformer E (Serial Number C-0574-5-1)	Testing as described in the Scope of Work section of the Specifications	\$4,500.00	1	\$4,500.00		YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$95,114.00	1	\$95,114.00		YES
	Labor for the removal, re-gasketing and reinstallation of transformer radiators, <b>if required</b>	\$600.00	8	\$4,800.00		YES
	Cost for a crane and operator, <b>if required</b>	\$2,500.00	1	\$2,500.00		YES
<b>\$438,717.00</b>					<b>\$0.00</b>	

**Prolec-GE Waukesha, Inc.**

Item 1 - Transformer A (Serial Number A6439T)	Testing as described in the Scope of Work section of the Specifications	\$5,500.00	1	\$5,500.00	<b>\$5,500.00</b>	YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$64,287.00	1	\$64,287.00	<b>\$64,287.00</b>	YES
	UZD Contact Leased Kit, <b>if required</b>	\$12,522.47	1	\$12,522.47	<b>\$12,522.47</b>	YES
	Labor for the replacement and rebuild of all parts contained in the Kit, <b>if required</b>	\$150.00	8	\$1,200.00	<b>\$1,200.00</b>	YES

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**Analysis - RMLD Substation 4 Transformer Testing and Repairs  
IFB 2022-24**

<b><u>Bidder</u></b>	<b><u>Description of Service</u></b>	<b><u>Unit Cost</u></b>	<b><u>Qty</u></b>	<b><u>Total Cost</u></b>	<b><u>Total Cost Awarded</u></b>	<b><u>Meet Specification Requirement</u></b>
Item 2 - Transformer B (Serial Number A6437T)	Testing as described in the Scope of Work section of the Specifications	\$5,500.00	1	\$5,500.00	<b>\$5,500.00</b>	YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$35,496.00	1	\$35,496.00	<b>\$35,496.00</b>	YES
	UZD Contact Leased Kit, <b>if required</b>	\$12,522.47	1	\$12,522.47	<b>\$12,522.47</b>	YES
	Labor for the replacement and rebuild of all parts contained in the Kit, <b>if required</b>	\$150.00	8	\$1,200.00	<b>\$1,200.00</b>	YES
Item 3 - Transformer C (Serial Number A6438T)	Testing as described in the Scope of Work section of the Specifications	\$5,500.00	1	\$5,500.00	<b>\$5,500.00</b>	YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$42,964.00	1	\$42,964.00	<b>\$42,964.00</b>	YES
	UZD Contact Leased Kit, <b>if required</b>	\$12,533.47	1	\$12,533.47	<b>\$12,533.47</b>	YES
	Labor for the replacement and rebuild of all parts contained in the Kit, <b>if required</b>	\$150.00	8	\$1,200.00	<b>\$1,200.00</b>	YES
Item 4 - Transformer D (Serial Number C-0574-5-2)	Testing as described in the Scope of Work section of the Specifications	\$5,500.00	1	\$5,500.00	<b>\$5,500.00</b>	YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$99,390.00	1	\$99,390.00	<b>\$99,390.00</b>	YES
	Labor for the removal, re-gasketing and reinstallation of transformer radiators, <b>if required</b>	\$1,156.00	8	\$9,248.00	<b>\$9,248.00</b>	YES
	Cost for a crane and operator, <b>if required</b>	\$10,250.00	1	\$10,250.00	<b>\$10,250.00</b>	YES

**Analysis - RMLD Substation 4 Transformer Testing and Repairs  
IFB 2022-24**

<u>Bidder</u>	<u>Description of Service</u>	<u>Unit Cost</u>	<u>Qty</u>	<u>Total Cost</u>	<u>Total Cost Awarded</u>	<u>Meet Specification Requirement</u>
Item 5 - Transformer E (Serial Number C-0574-5-1)	Testing as described in the Scope of Work section of the Specifications	\$5,500.00	1	\$5,500.00	<b>\$5,500.00</b>	YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$88,101.00	1	\$88,101.00	<b>\$88,101.00</b>	YES
	Labor for the removal, re-gasketing and reinstallation of transformer radiators, if required	\$1,344.00	8	\$10,752.00	<b>\$10,752.00</b>	YES
	Cost for a crane and operator, if required	\$10,250.00	1	\$10,250.00	<b>\$10,250.00</b>	YES
<b>\$439,416.41</b>					<b>\$439,416.41</b>	

**BID REJECTED DUE TO UNAUTHORIZED SIGNATURE ON ALL REQUIRED DOCUMENTS. THE  
CERTIFICATE OF VOTE DID NOT NAME ANY AUTHORIZED SIGNERS.**

**Transfluid Services, Inc.**

Item 1 - Transformer A (Serial Number A6439T)	Testing as described in the Scope of Work section of the Specifications	\$7,372.00	1	\$7,372.00		YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$60,000.00	1	\$60,000.00		YES
	UZD Contact Leased Kit, if required	\$14,632.00	1	\$14,632.00		YES
	Labor for the replacement and rebuild of all parts contained in the Kit, if required	\$665.00	8	\$5,320.00		YES
Item 2 - Transformer B (Serial Number A6437T)	Testing as described in the Scope of Work section of the Specifications	\$9,849.00	1	\$9,849.00		YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$30,000.00	1	\$30,000.00		YES
	UZD Contact Leased Kit, if required	\$14,632.00	1	\$14,632.00		YES
	Labor for the replacement and rebuild of all parts contained in the Kit, if required	\$665.00	8	\$5,320.00		YES

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**Analysis - RMLD Substation 4 Transformer Testing and Repairs  
IFB 2022-24**

<u>Bidder</u>	<u>Description of Service</u>	<u>Unit Cost</u>	<u>Qty</u>	<u>Total Cost</u>	<u>Total Cost Awarded</u>	<u>Meet Specification Requirement</u>
Item 3 - Transformer C (Serial Number A6438T)	Testing as described in the Scope of Work section of the Specifications	\$7,372.00	1	\$7,372.00		YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$60,000.00	1	\$60,000.00		YES
	UZD Contact Leased Kit, if required	\$14,632.00	1	\$14,632.00		YES
	Labor for the replacement and rebuild of all parts contained in the Kit, if required	\$665.00	8	\$5,320.00		YES
Item 4 - Transformer D (Serial Number C-0574-5-2)	Testing as described in the Scope of Work section of the Specifications	\$10,000.00	1	\$10,000.00		YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$92,756.00	1	\$92,756.00		YES
	Labor for the removal, re-gasketing and reinstallation of transformer radiators, if required	\$665.00	8	\$5,320.00		YES
	Cost for a crane and operator, if required	\$1,760.00	1	\$1,760.00		YES
Item 5 - Transformer E (Serial Number C-0574-5-1)	Testing as described in the Scope of Work section of the Specifications	\$10,000.00	1	\$10,000.00		YES
	Repairs, including replacement work, as described in the Scope of Work section of the Specifications	\$92,756.00	1	\$92,756.00		YES
	Labor for the removal, re-gasketing and reinstallation of transformer radiators, if required	\$665.00	8	\$5,320.00		YES
	Cost for a crane and operator, if required	\$1,760.00	1	\$1,760.00		YES
<b>\$454,121.00</b>					<b>\$0.00</b>	



July 14, 2022

Town of Reading Municipal Light Board

Subject: IFP 2022-27 350 MCM CU 35kV EPR Underground Cable

Pursuant to M.G.L. c. 164 § 56D, on June 15, 2022, an invitation for proposals was placed as a legal notice in the Middlesex East Section of the Daily Times Chronicle requesting sealed proposals for 350 MCM CU 35kV EPR Underground Cable.

An invitation for proposals was sent to fourteen (14) companies.

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

The sealed proposals were publicly opened and read aloud at 11:00 a.m. on July 6, 2022, 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 2022-27 for 350 MCM CU 35kV EPR Underground Cable be awarded to: **Arthur J. Hurley Company, Inc. for \$194,880.00<sup>1</sup>**, pursuant to M.G.L. c. 164 § 56D, on the recommendation of the Interim General Manager.

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

These are inventory items.

  
Brian Smith (Jul 15, 2022 06:32 EDT)  
\_\_\_\_\_  
Brian Smith

  
\_\_\_\_\_  
John McDonagh

  
Hamid Jaffari (Jul 15, 2022 06:53 EDT)  
\_\_\_\_\_  
Hamid Jaffari

  
\_\_\_\_\_  
Gregory J. Phipps

**Analysis -350 MCM CU 35kV EPR Underground Cable  
IFP 2022-27**

<u>Proposer</u>	<u>Manufacturer</u>	<u>Delivery Date</u>	<u>Unit Cost</u>	<u>Qty. (ft)</u>	<u>Total Cost</u>	<u>Meet Specification Requirement</u>
Arthur J. Hurley Company, Inc. <sup>1</sup>	Okonite	46 weeks	18.56	10,500	\$194,880.00	Yes
Stuart C. Irby Company Proposal #1	Okonite	45 weeks	\$18.28	10,500	\$191,940.00	Yes <sup>2</sup>
Stuart C. Irby Company Proposal #2	LS Cables and Systems USA	52 weeks	\$18.46	10,500	\$193,830.00	Yes <sup>3</sup>

<sup>1</sup>Arthur J. Hurley quoted a firm price.

<sup>2</sup>Irby included escalation/de-escalation clauses, which means that at time of delivery pricing could be adjusted.

<sup>3</sup>RMLD has used LS Cable previously and our experience is that it is of poor quality and difficult to work with. Lead time is longer.



July 14, 2022

Town of Reading Municipal Light Board

Subject: IFP 2022-28 750 MCM 15kV Power Cable

Pursuant to M.G.L. c. 164 § 56D, on June 15, 2022, an invitation for proposals was placed as a legal notice in the Middlesex East Section of the Daily Times Chronicle requesting sealed proposals for 750 MCM 15kV Power Cable.

An invitation for proposals was sent to thirteen (13) companies.

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

The sealed proposals were publicly opened and read aloud at 11:00 a.m. on July 6, 2022, 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 2022-28 for for 750 MCM 15kV Power Cable be awarded to: **Arthur J. Hurley Company, Inc. for \$95,667.00<sup>1</sup>**, pursuant to M.G.L. c. 164 § 56D, on the recommendation of the Interim General Manager.

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

These are inventory items.

Johnny Duong

John McDonagh

  
Hamid Jaffari (Jul 14, 2022 11:32 EDT)

Hamid Jaffari

Gregory J. Phipps

**Analysis -750 MCM 15kV Power Cable  
IFP 2022-28**

<u>Proposer</u>	<u>Manufacturer</u>	<u>Delivery Date</u>	<u>Unit Cost</u>	<u>Qty. (ft)</u>	<u>Total Cost</u>	<u>Meet Specification Requirement</u>
Arthur J. Hurley Company, Inc. <sup>1</sup>	Okonite	25 weeks	28.99	3,300	\$95,667.00	Yes
Stuart C. Irby Company	Okonite	20 weeks	\$28.13	3,300	\$92,829.00	Yes <sup>2</sup>

<sup>1</sup>Arthur J. Hurley quoted a firm price.

<sup>2</sup>Irby included escalation/de-escalation clauses, which means that at time of delivery pricing could be adjusted.



## **MATERIALS AVAILABLE BUT NOT DISCUSSED**

## Erica Morse

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**From:** Erica Morse  
**Sent:** Friday, July 15, 2022 8:55 AM  
**To:** Erica Morse  
**Subject:** AP and Payroll Questions for the 22-7-21 Board of Commissioners Book

### AP

From June 10, 2022, to July 8, 2022, there were no Commissioner questions.

### Payroll:

From June 13, 2022, to July 11, 2022, there were no Commissioner questions.

Erica Morse  
Executive Assistant  
Reading Municipal Light Department  
O: 781-942-6489  
C: 617-791-3304  
[www.rmld.com](http://www.rmld.com)



## Erica Morse

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**From:** Maureen Sullivan  
**Sent:** Thursday, June 30, 2022 8:02 AM  
**To:** Erica Morse  
**Cc:** Paula O'Leary  
**Subject:** Surplus Update - June 2022

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 June 2022.

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@rml.com](mailto:msullivan@rml.com)