



RMLD

**READING MUNICIPAL
LIGHT DEPARTMENT**

**BOARD OF COMMISSIONERS
REGULAR SESSION MEETING**

THURSDAY SEPTEMBER 28, 2023



Town of Reading Meeting Posting with Agenda

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2023-09-28

Time: 6:30 PM

Building: Reading Municipal Light Building

Location: Winfred Spurr Audio Visual Room

Address: 230 Ash Street

Agenda:

Purpose: General Business

Meeting Called By: Philip B. Pacino, 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 rmldevents@rml.com. Please include your full name, address, and phone number. Comments and questions will be monitored during the meeting.

1. Call Meeting to Order – P. Pacino, 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. Presentation of Meter Lamp to Retired Commissioner John Stempeck–G. Phipps, General Manager
3. Public Comment - P. Pacino, Chair
 - Citizens' Advisory Board
 - Liaisons to the RMLD Board
 - Public Comment

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



Town of Reading Meeting Posting with Agenda

4. Approval of Board of Commissioners Meeting Minutes (attachment 1) – P. Pacino, Chair

Suggested Motion: Move that the RMLD Board of Commissioners approve the February 6, 2023; February 15, 2023; March 15, 2023; April 19, 2023; May 29, 2023; June 7, 2023, open session meeting minutes, as presented, on the recommendation of the General Manager and the Board Secretary.

5. Annual Report Confirmation (attachment 2)– G. Phipps, General Manager

Suggested Motion: Move that the RMLD Board of Commissioners approve the Annual Report for CY2022, as presented, on the recommendation of the General Manager.

6. Policy Review (attachment 3) – G. Phipps, General Manager

- Policy 18: Strategic Plan

Suggested Motion: Move that the RMLD Board of Commissioners approve Policy 18: Strategic Plan (Revision 5), as presented, on the recommendation of the General Manager.

- Policy 31: Vehicle Use

Suggested Motion: Move that the RMLD Board of Commissioners approve Policy 31: Vehicle Use (Revision 2), as presented, on the recommendation of the General Manager.

7. Procurement Requests for Board Approval (attachment 4) - G. Phipps, General Manager

- IFP 2023-37 – Pad Mounted Transformers

Suggested Motion: Move that IFP 2023-37 for Pad Mounted Transformers be awarded to: WESCO Distribution Inc., for \$659,580.00¹, pursuant to M.G.L. c. 164 § 56D, on the recommendation of the General Manager.

- IFP IFB 2023-48 - Removal, Transportation, Disposal and Remediation of Hazardous Materials

Suggested Motion: Move that IFB 2023-48 for Removal, Transportation, Disposal, and Remediation of Hazardous Materials including Emergency Response Services be awarded to: Green Site Services Group, Inc. for an estimated amount of \$50,000 per year, pursuant to M.G.L. c. 30 § 39M, as the lowest responsible and eligible bidder¹ on the recommendation of the General Manager.

8. RMLD Strategic Plan (attachment 5) – G. Phipps, General Manager

9. Finance & Accounting Report (attachment 6) – B. Bloomenthal, Director of Finance and Accounting

10. NEPPA 2023 Annual Conference Report (attachment 7) – G. Phipps, General Manager



Town of Reading Meeting Posting with Agenda

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

12. Scheduling – P. Pacino, Chair

Subsequent BoC Meetings

Wednesday October 25, 2023, 6:30 PM * Budget

Wednesday November 15, 2023, 7:30 PM

Wednesday December 13, 2023, 7:30 PM

Subsequent CAB Meetings

Thursday October 5, 2023, 5:30 PM

Thursday October 19, 2023, 5:30 PM * Budget

Wednesday November 15, 2023, 5:30 PM

Wednesday December 13, 2023, 7:30 PM

Future MEAM meetings

Wednesday November 15, 2023 (Open)

2023 Warrant Schedule

	AP	PAYROLL	Board Member Covering CAB
September	Pacino	Coulter	Bitá
October	Daskalakis	Talbot	Pacino
November	Coulter	Daskalakis	Talbot
December	Talbot	Bitá	Daskalakis

13. Executive Session – P. Pacino, Chair

Suggested Motion: Move that the RMLD Board of Commissioners go into Executive Session pursuant to Massachusetts G.L. c.164 section 47D, exemption from public records and open meeting requirements in certain instances, to consider the purchase, exchange, lease or value of real property relative to Maple Meadow and Route 125 in Wilmington, if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body, to approve executive session meeting minutes, and return to regular session, for the sole purpose of adjournment. Note: Roll call vote required.

14. Adjournment **ACTION ITEM**

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 September 11, 2023

Surplus and Scrap Material Report July and August 2023

Financials June 2023

ATTACHMENT 1
APPROVAL OF MEETING MINUTES



Town of Reading Meeting Minutes

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2023-02-06

Time: 7:00 PM

Building: Virtual

Location: Zoom

Address:

Session: Open Session

Purpose: General Business

Version: Draft

Attendees: **Members - Present:**

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

Members - Not Present:

RMLD Staff: Gregory Phipps, General Manager; Erica Morse, Executive Assistant.

Others Present:

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

Topics of Discussion:

1. **Call Meeting to Order**

Chair Bitá called the RMLD Board of Commissioner's (BoC) meeting to order at 7:03 PM.

This meeting was held remotely on Zoom. All participants were remote.

Opening Remarks and Introductions

Chair Bitá read the RMLD BoC Code of Conduct and asked all remote attendees to identify themselves.

Vice Chair Pacino served as Secretary at the meeting.

Chair Bitá suggested that moving forward the BoC vote in order of seniority. The BoC agreed to this process.

2. **Approval of General Manager Contract**

Commissioner Talbot expressed his gratitude and optimism for RMLD's new General Manager, Mr. Phipps. While many have shared similar sentiments, there is a collective hope that Mr. Phipps will bring valuable changes, redefining the role of an electric utility during these transformative times. Mr. Talbot extended his thanks to both Mr. Phipps and the Board for their efforts during the search process. This sentiment was echoed by the Board.

Mr. Phipps thanked the BoC for the opportunity.

Chair Bitá conveyed her inspiration from the team's spirit and her excitement for Mr.

Phipps to pursue trailblazing and pioneering initiatives at RMLD that could reshape the energy industry.

Vice Chair Pacino made a **motion**, seconded by Commissioner Talbot, that the RMLD Board of Commissioners approve the General Manager contract, as presented.

Motion Carried: 5:0:0 (5 in favor, 0 against, 0 abstained) *Roll call: Chair Bita, Aye; Vice Chair Pacino, Aye; Mr. Stempeck, Aye; Mr. Talbot, Aye; Mr. Coulter, Aye.*

3. Adjournment

The BoC adjourned Regular Session at 7:06 PM.

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

DRAFT



Town of Reading Meeting Minutes

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2023-02-15

Time: 7:30 PM

Building: Reading Municipal Light Building

Location:
General Managers Conference Room

Address: 230 Ash Street

Session: Open Session

Purpose: General Business

Version: Draft

Attendees: **Members - Present:**

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

Members - Not Present:

John Stempeck, Commissioner

Others Present:

RMLD Staff: Gregory Phipps, General Manager; Erica Morse, Executive Assistant; Sarah Harrington, Director of Human Resources; Bill Bullock, Director of Integrated Resources; Julie Blackley, Communications Manager; Hamid Jaffari, Director of Engineering and Operations.

RMLD Liaisons: Karen Herrick, Select Board Liaison

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

Topics of Discussion:

Call Meeting to Order

Chair Bita called the RMLD Board of Commissioner's (BoC) meeting to order at 7:30 PM and announced that the meeting would be held in person, remotely on Zoom, and streamed live on RCTV and YouTube.

Opening Remarks and Introductions

Chair Bita read the RMLD BoC Code of Conduct and asked all remote attendees to identify themselves.

Vice Chair Pacino served as Secretary at the meeting.

Karen Herrick, Select Board Liaison, attended remotely.

Public Comment

Public Comment

There was no comment from the public at this meeting.

Citizens' Advisory Board (CAB)

Mr. Soni said that the next CAB meeting will take place on February 23, 2023.

Liaisons to the RMLD Board

Karen Herrick congratulated RMLD on the new AV equipment, and noted the presentations are difficult to see. RMLD took the action item to ensure the BoC packets are formatted

appropriately.

Approval of Meeting Minutes

Materials: September 15, 2022, Draft Meeting Minutes (attachment 1).

The September 15, 2022, regular session minutes were approved as presented.

Ms. Morse highlighted two changes in the meeting minutes format; the acronyms being at the front of the minutes and the presentations being linked within the PDF.

Vice Chair Pacino made a **motion**, seconded by Commissioner Talbot, that the RMLD Board of Commissioners approve the minutes of the September 15, 2022, meeting on the recommendation of the General Manager. **Motion Carried: 4:0:1** (4 in favor, against; 0 abstained, 1 absent) *Roll Call Vote: Chair Bitz, Aye; Vice Chair Pacino, Aye; Mr. Talbot, Aye; Mr. Coulter, Aye. Commissioner Stempeck was absent from the meeting.*

RMLD Procurement Requests for Board Approval

Materials: IFB 2023-02 Board Letter (attachment 2).

Hamid Jaffari presented procurement requests for approval to the BoC.

IFB 2023-02 Hourly Rates for Professional Manpower, Vehicles, Trade Tools, and Equipment for Underground Electrical Distribution Construction and Maintenance

For bid purposes only, rates were based on an estimated 350 hours of straight time and 50 hours of overtime per year.

RMLD is required to award the bid to the lowest responsible and responsive bidder under chapter 30/39M. Power Line Contractors, Inc. (PLM) was the lowest bidder by \$5,275.

Mr. Jaffari provided historical data, stating that RMLD paid an average of \$575,877 annually for the past three years with the previous contract.

Vice Chair Pacino requested that the budget amount be included in future bids. Commissioner Coulter inquired about the previous contractor's term of three years and asked if there was any interest in extending the contract to a five-year term. Commissioner Coulter expressed concern about a short three-year contract and the challenges in developing continuity with a foreman and crew. Mr. Jaffari mentioned that the limit is likely three years, but RMLD will check and provide an update.

Vice Chair Pacino made a **motion**, seconded by Commissioner Talbot, that bid 2023-02 for: Hourly Rates for Professional Manpower, Vehicles, Trade Tools, and Equipment for Underground Electrical Distribution Construction and Maintenance be awarded to: Power Line Contractors, Inc., pursuant to M.G.L. c. 30 § 39M as the lowest responsible and eligible bidder for an estimated three-year total of \$373,050 on the recommendation of the General Manager. **Motion Carried: 4:0:1** (4 in favor, against; 0 abstained, 1 absent) *Roll Call Vote: Chair Bitz, Aye; Vice Chair Pacino, Aye; Mr. Talbot, Aye; Mr. Coulter, Aye. Commissioner Stempeck was absent from the meeting.*

Policy 11: Code of Conduct

Materials: Policy 11: Service with Excellence Draft (attachment 3).

Greg Phipps presented a new policy, initially called "Code of Conduct", which was revised to be more concise and impactful.

The focus is on safety, teamwork, personal responsibility, serving, and contributing. The goal is to set expectations without being prescriptive and avoiding consequences.

Mr. Phipps requested feedback on tone and content from the BoC; not wordsmithing.

Commissioner Coulter suggested the policy is more like a mission statement and questioned its enforceability. Mr. Phipps agreed and will consider renaming or reclassifying the policy.

Chair Bita noted the policy is more like a code of conduct pledge, intended to set expectations and remind employees of their responsibilities.

Mr. Phipps mentioned the plan to streamline the organization's policies, with "Serving with Excellence" being another step.

It was decided that Policy 11 would be discussed further at the next meeting. The original motion, made by Vice Chair Pacino and seconded by Chair Bita, would be withdrawn and not voted on at this meeting.

Approval of the Director of ENE

Greg Phipps provided background on the BoC approving the Director of Energy New England (ENE).

Mr. Phipps explained that RMLD, as an equity holder, has a seat on the ENE Board of Directors, with the general manager holding that seat. There are three external directors who serve a 3-year term.

One of the founding members of the ENE Board retired in December, and a recommendation was made for RMLD to support the appointment of Paul Hibbard as one of the three external directors of the ENE Board.

Mr. Phipps shared Paul Hibbard's background, noting that he is the Principle of the Analysis Group, former Chairman of the Massachusetts Department of Public Utilities, and has expertise in modeling economics, public policy, and energy. Hibbard holds a Master's in Energy and Resources from UC Berkeley and a BS in Physics from UMass Amherst.

Mr. Phipps mentioned that Hibbard is highly experienced in power and energy, making him a valuable addition to the ENE board.

Chair Bita asked how the other municipalities are voting. Mr. Phipps responded that Concord, Wellesley, Taunton, Hingham, and Braintree are expected to support Hibbard's appointment.

Mr. Phipps confirmed that Hibbard would be replacing Thomas Whitney on the ENE board.

Mr. Phipps cited additional examples of Hibbard's experience, such as the work he has done for RMLD and his involvement in ENE strategy planning and projects for the past several years.

The suggested motion was amended to state that the RMLD BoC should direct the General Manager to vote to elect Paul Hibbard.

Vice Chair Pacino made a **motion**, seconded by Chair Bita, that the RMLD Board of Commissioners direct the General Manager to vote to elect Paul Hibbard as Director of the Energy New England Board, to service in that capacity for a term as defined in Section 3.2 of the Energy New England Operating Agreement. **Motion Carried: 4:0:1** (4 in favor, against; 0 abstained, 1 absent) *Roll Call Vote: Chair Bita, Aye; Vice Chair Pacino, Aye; Mr. Talbot, Aye; Mr. Coulter, Aye. Commissioner Stempeck was absent from the meeting.*

Integrated Resources Report

Materials: Power Supply, Rates, Storage Presentation (attachment 4).

Greg Phipps presented the IRD Report to the BoC.

Mr. Phipps introduced Bill Bullock, the new Director of IRD. Mr. Phipps highlighted Mr. Bullock's experience in the energy sector (over 25 years) and cited relevant work for the BoC. Mr. Phipps expressed excitement to have Mr. Bullock on the team and noted that Mr. Bullock will lead the discussion on the IRD report scheduled for next month's meeting.

Power Supply Hedging (slide 2)

Mr. Phipps provided an update on RMLD's power supply hedging position, stating that the current power supply portfolio is in good shape, but it requires continuous management.

Mr. Phipps referenced the chart on slide 2, highlighting that in the middle of 2022, open market opportunities were expensive, but prices have now returned to more normal levels.

Mr. Phipps emphasized that global events have influenced the current external market.

RMLD is considering increasing the hedge position closer to 90% in March, depending on the analysis. The forward price curve is down, and it is believed that the market is closer to the bottom than any peak.

Natural gas prices (\$3), which impact electricity prices, are currently down from last summer (\$9). Mr. Soni asked if the low natural gas prices were the main drive. Mr. Phipps confirmed that they were.

Commissioner Coulter mentioned that National Grid had considered revising rates but decided against it for the time being.

Ms. Herrick inquired about the potential for ratepayers to see a rollback in recent increases.

Mr. Phipps explained that on the power supply part of the bill, any downward pressure is passed directly to ratepayers. Due to the decreasing wholesale part of RMLD's portfolio, the previously approved rate increase may be lower than anticipated.

Mr. Phipps added that the final numbers for the March bills will be analyzed next week but are expected to be lower than initially forecasted in January.

Palmer Generation Plant (slide 3)

Mr. Phipps provided an update on the Palmer generation plant, which was initially scheduled to be commissioned by the end of March 2022, but had been extended to March 31, 2023. Multiple MLPs were part of the contract, but no known construction has been done on the property to date.

RMLD plans to issue a formal termination letter for the contract within the prescribed window to ensure all legal requirements are met.

Mr. Phipps confirmed that RMLD has made other provisions for power in lieu of any Palmer plant electric output.

Commissioner Coulter inquired about any final costs associated with Palmer. Mr. Phipps clarified that there would be no additional fees for RMLD related to the termination.

Coincident Industrial Peak Rate – Concept (slide 4)

Mr. Phipps discussed the ongoing efforts to increase time-of-use meters and the development of an EV rate and coincident industrial peak rate.

Mr. Phipps explained that RMLD's capacity and transmission costs are driven by monthly peaks (transmission) and annual peaks (capacity).

RMLD works to reduce load during peak hours through the "Shred the Peak" program, 5 MW battery system, and a 2.5 megawatts (MWs) generator system. However, the program has seen limited participation, especially from industrial customers.

To encourage industrial customers to reduce their load during peak hours, RMLD is proposing to change the industrial demand charge to be tied to RMLD's monthly peak or annual capacity peak, rather than their individual peak. This would align the customers' interests with RMLD's cost structure and create an incentive for them to take action. The new program should be revenue-neutral, but with the potential for customers to save on their bill if they reduce their demand during peak times.

The BoC discussed the details of the proposed program and how it would affect industrial customers.

Commissioner Coulter asked about the incentive for industrial customers to participate, and Mr. Phipps explained that reducing their peak load could result in significant savings on their monthly bill.

Commissioner Talbot asked about the potential peak savings, and Mr. Phipps provided a rough estimate of 1MW load reduction, which could save RMLD and its customers over \$150,000.

Chair Bitz asked if the program would be expanded to other customer groups if it is successful. Mr. Phipps confirmed that if successful, it could be applied to residential customers by 2024 or 2025.

The group considered ways to introduce and promote the new program to industrial customers. Mr. Soni suggested using customers' past summer month profiles to demonstrate the potential savings.

Mr. Phipps confirmed that RMLD would use historical data from the past three summers to show the potential benefits of the program.

New EV1 Time of Use rate – EV focused (slide 5)

As an update to prior discussions, Mr. Phipps discussed the implementation of a new electric vehicle (EV) rate for residential customers to encourage them to charge their vehicles overnight, when the demand for electricity is lower.

The goal is to promote the adoption of electric vehicles and shape customer behavior to help reduce the demand during peak hours.

Commissioner Talbot expressed concerns about creating an entirely new rate, as it might lead to a loss of revenue and cherry-picking based on individual situations.

Mr. Phipps proposed merging the new EV rate structure into the existing A2 time-of-use rate for residential customers, creating a single residential time-of-use rate.

Mr. Phipps emphasized the importance of aligning customer behavior with the cost of electricity, as well as promoting energy efficiency and reducing incremental load.

It was acknowledged that as the number of electric vehicles grows, there will always be customers who don't care about when they charge their vehicles. However, by implementing the residential time-of-use rate, RMLD hopes to encourage customers to be more aware of their energy consumption and adapt their behavior accordingly.

Battery Storage (slide 6)

Mr. Phipps discussed the progress of the existing 5 MW battery storage system at Station 3, which is now operating at full capacity.

Mr. Phipps highlighted the RFP submissions for additional battery storage systems within RMLD territory, outlined on slide 6. Analysis and recommendations are underway.

An additional Maple Meadow system is being evaluated as a grid connection in addition to a distribution connection.

Discussions are ongoing with two companies regarding long-duration storage systems, with potential pilot locations being considered for the end of 2024.

Mr. Phipps acknowledged the need to develop new programs for industrial customers, as the largest efficiency improvement opportunity (lighting) has already been implemented. Going forward, the focus is on changing customer behavior to reduce peak load.

Mr. Phipps mentioned the commercial custom energy efficiency program that provides incentives for customers to choose more efficient systems.

Commissioner Talbot suggested considering aggressive demand side management and financial incentives for industrial customers to reshape their energy use, potentially reducing the need for additional battery storage systems.

Mr. Jaffari noted that demand side management is under customer control, not RMLD control.

Commissioner Coulter emphasized the need to focus on RMLD's side of the equation and make it easy for businesses to join efficiency programs without dictating how they run their operations.

Mr. Phipps took the action item of investigating and developing new efficiency programs for industrial customers, focusing on behavioral change and incentives.

Commissioner Talbot asked how much installed solar capacity is in RMLD's territory? Mr. Phipps responded that 9 MW of solar generation are currently installed within RMLD territory.

Alternative ideas on changing customer behavior through incentives with solar was discussed.

Mr. Phipps emphasized that the Department is ultimately looking for ways for customers to reduce their usage through behavior at home.

Human Resources Report

Materials: Human Resources Update Presentation (attachment 4).

Sarah Harrington, Director of Human Resources, provided an HR report to the BoC.

Ms. Harrington noted that HR's primary focus is on recruitment, with the goal of increasing the number of employees from 76 to 100 by the end of 2023. There is also a focus around leadership and supervisor development and streamlining processes using a Human Resource Information System (HRIS).

HCM – Workforce by Generation (slide 3)

Ms. Harrington presented the workforce generation demographics and emphasized the importance of understanding the needs and motivations of different generations in the workforce.

Ms. Harrington discussed the need to transfer the tribal knowledge of the baby boomer generation to younger employees as they phase out of the workforce.

Departures (slide 4)

Ms. Harrington highlighted RMLD's turnover rates, which nearly doubled from 10 in 2021 to 19 in 2022, noting the impact of retiring employees.

Tenure (slide 5)

37% of employees have been with RMLD for less than five years, and 30 employees have been with RMLD for less than 12 months. Ms. Harrington emphasized the importance of retention and revealed that the primary driver of employee turnover is a poor relationship with their manager, rather than financial reasons.

Ms. Harrington discussed the need to invest in training and development programs to help employees grow within the organization.

Recruiting (slide 6) and Recruiting Avenues (slide 7)

Ms. Harrington outlined the company's plans to hire 25 new employees in 2023, which includes the use of various platforms such as ZipRecruiter, LinkedIn, Chamber of Commerce, and job fairs at local colleges. Ms. Harrington emphasized the success of internal referrals in attracting new employees.

Leadership and Supervisor Development (slide 8)

RMLD's intention is to provide soft skills training and compliance training to managers and frontline supervisors.

The Department partners with MIIA to access free training courses and collaborates with the town to provide additional training resources.

Streamline Processes (slide 9)

RMLD will be implementing an HRIS system to streamline processes and provide access to critical data at a glance. The HRIS system will help manage the business more effectively and allow RMLD to identify trends and areas in need of improvement.

Commissioner Coulter asked about where the increase in employees would be distributed. Ms. Harrington explained that it would be spread across various departments, including analyst positions, engineering, operational assistants, control room operators, and substation technicians.

Mr. Soni asked about the number of hires in Engineering and Operations, Mr. Jaffari stated that E&O plans to hire 6-7 people.

Communications Report

Materials: Communications Update Presentation (attachment 5).

Julie Blackley, Communications Manager, provided a report to the BoC.

Customer satisfaction survey

RMLD has met the residential goal of number of respondents and are close to meeting the commercial goals for number of survey respondents. The final Customer Survey report will be provided to RMLD on March 10th, and the Department will present the Customer Survey findings to the BoC at the March or April meeting.

Website refresh

RMLD's aim is to make the website more user-friendly, especially for mobile devices, and adding more relevant content.

Social media

RMLD is experiencing steady organic growth, with Facebook being a significant source of web referrals.

Home energy audit webinar

The event was successful, with a spike in audit registrations following the webinar.

Bill increase announcement

RMLD proactively updated the website and sent communications to local media, ensuring that key messages were included in the coverage.

Other highlights

Ms. Blackley highlighted that the space heater safety tips were shared on Reading Patch. Additionally, RMLD is planning the elementary school art contest and the high school art contest.

The BoC discussed the tradition of the elementary school art contest and the potential negative impact of ranking the students' artwork. RMLD agreed to consider changing the format next year to be more inclusive and encouraging, potentially by showcasing all the submissions in a gallery instead of ranking them.

General Manager's Report

Materials: General Manager Update Presentation (attachment 6).

Greg Phipps provided a GM report to the BoC.

Preliminary Ash Street Development Milestones (slide 2)

Mr. Phipps discussed the development of the Ash Street site milestones. The goal is to move into a new building in the second quarter of 2029 and transform the current campus by the first quarter of 2030.

RMLD and the Town of Reading have collaboratively set milestones and are working together to achieve these goals.

RMLD is actively pursuing grants to fund projects, including smart grid modernization, grid resiliency, and security grants. Four grant applications have already been submitted, and RMLD has received favorable responses so far. RMLD is also exploring grants for solar projects, such as Maple Meadows and industrial solar projects.

Vice Chair Pacino inquired about the buildings behind the current site and whether they would be included in the campus concepts.

Mr. Phipps confirmed that the entire campus would be considered in the development plans, with RMLD working closely with the town of Reading to make it happen. RMLD is supportive.

Scheduling

Chair Bitz stated that the next meeting will be held on March 15, 2023,

Adjournment

Vice Chair Pacino made a **motion**, seconded by Chair Bitá, that the RMLD Board of Commissioners adjourn Regular Session. **Motion Carried: 4:0:1** (4 in favor, against; 0 abstained, 1 absent) *Roll Call Vote: Chair Bitá, Aye; Vice Chair Pacino, Aye; Mr. Talbot, Aye; Mr. Coulter, Aye. Commissioner Stempeck was absent from the meeting.*

Regular Session adjourned at 9:24 PM.

DRAFT



Town of Reading Meeting Minutes

2018-09-22 LAG

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2023-03-15

Time: 7:30 PM

Building: Reading Municipal Light Building

Location:

General Managers Conference Room

Address: 230 Ash Street

Session: Open Session

Purpose: General Business

Version: Draft

Attendees: **Members - Present:**

Marlena Bitá, Chair (Joined at 8:40 PM); Philip Pacino, Acting Chair (until 8:40 PM) & Vice Chair; John Stempeck, Commissioner; David Talbot, Commissioner; Robert Coulter, Commissioner.

Members - Not Present:

Others Present:

Citizens' Advisory Board Representative: Ken Welter (Lynnfield).

RMLD Staff: Gregory Phipps, General Manager; Erica Morse, Executive Assistant; Bill Bullock, Director of Integrated Resources; Hamid Jaffari, Director of Engineering and Operations.

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

Topics of Discussion:

Call Meeting to Order

Acting Chair Pacino called the RMLD Board of Commissioner's (BoC) meeting to order at 7:34 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

Acting Chair Pacino read the RMLD BoC Code of Conduct and asked all remote attendees to identify themselves.

- Vice Chair Pacino served as Secretary at the meeting.
- Vice Chair Pacino served as Acting Chair until the arrival of Chair Bitá.
- Chair Bitá joined the meeting remotely at 8:40 PM.

Public Comment

- There was no comment from the public at this meeting.
- There was no comment from the Citizens' Advisory Board at this meeting.
- There was no comment from the Town liaisons to the RMLD at this meeting.

Approval of Meeting Minutes

Materials: October 20, 2022, Draft Meeting Minutes (attachment 1).

The October 20, 2022, regular session minutes were approved as presented.

Commissioner Stempeck made a **motion**, seconded by Commissioner Coulter, that the RMLD Board of Commissioners approve the open session meeting minutes of the October 20, 2022, meeting, on the recommendation of the General Manager and the Board secretary. **Motion Carried: 4:0:1** (4 in favor; 0 against; 1 absent) *Roll Call Vote: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye. Chair Bita was absent from the meeting.*

RMLD Procurement Requests for Board Approval

Materials: Procurement Requests for Board Approval (attachment 2)

Hamid Jaffari presented the procurement requests for approval to the BoC.

IFB 2023-03 Mailing Services for Municipal Electric Bills

Materials: Board Letter (attachment 2)

RMLD went out to bid for these services in 2019 and the three-year contract was for ~ \$104K. This time, bids are anticipated to come in at ~ \$150K. The bid is structured to give the General Manager authorization not to exceed \$150K.

Commissioner Coulter asked about the option to extend the contract if bids are not received in time. Mr. Jaffari responded that there is usually the option for a six-month extension.

Commissioner Stempeck made a **motion**, seconded by Commissioner Talbot, that the RMLD Board of Commissioners authorize the General Manager to award the contract for IFB 2023-03, Mailing Services for Municipal Electric Bills, to the lowest responsive and responsible bidder, provided that the total price does not exceed \$150,000 for the three-year contract.

Motion Carried: 4:0:1 (4 in favor; 0 against; 1 absent) *Roll Call Vote: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye. Chair Bita was absent from the meeting.*

IFB 2023-25 – Grounds and Landscape Services

Materials: Board Letter (attachment 2)

RMLD went out to bid for these services in 2020 and the three-year contract was for ~ \$452K. The bid was canceled because the bids received exceeded the funds available. This time, bids are anticipated to come in at ~ \$150K, and there are 50 vendors interested in bidding. The bid is structured to give the general manager authorization not to exceed \$150K.

Commissioner Stempeck made a **motion**, seconded by Commissioner Talbot, that the RMLD Board of Commissioners authorize the General Manager to award the contract for IFB 2023-25, Grounds and Landscape Services, to the lowest responsive and responsible bidder provided that the total price does not exceed \$150,000 for three-year contract. **Motion**

Carried: 4:0:1 (4 in favor; 0 against; 1 absent) *Roll Call Vote: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye. Chair Bita was absent from the meeting.*

IFP 2023-12 – Pole Mounted Transformers

Materials: Board Letter (attachment 2)

The bid for pole mounted transformers comes under the Chapter 164 award - it does not have to be awarded to the lowest bidder. The successful bidder was also the lowest bidder, MVA Power. The lead time is 28-30 weeks, as opposed to other bidders at 60-75 weeks.

One of RMLD's engineers attended a conference last month and was introduced to MVA Power. MVA power is a legitimate company, who provided references.

Vice Chair Pacino inquired about the company and if any issues were found. RMLD checked out MVA power, who seem to be a legitimate company. References were provided.

Commissioner Coulter raised concerns about the methodology for tracking returns, given that the company is relatively new in size and scope. Mr. Jaffari explained that the transformers will come with warranties and if anything is wrong with the product, defective units can be sent back and replaced with new ones.

Commissioner Stempeck inquired about the company's revenues and if they are substantial enough to withstand returns. Mr. Jaffari did not have that information on hand but agreed to provide it later.

Commissioner Stempeck moved to table the motion until additional information could be obtained.

Commissioner Stempeck made a **motion**, seconded by Commissioner Coulter, to table the motion, that IFP 2023-12 for Pole Mounted Transformers be awarded to: MVA Power, Inc., for \$581,061.72, Items 1-4 pursuant to M.G.L. c. 164 § 56D, on the recommendation of the General Manager. **Motion Carried: 4:0:1** (4 in favor; 0 against; 1 absent) *Roll Call Vote: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye. Chair Bitu was absent from the meeting.*

IFP 2023-13 – Pad Mounted Transformers

Materials: Board Letter (attachment 2)

The successful bidder was WESCO, who submitted two bids. The first had longer lead times and no quote for two of the transformers. The second scenario had shorter lead times but was substantially more expensive than the first batch. However, it met all the criteria requested without any exceptions.

Commissioner Stempeck made a **motion**, seconded by Commissioner Coulter, that IFP 2023-13 for Pad Mounted Transformers be awarded to: WESCO Distribution, Inc., for \$2,116,556.00, pursuant to M.G.L.c.164 § 56D, on the recommendation of the General Manager. **Motion Carried: 4:0:1** (4 in favor; 0 against; 1 absent) *Roll Call Vote: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye. Chair Bitu was absent from the meeting.*

Integrated Resources Department Report

Materials: Integrated Resources Report (attachment 3).

Bill Bullock presented the Integrated Resources Department (IRD) Report to the BoC.

Mr. Bullock provided an overview of the Integrated Resources Department (IRD), discussing key drivers, organizational structure, and the planning process.

Integrated Resource Division Key Drivers (slide 3)

Reliable, low-cost, and non-carbon power are the overall objectives for RMLD. In order to achieve these goals, investments in infrastructure, data analytics, and customer engagement are necessary. The department is also focused on seeking low-cost sources of power, evaluating and structuring contracts, and managing the impact of customer electrification.

IRD Organization (slide 4)

Mr. Bullock discussed the IRD's organizational structure, as outlined on slide 4. Commissioner Coulter confirmed that all customer service roles already existed.

Vice Chair Pacino asked about the open positions on the chart. Mr. Bullock confirmed that they have identified two candidates for the open positions and are waiting for their responses. Mr. Phipps added that a new IRD engineer will start next month, and the Department is working on filling the remaining positions.

RMLD Integrated Resource Planning (slide 5)

Mr. Bullock explained the continuous process in place for IRD, which involves forecasting

load, considering the impact of energy efficiency and electrification programs, and maintaining good customer engagement through rebate and incentive programs.

The management of renewable energy certificates is important for compliance with greenhouse gas emissions standards and keeping rates low.

Hydro Renewal – Gravity (slide 6)

Mr. Bullock discussed the renewal of two hydro contracts with Gravity Renewables, which involves two facilities, Wyre Wynd and Connecticut #5.

Mr. Bullock provided details on the environmental justice reports, FERC licensing, and the diversity of supply from the two separate watersheds.

Commissioner Stempeck asked about Gravity Renewables' background and whether they are a private equity firm. Mr. Bullock clarified that Gravity Renewables is a private developer specializing in hydro facilities, and RMLD has been working with them for approximately 10 years. Mr. Phipps added that the contracts for both facilities are being combined for administrative efficiency and that Gravity Renewables has been reliable in the past.

Commissioner Talbot inquired about the environmental review process for the facilities, which have been in operation since the late 1800s.

Mr. Phipps explained that the review primarily focuses on the environmental aspect and involves examining any past protests or concerns from local agencies and residents. RMLD has been proactive in requesting such reviews and is ahead of the curve compared to other organizations.

Commissioner Stempeck made a **motion**, seconded by Commissioner Talbot, that the RMLD Board of Commissioners, contingent on the recommendation of the Citizens' Advisory Board, vote to accept the General Manager's recommendation to execute a new contract for energy and associated certificates, from Gravity CT #5 and Gravity Aspinook Wyre Wynd hydro facilities, contingent on appropriate environmental due diligence. **Motion Carried: 4:0:1** (4 in favor; 0 against; 1 absent) *Roll Call Vote: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye. Chair Bita was absent from the meeting.*

3Q 2022 Certificates- quarterly report (slide 7)

RMLD retired 26% of certificates, aligning with the target of retiring 2.5% per year up to 2030. For 2023, the retirement rate will be increased to 29%, with plans to progressively increase it in the subsequent years.

There was lower REC creation in Q3 due to dryer July, August, and September, resulting in lower hydro energy production during this period.

80% of certificates above the retirement threshold (26%) were sold.

In Q4, RMLD expects increased RECs due to lowered load and higher percentage of generation with certificates, which will balance out the deficits from Q3.

Mr. Phipps emphasized the significance of meeting state compliance requirements and noted that Policy 30 will continue to guide the retirement and sales percentages, with 26% for 2022 and 29% for 2023.

Commissioner Coulter inquired about potential shifts in financial and energy outlooks, and asked if current strategies are relevant given global changes since the strategy's inception.

Commissioner Coulter proposed considering a revised approach, potentially affecting current certificate holdings. Mr. Phipps clarified that certificates sales are applied against the fuel portion, directly linking certificate value with energy, where certificate sales reduce total energy costs.

Mr. Phipps discussed relevant market stability observations for 2023 and noted that the volatility should not be as intense as 2022. Certificate value for the year, especially class ones, is around the \$36-37 / Class 1 certificate range and is relatively stable.

It was reiterated that actions for previous year's certificates need to be decided by June 15th of each year. No forfeits are desired due to the intrinsic value of certificates.

Mr. Phipps suggested that RMLD conduct a re-evaluation of Policy 30, considering market stability for 2023 and potential adjustments at a future meeting.

Approval of GM attendance at the 2023 Transmission & Distribution Summit

Materials: T&D Summit Information (attachment 4).

Mr. Phipps requested BoC approval for attendance at the 2023 Transmission & Distribution Summit.

Mr. Phipps highlighted key conference agenda topics that are relevant to the RMLD: sustainability and building decarbonization plans, resiliency strategies, flexible load, transmission systems, and energy storage.

Commissioner Stempeck made a **motion**, seconded by Commissioner Coulter, that the RMLD Board of Commissioners approve Greg Phipps's travel to, and attendance at, the Transmission & Distribution Summit to take place on May 1st -3rd 2023 at the Encore Boston Harbor, in Boston, Massachusetts. **Motion Carried: 4:0:1** (4 in favor; 0 against; 1 absent) *Roll Call Vote: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye. Chair Bita was absent from the meeting.*

Approval of GM attendance at NEPPA's 2023 RodE&O

Materials: NEPPA RodE&O Agenda (attachment 4).

Mr. Phipps requested BoC approval for attendance at the 2023 NEPPA RodE&O.

Mr. Phipps noted that this conference is more focused on engineering and operations.

Commissioner Coulter asked if RMLD has a team going and Mr. Phipps responded no.

Commissioner Stempeck made a **motion**, seconded by Commissioner Coulter, that the RMLD Board of Commissioners approve Greg Phipps's travel to, and attendance at, the Northeast Public Power Association's (NEPPA) 2023 RodE&O Conference and Expo to take place on May 9th -11th 2023 at the Common Man Inn, in Plymouth, Massachusetts. **Motion Carried: 4:0:1** (4 in favor; 0 against; 1 absent) *Roll Call Vote: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye. Chair Bita was absent from the meeting.*

Approval of GM attendance at the 2023 APPA National Conference

Materials: APPA National Conference Agenda (attachment 4).

Mr. Phipps requested BoC approval for attendance at the 2023 APPA National Conference.

RMLD recently participated in the legislative rally in DC organized by APPA.

The value and resources offered by APPA were discussed, with emphasis on training sessions and valuable resources they offer.

Mr. Phipps emphasized that RMLD is already an APPA member. Plans are underway to further leverage the membership for more benefits. APPA, being a national organization, provides a unique platform for knowledge sharing.

Vice Chair Pacino mentioned that in the past, RMLD commissioners attended this conference, and it was very beneficial.

Commissioner Stempeck stressed the importance of networking and learning from peers in

the industry.

Mr. Phipps noted that RMLD sent two engineers to the DistribuTECH conference, highlighting the significance of understanding the rapidly changing industry.

Commissioner Coulter inquired about the relationship between NEPPA and APPA. Mr. Phipps clarified that while NEPPA operates regionally, APPA has a national presence. Some leaders from NEPPA are part of APPA committees. NEPPA's primary focus is on operations and training, including hands-on training like apprentice and meter tech training. In contrast, APPA leans more towards classroom-based training.

Commissioner Talbot noted that he didn't recall the GM attending the APPA conference in the past. Mr. Phipps responded that while the previous GM did not attend, General Managers from other MLP attend consistently.

Commissioner Talbot raised concerns regarding potential redundancy in training sessions. Mr. Phipps emphasized the importance of time over financial costs in deciding conference attendance.

Commissioner Stempeck made a **motion**, seconded by Commissioner Coulter Move that the RMLD Board of Commissioners approve Greg Phipps's travel to, and attendance at, the 2023 American Public Power Association (APPA) National Conference to take place on June 16th – 21st 2023, at the Seattle Convention Center, in Seattle, Washington. **Motion Carried: 4:0:1** (4 in favor; 0 against; 1 absent) *Roll Call Vote: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye. Chair Bita was absent from the meeting.*

General Manager's Report

Materials: Grant letter of support (supplemental)

Greg Phipps provided the General Manager's report to the BoC. Mr. Phipps intends to provide more regular email updates between meetings for better efficiency.

Personnel Update

Mr. Phipps emphasized the importance of team morale from a leadership perspective.

Mr. Phipps added that the team's mood seems strong. The staff is content, challenged, and engaged.

During HR recruitment, RMLD is described as "energized" to indicate its active and vibrant nature. The goal is to shape the utility to fit the modern world's context.

Mr. Phipps provided highlights related to HR recruitment and noted that the Director of Human Resources has shown vigor in the recruitment process.

Mr. Phipps noted that the line team is fully staffed and functions well. Similarly, the IRD team is expanding.

The Director of Finance and Accounting is working diligently, overseeing on-going grant initiatives and preparing the annual audit, set for next week.

There are two key leadership positions under the E&O group that are challenging to fill, but efforts are in place to recruit for these roles.

Mr. Phipps discussed the internship and co-op program, noting that efforts are in place to introduce a more consistent Co-op program.

The summer intern program, reintroduced last year, is looking to onboard four interns with offers already extended to two candidates. Interns will be engaged at RMLD typically for 10 weeks. Connections have been re-established with various educational institutions like Northeastern, WPI, Merrimac, and UMass Lowell.

Historically, in the '80s and '90s, the Co-op program was strong, with some past participants later becoming long-term employees. The program is a valuable talent source.

Customer Survey

The initial surveying was completed and a presentation with results and analysis is currently being compiled. A more detailed examination has been requested.

The Communications Manager is scheduled to present the findings at the April meeting.

Internal discussions, with contributions from Commissioner Talbot, have been held regarding the survey questions. Preliminary discussions suggest better results than the previous survey, though not perfect.

2023 Rates Implementation

The 2023 rates were successfully implemented on March 1st.

The numbers show that these rates, largely influenced by power supply considerations, are lower, which is a positive development for RMLD customers.

Green Communities and Billing System Upgrades

Preparations are underway to implement a Green Community charge exclusively for Reading customers.

Collaboration between the Commonwealth's Renewable Trust and the Department of Energy Resources (DOER) is essential for the program's implementation. If all the pieces align, the target for the program's administration is around May.

RMLD's role is primarily administrative: collection and remittance of funds to the renewable trust.

Coordination between the town of Reading and RMLD remains strong.

Work is ongoing on the billing system to accommodate this charge and is expected to be resolved.

The COGSDALE billing system is undergoing an upgrade. The system had lagged in updates, prompting the Director of IT to prioritize its modernization. The upgrade is expected to align with RMLD's billing cycles.

Time of Use & EV1 A3 Rates

Feedback from previous sessions is being considered in the ongoing exploration of ways to implement 'time-of use' rates. Collaborative work with the New Hampshire Electric Cooperative is in progress, which can support hourly rates. Consideration is ongoing on how to integrate this with the billing system.

AMI MDM System Bids

RMLD received the bids for the AMI MDM system and anticipates presenting the results at the April meeting. Given the limitations of the COGSDALE system, creative solutions may be needed to implement time-of use via the MDM system. The objective remains to have the MDM system in place by year end, with strong support for ensuring its effective implementation.

Strategic Directions

Mr. Phipps highlighted RMLD's Charter: reliable, low-cost, non-carbon electricity." Low-cost" is defined as competitively priced, not cheap.

RMLD is engaging in continuous efforts on in-territory generation storage systems to ensure price stability and system reliability. The Department is exploring partnerships for in-territory generation, including hydrogen-based solutions. Progress has been made via connections and ongoing discussions.

Bids for storage systems spread across the territory are under evaluation. The intent is to add more storage by end of 2024. Discussions with long-duration storage companies have accelerated, with the goal to implement a long term system by late 2024.

Mr. Phipps mentioned concerns about the regional network's fragility, especially with the closure of the 1600 MW Mystic generation facility in Boston next May 2024. Mr. Phipps discussed the impact of the potential LNG port and terminal closures on the natural gas infrastructure, noting that 50% of regional wholesale energy via natural gas generators.

Security Concerns

Cybersecurity: RMLD has adopted multi-factor authentication for system logins and increased password length to 14 characters.

Physical Security: RMLD has increased rounds and police awareness, especially around substations. Remote camera security system upgrades are in progress. Mr. Phipps highlighted considerations for physical screening, particularly at substation 4.

Vice Chair Pacino raised concerns about potential effects on RMLD due to Silicon Valley Bank and Signature Bank collapses. Mr. Phipps responded that there have been no alerts or indications of any impact to RMLD.

Commissioner Stempeck inquired about new or different cybersecurity measures. Mr. Phipps mentioned several measures have been adopted and introduced for both cybersecurity and physical security.

Grants and Budget Discussion

Mr. Welter inquired about the status of grants. Mr. Phipps responded that 3 conceptual papers approved, and RMLD was invited for a follow-up. This week, the first actual proposal for grid modernization will be submitted. The proposed budget is \$20 with a potential \$10m grant.

Mr. Phipps presented a letter of support for elected commissioners to sign and noted that two senators and a congressman sent a letter of support. Mr. Phipps highlighted the importance of additional support, and the value in having support from elected officials.

Investments and Return

Commissioner Stempeck asked a question about investments vehicles of RMLD funds. Mr. Stempeck cited the example of an organization gaining significant interest through bond ladders in Fidelity Treasury bonds.

Mr. Phipps acknowledged the request for bond ladders and referenced the application for PTF reimbursement as another source of funds.

RMLD's focus is on how to handle electrification costs and revenue from additional customers. The Department is exploring alternate funding methods for low-cost, non-carbon service.

Metering Systems and Data Collection

Commissioner Coulter asked a question on the new metering systems cost versus benefits, and cited concerns about data collection systems' efficiency.

Mr. Jaffari emphasized that the new MDM system will be the housing for metering data, in support of data analytics by several teams within RMLD.

Mr. Phipps emphasized the importance of analyzing collected data. Forecasting is a critical management tool, particularly load growth and the behavior driving it.

Mr. Phipps noted the challenge of matching intermittent power supply with load.

The aim is to influence customer behavior using time of use rate.

Commissioner Talbot noted concerns on real time data collection. There is a need for a cost-benefit analysis before implementing rates reliant on data RMLD may not have.

Mr. Phipps provided further insight into data collection. Currently, RMLD has interval data from meters. The data intervals vary; some are hourly, others 15-minute, and the industrial ones are 5-minute. The MDM system, which is a several hundred-thousand-dollar investments, was introduced to use this data.

Mr. Jaffari reiterated the main functionalities of the MDM system: Data analytics for forecasting and contract setup; VEE (Validation Estimation and Editing) for missing data prediction and demand response and DSM (demand side management) program implementation. The overall benefit is that the system saves money.

RMLD's involvement in the Green Communities program

Commissioner Talbot asked for clarity on RMLD's involvement in the Green Communities program and whether there was any action required from the BoC.

Mr. Phipps clarified that the main responsibility of RMLD is to ensure that the billing system is prepared.

The current delay in the process is between Renewable Trust and DOER, not RMLD. RMLD acts as a transaction manager, collecting and forwarding the funds.

Commissioner Talbot asked about the financial implications for the Town of Reading. Mr. Phipps provided an estimate of \$60K annually as the amount RMLD will collect from the RMLD customers with Reading addresses, based on current kWh usage. These funds will be forwarded to the Renewable Trust.

Commissioner Talbot asked about potential inflows for the town from the program. Mr. Phipps elaborated that upon initiation of the program, the town is eligible for a initial grant, typically in the range of \$250K. The Town needs to apply for this grant, and most towns that apply for it, receive it.

Mr. Phipps noted the possibility of RMLD submitting joint grant applications with the Town of Reading. Such applications are more likely to be approved when multiple entities are involved.

Scheduling

The next BoC meeting will be held on April 1, 2023.

Executive Session

Commissioner Stempeck made a **motion**, that the RMLD Board of Commissioners go into Executive Session pursuant to Massachusetts G.L. c.164 section 47D, exemption from public records and open meeting requirements in certain instances, to consider the purchase, exchange, lease or value of real property relative to Maple Meadow in Wilmington, if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body, to approve the March 24, 2022, April 29th, 2022, and May 3rd, 2022, executive session meeting minutes, to approve the release of the January 30, 2013, March 27, 2013, April 24, 2013, May 29, 2013, August 14, 2013, September 25, 2013, and December 12, 2013 executive session meeting minutes, and return to regular session, for the sole purpose of adjournment. Note: Roll call vote required. Motion Carried: 4:0:1 (4 in favor; 0 against; 1 absent) Roll Call Vote: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye.

Adjournment

Vice Chair Pacino made a **motion**, seconded by Chair Bitz, that the RMLD Board of Commissioners adjourn Regular Session. Motion Carried: 4:0:1 (4 in favor; 0 against; 1 absent) Roll Call Vote: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye, Chair Bitz, Aye.

Regular Session adjourned at 9:24 PM.



Town of Reading Meeting Minutes

2018-09-22 LAG

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

Session: Open Session

Purpose: General Business

Version: Draft

Attendees: **Members - Present:**

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

Members - Not Present:

Others Present:

Citizens' Advisory Board Representative: Ken Welter (Lynnfield).

RMLD Staff: Gregory Phipps, General Manager; Erica Morse, Executive Assistant; Bill Bullock, Director of Integrated Resources; Julie Blackley, Communications Manager.

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

Topics of Discussion:

Call Meeting to Order

Chair Bitz called the RMLD Board of Commissioner's (BoC) meeting to order at 7:30 PM and announced that the meeting would be held in person, remotely on zoom, and streamed live on RCTV and YouTube.

Opening Remarks and Introductions

Chair Bitz 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 at this meeting.

George Hooper, Wilmington, was the Citizens' Advisory Board (CAB) representative at the meeting and had no comment.

There was no comment from the Town liaisons to the RMLD at this meeting.

Reorganization of the RMLD Board of Commissioners

Discussion

Chair Bitz explained the process of the RMLD BoC reorganization.

Nomination and election of Chair

Chair Bitz opened nominations for Chair.

Commissioner Coulter nominated Vice Chair Philip Pacino for Chair. Commissioner Stempeck seconded the nomination.

There were no additional nominations, Chair Bitá closed the nominations for Chair.

Vice Chair Pacino made a **motion**, seconded by Commissioner Stempeck, to elect Philip B. Pacino as new Chair to the RMLD Board of Commissioners to be effective immediately after the vote. **Motion Passed: 5:0:0** (5 in favor; 0 against; 0 abstained) *Roll Call Vote: Vice Chair Pacino, Aye; Commissioner Stempeck, Aye; Commissioner Talbot, Aye; Commissioner Coulter, Aye; Chair Bitá, Aye.*

At this point in the meeting, Commissioner Pacino was effective as Chair.

Nomination and election of Vice Chair

Chair Pacino opened nominations for Vice Chair.

Chair Pacino nominated Commissioner Talbot for Vice Chair. Commissioner Bitá seconded the nomination.

There were no additional nominations, Chair Pacino closed nominations.

Chair Pacino made a **motion**, seconded by Commissioner Bitá, to elect Commissioner Talbot as new Vice Chair to the RMLD Board of Commissioners to be effective immediately after the vote. **Motion Passed: 5:0:0** (5 in favor; 0 against; 0 abstained) *Roll Call Vote: Chair Pacino, Aye; Commissioner Stempeck, Aye; Vice Chair Talbot, Aye; Commissioner Coulter, Aye; Commissioner Bitá, Aye.*

Appointment of the RMLD Sub-Audit Committee Members

Chair Pacino explained the process of appointing the RMLD Sub-Audit Committee. One Commissioner will be appointed as the representative to the Town of Reading Audit Committee and two Commissioners will be appointed to the RMLD Sub-Audit Committee.

Chair Pacino appointed himself as the representative to the Town of Reading Audit Committee.

Chair Pacino appointed Commissioners Coulter and Bitá to the RMLD Sub-Audit Committee.

CAB Report

There was no CAB report at the meeting.

Approval of Meeting Minutes

Materials: Approval of Meeting Minutes (attachment 1).

It was noted that the suggested motion should be modified from "April 16, 2022" to "May 16, 2022."

Chair Pacino added that most of the minutes presented for approval covered interviews, and he did not make any changes to those minutes during review.

Commissioner Stempeck made a **motion**, seconded by Commissioner Coulter, that the RMLD Board of Commissioners approve the open session meeting minutes of the May 16, 2022, June 28, 2022, September 29, 2022, October 6, 2022, November 2, 2022, and November 3, 2022, meetings on the recommendation of the General Manager and the Board Secretary. **Motion Passed: 5:0:0** (5 in favor; 0 against; 0 abstained) *Roll Call Vote: Chair Pacino, Aye; Commissioner Stempeck, Aye; Vice Chair Talbot, Aye; Commissioner Coulter, Aye; Commissioner Bitá, Aye.*

Report on the RMLD Customer Survey

Materials: Customer Satisfaction Survey Presentation (attachment 2).

Catherine Veschi, Project Manager, Great Blue Research, joined the meeting remotely and presented the Customer Satisfaction Survey to the BoC.

Section One: About Great Blue: Harnessing the power of data to help clients achieve their goals (slide 3)

Ms. Veschi provided an overview of Great Blue Research. This is the second year Great Blue Research has conducted a customer satisfaction survey for RMLD, with the first one held in 2020. The recent survey was conducted during January and February 2023.

Great Blue Research specializes in various marketing research surveys, predominantly digital with some phone-based, focusing mainly on the quantitative side. Great Blue Research works with numerous Public Power utilities nationwide, many in Massachusetts.

Section Two: Project Overview (slide 5)

Ms. Veschi discussed the survey details as outlined in slide 5 and highlighted the primary goals and objectives of the research. Ms. Veschi noted that the customer satisfaction survey for RMLD included both residential and commercial customers.

Section Two: Project Overview: Areas of Investigation (slide 6)

Ms. Veschi reviewed the areas of investigation addressed, as outlined on slide 6.

Section Two: Project Overview: Research Methodology Snapshot Residential (slide 7)

Ms. Veschi provided a research methodology snapshot for residential customers, as outlined on slide 7. Ms. Veschi noted that phone and digital survey periods did not overlap to prevent dual participation. Digital surveys were conducted over three weeks.

Vice Chair Talbot inquired about the distinction between phone surveys and digital surveys, focusing on the randomness of the sample. Ms. Veschi responded that digital surveys were distributed in random buckets, similar to random phone calls, and are not sent to everyone.

Vice Chair Talbot sought clarity on the number of direct email solicitations versus website link participation.

Ms. Veschi responded that digital surveys include both direct email to customers and website clicks. More responses typically come from direct outreach than from clicks on the website. Exact numbers between the two digital methodologies can be made available.

Commissioner Stempeck raised a question on whether the 200 phone survey recipients were mutually exclusive from the over 1000 digital surveys. Ms. Veschi confirmed that those surveyed over the phone were excluded from the digital outreach to ensure no individual took the survey twice. Some individuals may have taken the survey from the open link on the website, but such instances are exceptions.

Mr. Phipps inquired about the distinction between the confidence level and the margin of error, which was brought up at the CAB meeting by Mr. Welter. Ms. Veschi explained that a 95% confidence level means 95 times out of 100, the results would fall within the defined margin of error. A 95% confidence level is standard for marketing research surveys.

Vice Chair Talbot expressed concerns about the reliability of the data, especially given that some respondents could take the survey multiple times or share the link with others. Ms. Veschi noted that there's an IP restriction in place to prevent the same person from completing the survey multiple times. However, if someone shares the link, others could theoretically participate.

Vice Chair Talbot questioned the 2.8% margin of error, given the potential for non-random participation. Ms. Veschi explained that it was calculated based on the total number of customers and completed surveys.

Vice Chair Talbot emphasized the importance of random distribution and noted that 400 phone surveys may have yielded more reliable results.

Ms. Veschi responded that 400 phone surveys would produce a higher margin of error (~4.8%). Obtaining a significant number of phone survey completions has become challenging due to the pandemic and rising phone scams, making people less likely to pick up unknown calls.

Section Two: Project Overview: Respondent Snapshot – Residential (slide 8)

Ms. Veschi presented demographic data of the respondents as outlined on slide 8.

Age: More participants aged 55 and older.

Income: Even distribution, but a significant number preferred not to reveal their income.

Home Ownership: 90% homeowners, 8.5% renters.

Town of Service: Even distribution across Reading, Wilmington, North Reading, and Lynnfield service areas.

Section Two: Project Overview: Research Methodology Snapshot Commercial (slide 9)

Ms. Veschi provided a research methodology snapshot for commercial customers, as outlined on slide 9.

Ms. Veschi stated that the number of completed surveys is consistent with the trends seen in commercial surveys with other utilities. It is more difficult to get businesses to take surveys online than by phone.

It was noted that both commercial and residential surveys were fielded concurrently.

Section Two: Project Overview: Respondent Snapshot Commercial (slide 10)

Ms. Veschi presented demographic data of the respondents as outlined on slide 10.

Ms. Veschi highlighted that the respondent snapshot indicated more small businesses participated, with an even spread of business locations within the RMLD service territory.

Section Three: Key Study Findings: Reliability Drives Service Ratings (slide 12)

Ms. Veschi presented key study findings relative to organizational characteristics as outlined on slide 12.

Ms. Veschi noted that areas where RMLD performed above national averages or received the highest ratings are circled in green on slide 12. Areas where RMLD received the lowest ratings are circled in red on slide 12.

Ms. Veschi emphasized that the questions have changed quite a bit since the last study, so the averages located on the bottom of the table aren't necessarily comparing the exact same set of questions.

Ms. Veschi highlighted areas where there were increases in ratings and characteristics that were measured year after year.

Section Three: Key Study Findings: Boost Awareness of Rebates and Program Offerings for Residents (slide 13).

Ms. Veschi presented key study findings relative to customer awareness of rebates and program offerings as outlined on slide 13.

Section Three: Key Study Findings: Offer Ability to Opt-in to Text Message Notifications (slide 14)

Ms. Veschi presented key study findings relative to communication preferences as outlined on slide 14.

Section Three: Key Study Findings: Further Educate Customers of Benefits of Air Source Heat Pumps (slide 15)

Ms. Veschi presented key study findings relative to Air Source Heat Pumps as outlined on slide 15.

Section Three: Key Study Findings: Of Those Who Provided Poor Ratings, Majority Cite High Cost as Reason (slide 16)

Ms. Veschi presented key study findings relative to the reasons for poor ratings as outlined on slide 16.

Ms. Veschi noted high rates and costs are consistently ranked as a top concern across various feedback channels no matter what.

Ms. Veschi highlighted that there is a perceived shortage of renewable energy options and a lack of awareness regarding available discounts and subsidies. Customers often are not aware of what their utility is offering, in terms of rebate programs and other benefits. This issue is predominantly due to a lack of information dissemination rather than the absence of such programs. There is a significant opportunity to improve customer education and awareness in this area.

Section Three: Key Study Findings: Increased Satisfaction with Customer Service (slide 17)

Ms. Veschi presented key study findings relative to customer interactions with customer service as outlined on slide 17.

Ms. Veschi highlighted that this survey was only targeted at customers who had a recent interaction with the RMLD. Results from the feedback show strong satisfaction ratings from customers regarding their interactions with RMLD employees. Both residential and commercial customer satisfaction ratings have seen an increase since the 2020 study.

Commissioner Stempeck asked whether the poor ratings on costs were related to the cost of the actual program or the cents per kilowatt hour rate that RMLD provides (slide 16). Ms. Veschi explained that the ratings referred to organizational characteristics, specifically the bills that customers pay for their electric service, not the cost of any particular program or service.

Mr. Phipps clarified that the discussed ratings were specifically from customers who expressed dissatisfaction. Ms. Veschi stressed the importance of considering the sample size and context. For example, out of the customer set who gave poor ratings for any of the organizational characteristics, 40% attributed their dissatisfaction to high rates.

Commissioner Stempeck expressed surprise and noted that RMLD's rates are low compared to other utilities.

Ms. Veschi agreed and shared that many Public Power utilities face similar feedback despite having lower rates than Investor-Owned Utilities (IOUs). Ms. Veschi identified customer education as a significant issue. Many customers aren't aware that they are part of a community-owned utility and don't understand the benefits that come with it. Thus, they lack a comparison with rates from other providers, like Eversource.

Ms. Veschi further emphasized that customers often don't have a broader perspective on their rates compared to other areas. Many focus solely on their current bills and wish for them to be even lower. An essential step forward would be educating customers about the benefits of being part of a community-owned utility and how their rates compare to other utilities.

In response to a question by Vice Chair Talbot, Ms. Veschi took the action item of providing a breakdown of the survey by residents of each town.

Chair Pacino clarified that RMLD is affiliated with the Town of Reading, not owned by them.

Section Three: Key Study Findings: Dissatisfied Due to Poor Communication and Customer Service (slide 18)

Ms. Veschi presented key study findings relative to specific feedback from customers dissatisfied with interactions with customer service, as outlined on slide 18.

Ms. Veschi noted that the survey contained a question targeting individuals who reported being either "somewhat" or "very" dissatisfied with their interaction with customer service. To capture the reasons for their dissatisfaction, respondents were given an open-ended format to provide their answers.

Instead of percentages, the results are displayed using "n equals" due to the small sample size. Specifically, only 32 individuals and two businesses provided feedback of dissatisfaction. To avoid misrepresentation, percentages were not used as they wouldn't accurately reflect the overall sentiment.

Ms. Veschi highlighted that the top reasons for dissatisfaction were poor communication and poor customer service followed by billing issues and poor rebate programs.

Ms. Veschi pointed out that for certain categories, "n equals 10" was the sample size. This represents about a third of the dissatisfied customers. This method of representation was chosen to clarify the actual number of individuals who felt a particular way.

Section Three: Key Study Findings: Find Email Newsletters and Website Valuable. (slide 19)

Ms. Veschi presented key study findings relative to the value of RMLD communication methods, as outlined on slide 19.

Ms. Veschi noted that webinars, Facebook, and Twitter received slightly lower ratings, which could be attributed to not all customers following RMLD on social media or attending the webinars. Webinars and Facebook were newly added questions, so no comparative data from 2020 is available.

Ms. Veschi said that in an open-ended format, respondents were asked for suggestions to enhance the value of RMLD's communication methods. Many responded with positive feedback, mentioning there are no issues, and that RMLD is doing a good job.

Some notable feedback included:

- Requests for more email communication.
- Less emphasis on social media.
- Requests for text message notifications.
- Requests for additional newsletters.

Section Three: Key Study Findings: Want to Receive More Outage Restoration Updates (slide 20)

Ms. Veschi presented key study findings relative to the frequency of information, as outlined on slide 20.

Ms. Veschi highlighted that 89.4% of residents and 92.5% of businesses stated the frequency is "about right." Comparatively, these are high ratings. On a national level among Public Power utilities, these numbers typically average around 70%.

Section Three: Key Study Findings: Residents More Interested in Text Messages from RMLD (slide 21)

Ms. Veschi presented key study findings relative to customer interest in receiving text messages, as outlined on slide 21.

Section Three: Key Study Findings: Email and Text Best for Peak Time Notifications (slide 22)

Ms. Veschi presented key study findings relative to Shred the Peak notifications, as outlined on slide 22.

Section Three: Key Study Findings: Some Aware of Payment Assistance Options (slide 23)

Ms. Veschi presented key study findings relative to payment assistant options, as outlined on slide 23.

Section Three: Key Study Findings: More Residents Receiving Rebates than Businesses (slide 24)

Ms. Veschi presented key study findings relative to rebates, as outlined on slide 24.

Chair Pacino asked if customers gave a reason for their satisfaction level with the rebate process? According to the chart, 3.3% stated they were not at all satisfied, is there any reason indicated as to why that is?

Ms. Veschi responded that the survey did not include an open-ended portion for that question to have any kind of insight as to why they were not at all satisfied. However, as the sample size was only 12 customers, the 3.3% likely represents only 1 customer.

Section Three: Key Study Findings: Find Time to Restore Power Acceptable (slide 25)

Ms. Veschi presented key study findings relative to the acceptability of power outage restoration times, as outlined on slide 25.

Ms. Veschi noted that customers who hadn't experienced a power outage in the past year were given an answer option to reflect this, but their answers were not included in the results presented.

Ms. Veschi highlighted that there was a 4% increase in residents who could not recall if the restoration time was acceptable or not. The assumption is that if the outage was not long or significant, it might not have been memorable for these customers. Generally, customers are more likely to remember negative experiences, suggesting that some of those who found the service less acceptable might not recall the exact details of their experience.

Section Three: Key Study Findings: Increase in Knowledge of Air Source Heat Pumps (slide 26)

Ms. Veschi presented key study findings relative to knowledge of air source heat pumps, as outlined on slide 26.

Ms. Veschi emphasized that both the residential and commercial increases in knowledge of air source heat pumps are deemed significant, especially considering the margin of error on the residential side was less than three percent.

Ms. Veschi said that while it's noted that the majority of customers aren't currently interested, a significant segment of customers showed interest in exploring air source heat pump options for the future.

Despite the evident increase in awareness and interest, many customers remain uninterested or unaware of the benefits of air source heat pumps. Educating customers about the advantages and potential benefits of air source heat pumps can further influence their decisions and increase their interest in the future.

Section Three: Key Study Findings: Majority Unlikely to Install Solar Panels (slide 27)

Ms. Veschi presented key study findings relative to the likelihood of respondents installing solar panels considering any time frame, as outlined on slide 27.

Ms. Veschi noted that compared to other technological alternatives (such as air source heat pumps, as previously discussed), solar panels seem to attract less interest among both residents and businesses.

Section Three: Key Study Findings: Unlikely to Participate in Renewable Choice Programs (slide 28)

Ms. Veschi presented key study findings relative to the likelihood of residential customers participating in renewable choice programs, as outlined on slide 28.

Section Three: Key Study Findings: Unlikely to Participate in Renewable Choice Programs (slide 29)

Ms. Veschi presented key study findings relative to the likelihood of commercial customers participating in renewable choice programs, as outlined on slide 29.

Chair Pacino inquired if there were specific reasons given for the lack of likelihood in enrolling in the Renewable Choice Program.

Ms. Veschi responded that while no specific reasons were provided by the participants, factors that generally affect enrollment include:

- Customers being hesitant about any program requiring opt-ins, bill increases, or extra efforts.
- A lack of motivation or interest, rather than issues with the program itself.
- Customers' hesitancy to invest without seeing a direct benefit.
- The perceived gap between verbal interest in renewable energy and the actual willingness to pay more on bills.

Chair Pacino asked if there is something RMLD can do to increase participation?

Ms. Veschi highlighted the importance of customer education:

- Simplify information for average customers unfamiliar with renewable energy.
- Break down benefits of the program and what customers' investments will look like.
- Emphasize direct benefits to customers.

Chair Pacino shared personal experience benefiting from enrollment, emphasizing the affordability and benefits he has received on his bill.

Section Three: Key Study Findings: Anticipate Future Use of Home Energy Assessment (slide 30)

Ms. Veschi presented key study findings relative to the participation and interest levels of residential rebate programs and energy efficiency offerings, as outlined on slide 30.

Ms. Veschi highlighted gaps in customer knowledge:

- Majority unaware of the electrical panel upgrade rebate.
- Significant lack of awareness for the EV charger rebate program, Online Energy Efficiency store, and air source heat pump rebate.

Section Three: Key Study Findings: Businesses Less Likely to Participate in Electric Vehicle and Solar Rebate Programs (slide 31)

Ms. Veschi presented key study findings relative to the participation and interest levels of commercial rebate programs and energy efficiency offerings, as outlined on slide 31.

The highest participation levels were observed in the energy assessment program and the energy initiative rebate.

Ms. Veschi pointed out lesser interest in the commercial solar rebate program and the EV charger rebate.

Commissioner Stempeck raised a concern about the term "heat pump" possibly being misleading and suggested emphasizing the dual functionality of heat pumps as both heaters and air conditioners.

Vice Chair Talbot agreed and added that the terminology might make customers think they do not need one when they already have a furnace, but they might be interested in an air conditioner.

Ms. Veschi emphasized the importance of messaging and packaging of information, acknowledging the potential misconception with the term "heat pump".

Section Three: Key Study Findings: Some Interested in Time of Use Rate (slide 32)

Ms. Veschi presented key study findings relative to the participation and interest levels of time-of-use rates, as outlined on slide 32.

Ms. Veschi stated that 49.4% of residents and 53.7% of businesses claimed to understand time-of-use rates.

Ms. Veschi noted that more businesses were disinterested due to operational limitations during peak energy usage.

Vice Chair Talbot highlighted a discrepancy in Mr. Veschi's representation. Ms. Veschi acknowledged the oversight, agreeing that it should be three-fifths instead of two-fifths.

Commissioner Coulter expressed doubts about participants' actual understanding of time-of-use rates and noted potential conflicts with other data. Vice Chair Talbot responded that he felt the survey question was clear.

Ms. Veschi noted that there is a lesser monetary investment required by time-of-use rates compared to other energy conservation methods.

Chair Pacino suggested a follow-up question to gauge actual participation.

Ms. Veschi highlighted the difference between showing interest and taking action.

Vice Chair Talbot noted potential hurdles to adoption and added that people hear about opportunities and do not always take them if heavy lifting is involved.

In response to a question relative to the need to switch meters, Mr. Phipps highlighted challenges and ongoing considerations regarding the meter switch and overall promotion.

Section Four: Considerations (slides 33-34)

Ms. Veschi presented key survey considerations as outlined on slides 33-34.

Vice Chair Talbot asked about the number of rental units in RMLD territory. Mr. Phipps approximated it to be approximately 3,000 out of 27,000 total residential meters

Chair Pacino asked Mr. Phipps about the next steps.

Mr. Phipps highlighted several action items including increasing awareness about various energy programs; continued focus on implementing text message communications; and increased work related to the renewable choice program.

Hydro Quebec Report

Materials: Hydro Quebec (non-carbon) (attachment 3)

Bill Bullock, Director of Integrated Resources, presented the Hydro Quebec (HQ) report to the BoC, as outlined on slide 2.

Mr. Bullock explained that RMLD has use rights for approximately 9 MW of transmission capacity from HQ. Typically, RMLD has sold these use rights for cash, which lowers fuel costs. The current contract expires in 2023. RMLD has received various offers for a new contract, with HQ coming in with the lowest cost for hydro.

The following points were clarified relative to the current HQ contract.

- RMLD is not buying energy from Canada.
- RMLD is simply selling use rights.
- Other parties purchase these rights from RMLD for use of the line.

RMLD has been working on creating a mechanism to source energy on the HQ transmission line. With this new deal, RMLD would be buying from HQ and using the energy on that transmission line.

Mr. Phipps emphasized that this is a great opportunity for RMLD as both a reliable and non-carbon energy source. The only drawback is that this first contract is only 5 years.

Vice Chair Talbot asked for clarification relative to where the transmission lines are located. Mr. Bullock confirmed that it is the High Voltage DC line which was built in the mid-80s. Mr. Phipps added that the RMLD was part of the original investment and has been monetizing that value.

Vice Chair Talbot asked if there is a way to upgrade the transmission line to get more across the existing lines.

Mr. Phipps said that the transmission cables years ago were just a bundle of round coils of conductor. To maximize load, you need to look at the cross section you maximize the electrons you can pass through them. This shape from a cross section looks like a solid piece. It would take a massive amount of investment to upgrade and maximize the capacity.

Commissioner Coulter noted that the HQ line is not going to come through Vermont, Maine, or New York. For a world that needs non-carbon power, it is very difficult to get the transmission to support it.

Mr. Phipps emphasized that this is why RMLD is focusing on figuring out creative ways for within territory generation where possible.

Commissioner Stempeck made a **motion**, seconded by Commissioner Bitá, 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. **Motion Passed: 5:0:0** (5 in favor; 0 against; 0 abstained) *Roll Call Vote: Chair Pacino, Aye; Commissioner Stempeck, Aye; Vice Chair Talbot, Aye; Commissioner Coulter, Aye; Commissioner Bitá, Aye.*

RMLD Procurement Requests for Board Approval

Materials: Procurement Requests for Board Approval (attachment 4).

Greg Phipps, General Manager, presented the procurement requests to the BoC.

IFP 2023-12 – Pole Mounted Transformers

This bid is a follow up discussion from the March meeting regarding MVA as a potential supplier for pole-mounted transformers.

Mr. Phipps emphasized that transformers, specifically pole-mounted, are hard to source in the current market.

Mr. Phipps stated that RMLD's goal is to procure equipment (transformers, wires, poles, tools) from reputable, established companies. Preferably, RMLD opts for companies manufacturing in North America. The aim is to ensure the charter of reliable, low-cost, and non-carbon is fulfilled.

Mr. Phipps provided company background on MVA:

- MVA is based in Montreal and was established in 1991.
- Primary operations are in Canada and the U.S.
- The company focuses on designing high and medium voltage equipment for transmission, distribution systems, and substations.
- MVA began manufacturing transformers in 2010.
- The transformers are designed by MVA in Canada, but contract manufactured in China.

Mr. Phipps provided a financial overview of MVA:

- In 2022 the annual revenue was around \$60m CAD; an increase from previous years.
- MVA holds ~\$10m CAD in assets, with \$7.7m in cash and retained earnings.
- Liabilities are around \$2m with long-term debts of \$300K CAD, showcasing financial strength.
- MVA has ISO 9001 registration since 2015.

Mr. Phipps stated that instead of purchasing several hundred 50 KVA transformers, RMLD aims to diversify their purchase between 50, 37.5, and 50 KV pole-mounted transformers.

This recommendation is not intended to be a long-term supply contract but rather performance-bound, considering the quality and reliability of MVA's products.

RMLD intends to procure larger transformers, specifically four of the 150 KVA and two of the 225 KVA variants from Power Sales. These transformers are more expensive and have a longer lead time but are of higher quality and are primarily for commercial use.

Mr. Phipps explained that MVA would supply the transformers as per RMLD's recommendation, which is a smaller order than originally planned. The team has put significant effort into finalizing this decision.

Commissioner Stempeck asked if MVA has any intention of relocating its manufacturing out of China. Mr. Phipps responded that RMLD did not explicitly ask MVA about this. MVA produces a wide range of products, and while they design the transformers, they are contract manufactured with their name on them.

Vice Chair Talbot mentioned concerns about tariffs and import challenges but highlighted the growth and opportunity MVA has seized in the market.

Commissioner Stempeck emphasized the importance of MVA as a stop-gap solution, while also inquiring about alternate suppliers. Mr. Phipps mentioned that RMLD took a delivery of 75 transformers in January but emphasized the long lead time.

Commissioner Bitá cited two different amounts related to transformer costs and Chair

Pacino pointed out there's a discrepancy between the motion in the meeting's agenda and the script motion.

Mr. Phipps clarified the difference between the original motion in the agenda and the final one. The final order total is approximately \$350,000, which is different from the original agenda amount of \$510,000. RMLD is working within a budget of \$1.3 million, making the current order a relatively small portion of that.

The final voted motion replaced the suggested motion on the posted agenda.

Commissioner Coulter made a **motion**, seconded by Commissioner Stempeck, 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 \$193,932, pursuant to M.G.L. c. 164 § 56D, on the recommendation of the General Manager. **Motion Passed: 5:0:0** (5 in favor; 0 against; 0 abstained) *Roll Call Vote: Chair Pacino, Aye; Commissioner Stempeck, Aye; Vice Chair Talbot, Aye; Commissioner Coulter, Aye; Commissioner Bitá, Aye.*

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

Mr. Phipps noted that RMLD receives frequent customer requests regarding the weatherization program. This program is essentially an offshoot from the already-existing audit program.

The focus of this program will be base-level weatherization, predominantly insulation. However, it is noted that Mass state programs offer more comprehensive services, enabled by customer charges that are 4X higher than RMLD's EEC.

The intention is to offer this program as an option tied to customers who are installing Air Source Heat Pumps.

All work will be executed by a third-party contractor and not by RMLD. RMLD will subsequently provide a rebate to customers based on the weatherization.

Commissioner Bitá inquired about the costs associated with the program. Mr. Phipps clarified that currently, for the air source heat pump, the costs are already incorporated in the budget. Hence, there's no additional expenditure on RMLD's part. The weatherization program is not intended as a separate offering but is designed to be integrated with the air source heat pump program.

Commissioner Coulter expressed concerns about why RMLD is coupling the two programs. Commissioner Coulter pointed out that many people are specifically interested in the insulation program and argued that while integrating the programs might make the system super-efficient, the demand for the standalone weatherization program is significant.

Mr. Phipps responded that the majority of people are heating with oil or natural gas. The intention is to provide additional incentives to customers shifting to the air source heat pump system rather than those planning to remain on natural gas or oil.

Commissioner Stempeck made a **motion**, seconded by Commissioner Bitá 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 \$475,079.20, on the recommendation of the General Manager. **Motion Passed: 5:0:0** (5 in favor; 0 against; 0 abstained) *Roll Call Vote: Chair Pacino, Aye; Commissioner Stempeck, Aye; Vice Chair Talbot, Aye; Commissioner Coulter, Aye; Commissioner Bitá, Aye.*

Policy Review

Materials: Policy Review (attachment 5)

Greg Phipps, General Manager, presented policies for review.

Policy 1: Community Relations

Mr. Phipps discussed the policy revision summary and highlights as outlined in attachment 5.

Mr. Phipps emphasized that the previous policy version was nine pages with content deemed more suitable for procedural guidelines.

Mr. Phipps highlighted that legal opinions dictate limited actions. The revised policy now adheres strictly to these legal guidelines (Section 3, Charitable Contributions).

While RMLD does not frequently advertise, the policy was adjusted to reflect occasional promotional actions (Section 4, Advertising).

Commissioner Stempeck asked a question relative to charitable contributions and sought clarity on RMLD's ability to contribute funds. Mr. Phipps clarified that RMLD strictly follows the policies and guidelines of the Department of Public Utilities (DPU) and the 20-year agreement for charitable contributions.

Commissioner Coulter noted previous occasions when RMLD's ability to contribute funds was questioned and emphasized the frequency of such requests and how RMLD usually has to decline.

Mr. Phipps acknowledged the regularity of these requests, especially during the holiday season. Mr. Phipps mentioned the possibility of updating the website to reflect these regulatory policies for public clarity, and to ensure RMLD's actions are understood within a broader regulatory framework.

Commissioner Stempeck **made** a motion, seconded by Commissioner Coulter, that the RMLD Board of Commissioners approve Policy 1: Community Relations (Revision 4), as presented, on the recommendation of the General Manager. **Motion Passed: 5:0:0** (5 in favor; 0 against; 0 abstained) *Roll Call Vote: Chair Pacino, Aye; Commissioner Stempeck, Aye; Vice Chair Talbot, Aye; Commissioner Coulter, Aye; Commissioner Bita, Aye.*

Policy 3: Safety Committee

Mr. Phipps discussed the policy revision summary and highlights as outlined in attachment 5.

Commissioner Stempeck made a **motion**, seconded by Vice Chair Talbot, that the RMLD Board of Commissioners approve Policy 3: Safety Committee (Revision 4), as presented, on the recommendation of the General Manager. **Motion Passed: 5:0:0** (5 in favor; 0 against; 0 abstained) *Roll Call Vote: Chair Pacino, Aye; Commissioner Stempeck, Aye; Vice Chair Talbot, Aye; Commissioner Coulter, Aye; Commissioner Bita, Aye.*

Scheduling

The next BoC Meeting will be held on Thursday May 25, 2023, 7:30 PM

Adjournment

Commissioner Stempeck made a motion, seconded by Commissioner Coulter, that the Board of Commissioners adjourn regular session. **Motion Passed: 5:0:0** (5 in favor; 0 against; 0 abstained) *Roll Call Vote: Chair Pacino, Aye; Commissioner Stempeck, Aye; Vice Chair Talbot, Aye; Commissioner Coulter, Aye; Commissioner Bita, Aye.*

The RMLD Board of Commissioners Regular Session meeting adjourned at 9:23 PM.



Town of Reading Meeting Minutes

2018-09-22 LAG

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2023-05-24

Time: 6:00 PM

Building: Reading Town Hall

Location: Select Board Meeting Room

Address: 16 Lowell Street

Session: Joint Meeting

Purpose: Joint meeting with Select Board
and Reading Ice Rink Arena Authority

Version: Draft

Attendees: **Members - Present:**

Marlena Bitá, Commissioner.

Members - Not Present:

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

Others Present:

RMLD Staff: Gregory Phipps, General Manager

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 and Reading Ice Rink Arena Authority.

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

Board - Committee - Commission - Council:

RMLD Board of Commissioners

Date: 2023-06-07

Time: 1:00 PM

Building: Virtual

Location: Zoom

Address:

Session: Open Session

Purpose: General Business

Version: Draft

Attendees: **Members - Present:**

David Talbot, Acting Chair; Robert Coulter, Commissioner; Marlena Bitá, Commissioner.

Members - Not Present:

Philip Pacino, Chair.

Others Present:

RMLD Staff: Gregory Phipps, General Manager; Erica Morse, Executive Assistant.

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

Topics of Discussion:

Call Meeting to Order

Acting Chair Talbot called the Board of Commissioner's (BoC) meeting to order at 1:00 PM and announced that the meeting would be held remotely on Zoom.

Opening Remarks and Introductions

Acting Chair Talbot noted the absence of public attendees but emphasized the importance of recognizing public comments.

Chair Pacino was absent from the meeting.

Vacant RMLD Board of Commissioner's Seat

Acting Chair Talbot recognized and thanked Commissioner John Stempeck for his many years of dedicated service to RMLD and the Town of Reading. Commissioner Bitá acknowledged Mr. Stempeck's 12 years of dedicated service and credited him with RMLD's significant contributions to RMLD during his tenure.

Commissioner Bitá raised a question about the public posting of the position.

Mr. Phipps explained the procedure post the vote:

- Notification to the Town of Reading of a BoC approved vote to fill the open position with an appointment.
- A 15-day posting period for potential applicants.
- A joint meeting with the Board of Commissioners and the Town of Reading Select Board (proposed for June 27th at 7 PM).
- Ms. Morse will handle coordination of these steps.

Acting Chair Talbot made a **motion**, seconded by Chair Bita, that the RMLD Board of Commissioners fill the open RMLD Board of Commissioner position with an interim appointment via a joint meeting and vote with the Town of Reading Select Board. The interim appointment will be valid through April 2024, at which time a regularly scheduled election will be held. **Motion Carried: 3:0:1** (3 in favor, 0 against, 1 absent): *Roll Call Vote: Acting Chair Talbot, Aye; Commissioner Coulter, Aye; Commissioner Bita, Aye.*

Scheduling

Commissioner Coulter expressed a potential scheduling conflict with the suggested meeting date and requested a remote participation option.

Acting Chair Talbot also indicated a scheduling conflict for June 27th and suggested considering an alternative date.

Mr. Phipps noted the possibility of rescheduling to the first or second week of July.

Mr. Phipps highlighted Ms. Morse's recent scheduling adjustments to the warrant schedule due to Commissioner Stempeck's vacancy, ensuring a grace period for the incoming appointment to adjust.

Adjournment

At 1:10 PM, Commissioner Coulter made a **motion**, seconded by Commissioner Bita, that the RMLD Board of Commissioners adjourn regular session. Note: Roll call vote required **Motion Carried: 3:0:1** (3 in favor, 0 against, 1 absent): *Roll Call Vote: Acting Chair Talbot, Aye; Commissioner Coulter, Aye; Commissioner Bita, Aye.*

ATTACHMENT 2
ANNUAL REPORT CONFIRMATION

RMLD



Reading Municipal Light Department
RELIABLE POWER FOR GENERATIONS



2022 ANNUAL REPORT

TRAILBLAZING TOWARD A NON-CARBON FUTURE

Reliable | Low-Cost | Non-Carbon

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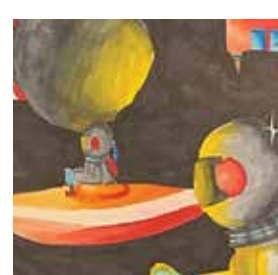
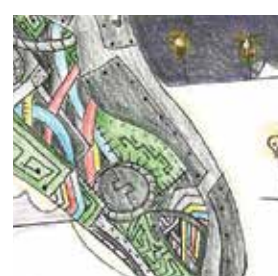
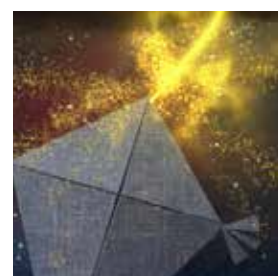
Email Us

info@rmld.com



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READING MUNICIPAL LIGHT DEPARTMENT

Towns Served Lynnfield Center North Reading Reading Wilmington	Residents Served 70,000+	Service Area 51 sq. miles
Network Uptime 99.9%	Meters Supported 31,500+	Customer Service Calls Answered 240,000
Average Cost \$0.153 kWh	kWh Delivered 654,041,390	Peak Load 164,640 kW August 8, 2022

- **319 New services**
- **2,264 Trouble calls answered**
- **137 Poles installed/replaced**
- **234 Routine meter replacements**
- **6,186 Underground facility locations marked out**



READING MUNICIPAL LIGHT DEPARTMENT

Founded in 1894, RMLD is the largest (in terms of electrical load) of 41 Massachusetts municipal light utilities and is not-for-profit, locally owned, and locally controlled.

A Citizens' Advisory Board is comprised of representatives from the communities RMLD serves. The Citizens' Advisory Board makes recommendations to the Board of Commissioners. The five-member Board of Commissioners, elected by Reading voters, governs the utility.

BOARD OF COMMISSIONERS



Marlena Bitá
Chair



Philip Pacino
Vice Chair



David Talbot
Commissioner

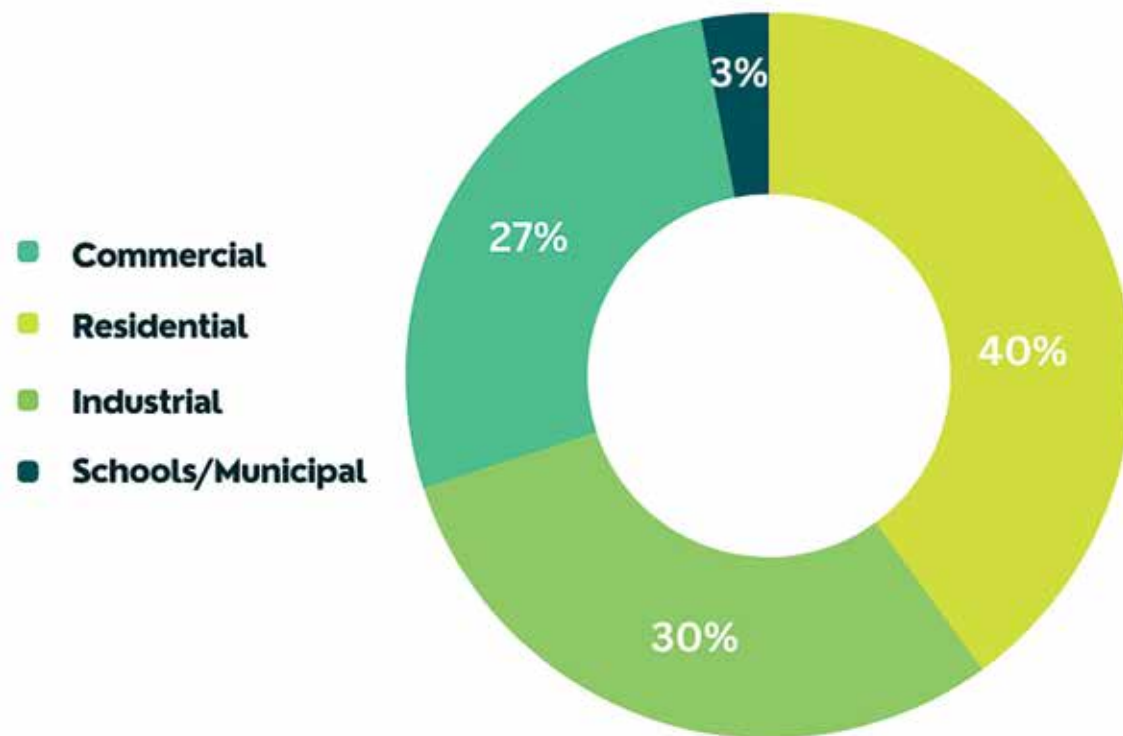


John Stempeck
Commissioner



Robert Coulter
Commissioner

Load Profile by Customer Type



CITIZENS' ADVISORY BOARD



Jason Small, Chair
North Reading



Vivek Soni, Vice Chair
Reading



George Hooper,
Secretary
Wilmington



Dennis Kelley
Wilmington



Ken Welter
Lynnfield



RMLD CUSTOMERS:

2022 was a year of significant changes, including changes in strategy, energy costs, and RMLD leadership. Despite these changes, our charter remains the same: delivering reliable, low-cost, and non-carbon electricity to you. The way we accomplish this is changing rapidly, primarily due to numerous external changes in the wholesale energy market and associated legislation at both the state and federal levels.



As such, we are trailblazing new strategies to better serve you, our customers, across Lynnfield Center, North Reading, Reading, and Wilmington.

The RMLD team began blazing a new trail in 2022, toward a non-carbon future while maintaining our high standard of reliability and keeping our rates low for our customers. RMLD is charting its path to fulfill compliance mandates that require the power sold by municipal light plants to be

sourced from resources that are 50% non-carbon by 2030, 75% non-carbon by 2040, and net-zero carbon by 2050.

This 2021 Climate Bill Legislation is driving a seismic shift in customer behavior towards electrification, as we continue to see steady growth in both heat pump and EV adoption. We also installed three public EV charging stations in Reading and two in Wilmington with installations in North Reading and Lynnfield on the horizon. RMLD launched our Renewable Choice program for residential and commercial customers, which allows them to source their power from non-carbon emitting sources above RMLD’s annual non-carbon energy targets.

RMLD has accelerated non-carbon generation in its power supply portfolio. In addition, RMLD is pursuing within territory generation and energy storage.

In the near-term, RMLD will source energy from the regional wholesale market and will continue to use long-term supply contracts to manage risk and dampen price volatility. However, our New England regional market is now influenced by energy costs in Europe due to LNG shipping of natural gas to Europe. Natural gas is used to generate ~50% of electricity in New England, so natural gas prices in Europe influence natural gas prices in New England. The Ukraine War dramatically affected energy costs in Europe in 2022 and the upward pressure was felt here in New England.



Infrastructure improvements are underway to prepare for a fully increased electrified future. We are now aggressively pursuing state and federal funding to contribute to our investment in distribution upgrades and expansion to handle electrification load growth. We are blazing our own trail toward becoming a non-carbon utility and are energized and excited for the journey ahead.

With Appreciation,

Greg Phipps

General Manager of the Reading Municipal Light Department

RMLD YEAR IN REVIEW

RMLD Launches Renewable Choice Program for Residential Customers to Support More Renewable Energy

In January, RMLD announced the launch of its voluntary Renewable Choice program that allows residential customers to support additional renewable energy resources above and beyond RMLD’s annual non-carbon energy targets. The program was made available to commercial customers in April.

Customers can choose to contribute at one of three levels to bring their monthly electricity usage to 50%, 75%, or 100% renewable/non-carbon. The Renewable Choice charge is based on the participating customer’s monthly kilowatt hour (kWh) usage and will be added as a line item on the customer’s monthly electric bill. These customer funds contributed to the program were used to retire NEPOOL GIS compliant renewable certificates, starting with Mass Class 1 certificates which are in addition to RMLD’s compliance retirements of 26% in 2022 and increasing 3% each year, resulting in 100% (net zero) noncarbon by 2050.





RMLD YEAR IN REVIEW

RMLD Completes Installation of Five New Public EV Charging Stations



RMLD installed five dual-port level 2 electric vehicle (EV) charging stations in its service territory to increase the availability of public charging infrastructure. The installations were partially funded through a Massachusetts Electric Vehicle Incentive Program (MassEVIP) Public Access Charging (PAC) grant through the Massachusetts Department of Environmental Protection (MassDEP), which was awarded to RMLD in July 2021. Three of the stations are located in Reading and two are located in Wilmington.

RMLD plans to install additional charging stations across its service area in 2023.

RMLD Hosts Electric Car Show

RMLD hosted a free Electric Car Show in conjunction with the Wilmington Farmers Market.



A variety of plug-in electric vehicle models were on display from area auto dealerships and local EV owners. Attendees learned about the various makes and models and talked to EV owners about their experiences. Information on home and public charging stations, electric vehicle incentive programs, and RMLD rebate programs were also available.

RMLD Holds Public Power Week Open House

After a two-year COVID-related hiatus, the RMLD Public Power Week Open House was back and better than ever.

The fun-for-all-ages event featured lineman demos, fun kids' activities, and education on electrical safety and conservation. Over 300 customers attended the event.

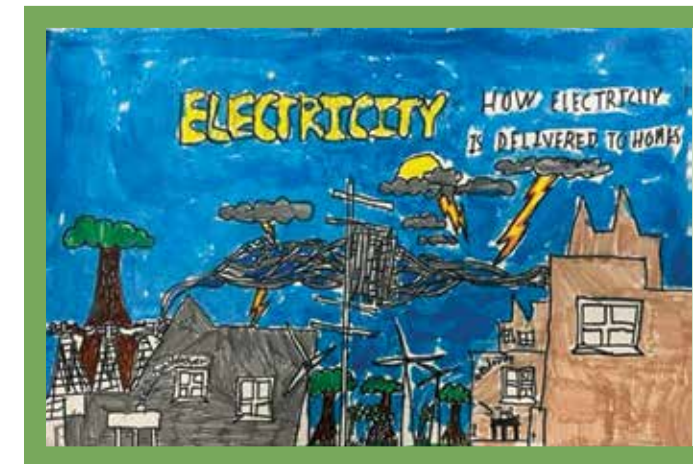


RMLD YEAR IN REVIEW

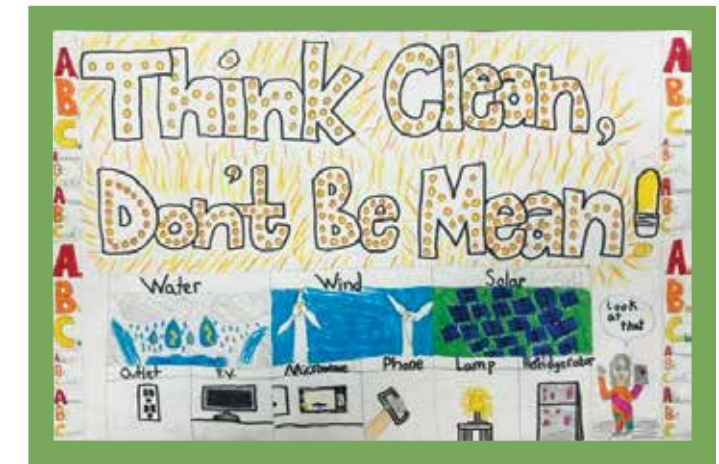
RMLD Hosts Elementary School and High School Art Contest

RMLD's annual Elementary Student Art Contest has been a consistent element of the elementary level curriculum in our towns for over 25 years. For the contest, fourth-grade students were asked to design a poster demonstrating their knowledge of topics presented in an educational video produced by the RMLD including electrical safety, how electricity gets to the home, and electricity and the sustainability. A first, second, and third-place winner was selected from each participating school based on the artwork and message. In 2017, RMLD launched its annual High School Student Art Contest as a means to engage high school age students within the communities we serve.

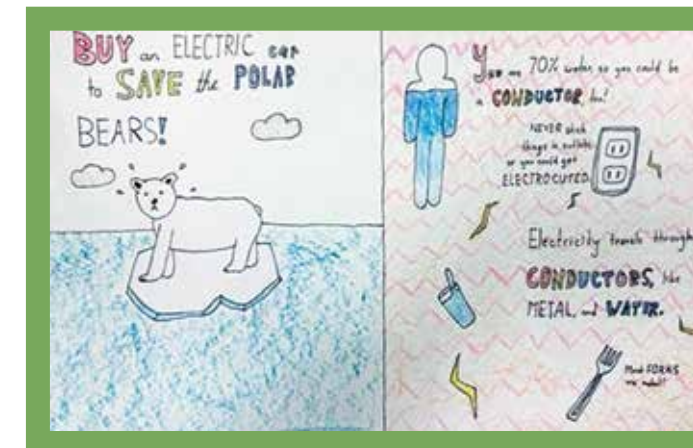
Here are some of the winners from the elementary school art contest, and the high school winners are featured on the next page.



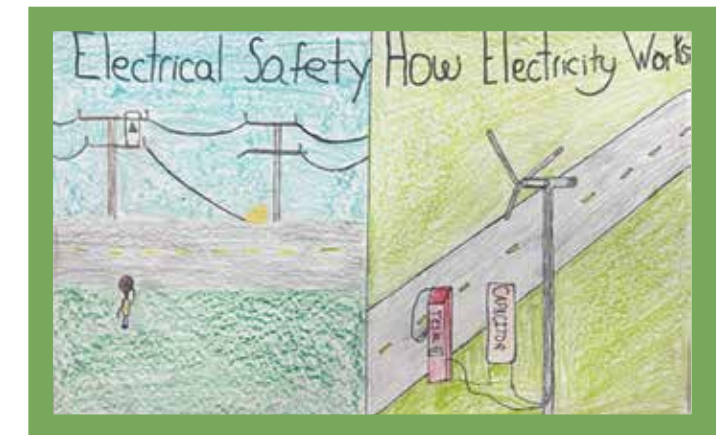
Andrew Taylor
Little Elementary School, North Reading



Lana Hays
Eaton Elementary School, Reading



Ivy Libby
Huckleberry Hill Elementary School, Lynnfield



Anthony Cooper
North Elementary School, Wilmington



HIGH SCHOOL ART CONTEST WINNERS

“SUSTAINABLY”

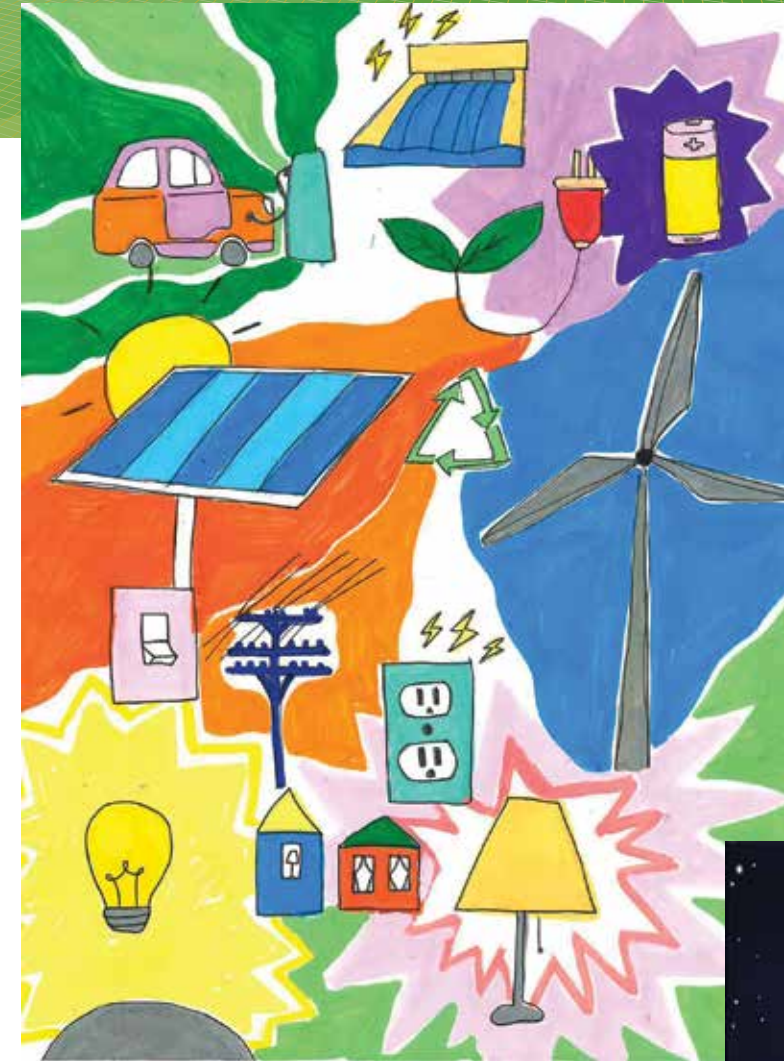


High School Art Contest - First-Place Winner
Chris Ferreira
Reading Memorial High School, Grade 12



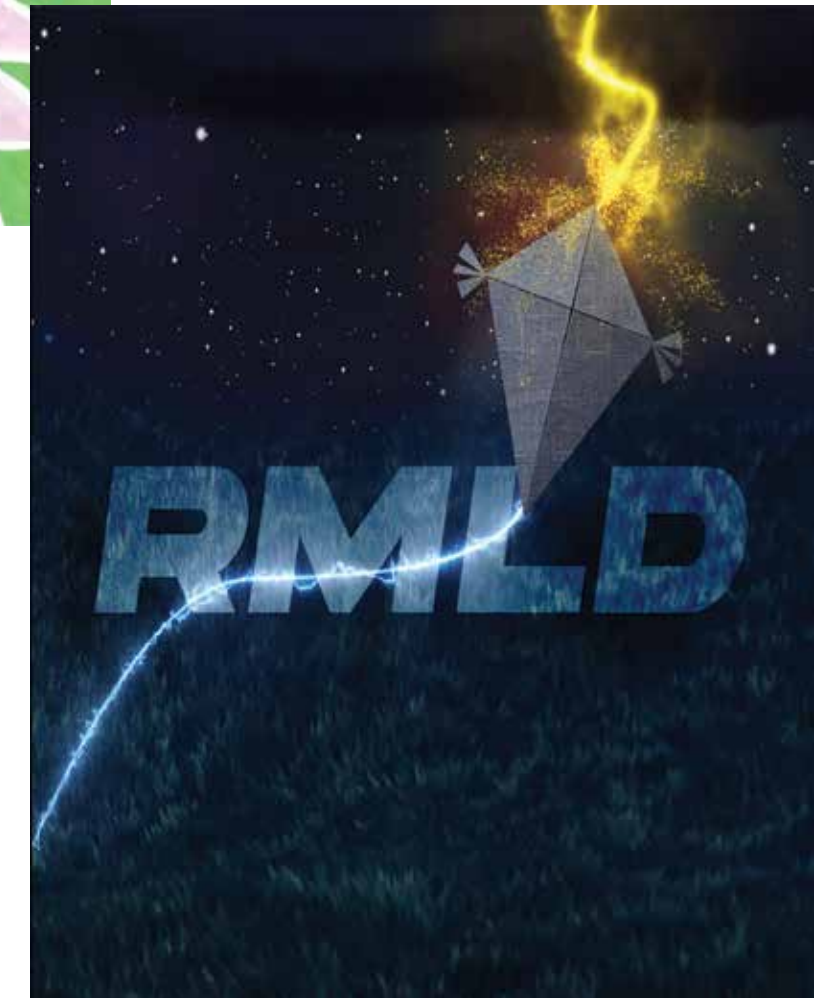
“NEW INVENTIONS”

High School Art Contest
Second-Place Winner
Astrid Puff
Reading Memorial High School
Grade 11



“A REVOLUTION FOR THE FUTURE GENERATIONS”

High School Art Contest
Second-Place Winner
Kurt Rothermund
Lynnfield High School
Grade 11



All submissions and student write-ups are posted on www.rml.com.
Thanks to the students who participated for submitting their beautiful artwork!



“TRAIL BLAZING BEGINS BUT NEVER ENDS”

High School Art Contest
Third-Place Winner
Tim Sullivan
North Reading High School
Grade 10

RECOGNIZED FOR RELIABILITY

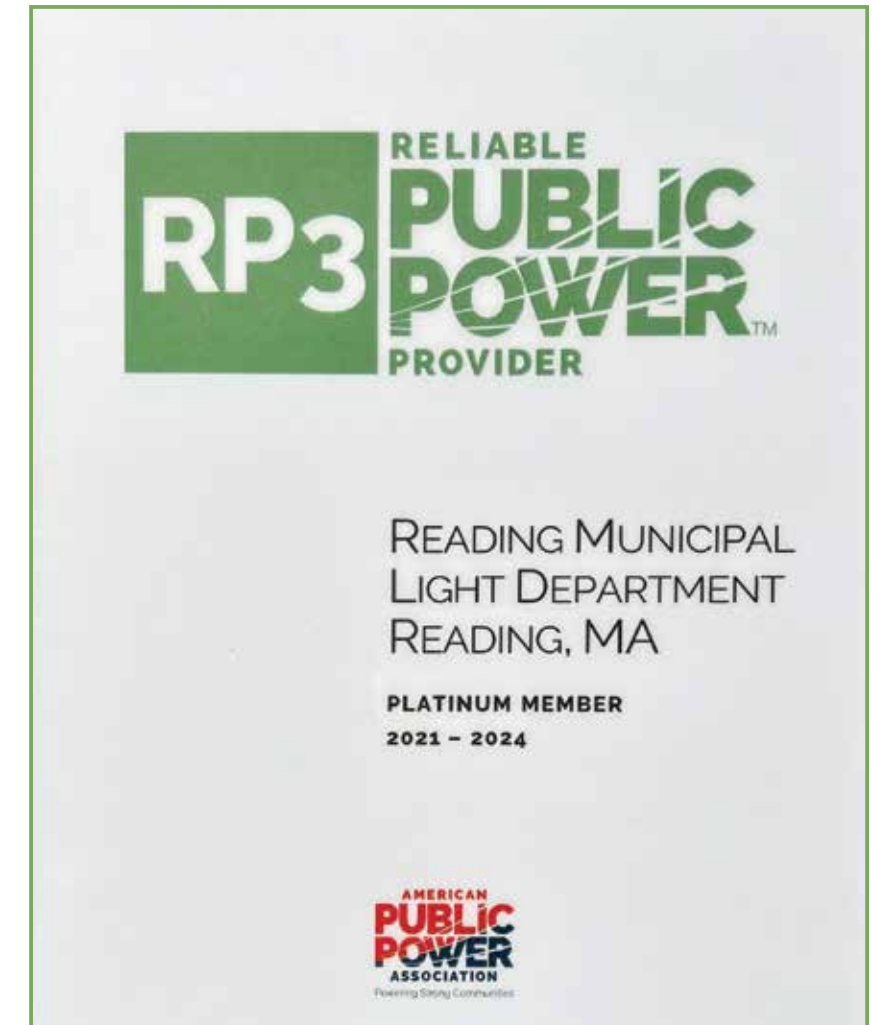


In 2022, RMLD earned the American Public Power Association (APPA) Certificate of Excellence in Reliability for the seventh consecutive year. The certificate signifies that RMLD is in the top 25 percent of utilities in the nation that substantially exceed the System Average Interruption Duration Index (SAIDI) when compared with national reliability data collected by the U.S. Energy Information Administration.

Some of the preventative maintenance initiatives that are critical to achieving award-winning reliability include a comprehensive tree trimming program, planned upgrades to distribution assets including poles, wires, and transformers, and regular substation maintenance.

In 2021, RMLD earned the prestigious Reliable Public Power Provider (RP3)[®] designation from the American Public Power Association (APPA) for providing reliable and safe electric service. The designation will last through 2024.

The RP3 designation recognizes public power utilities that demonstrate proficiency in four key disciplines: reliability, safety, workforce development, and system improvement. Criteria include sound business practices and a utility-wide commitment to safe and reliable delivery of electricity. To be considered for the RP3 designation, utilities submit a detailed application with accompanying documentation which is reviewed and scored by a panel of nationwide utility experts. RMLD joined more than 275 (of the over 2,000) public power utilities nationwide that hold the RP3 designation.



“NOSEDIVE”

High School Art Contest
Fourth-Place Winner
Piper Kirwin
North Reading High School
Grade 11



All submissions and student write-ups are posted on www.rmld.com. Thanks to the students who participated for submitting their beautiful artwork!

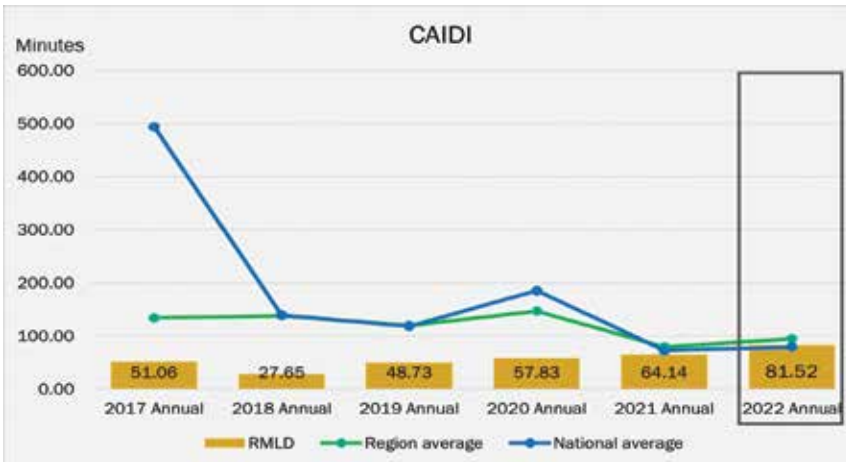
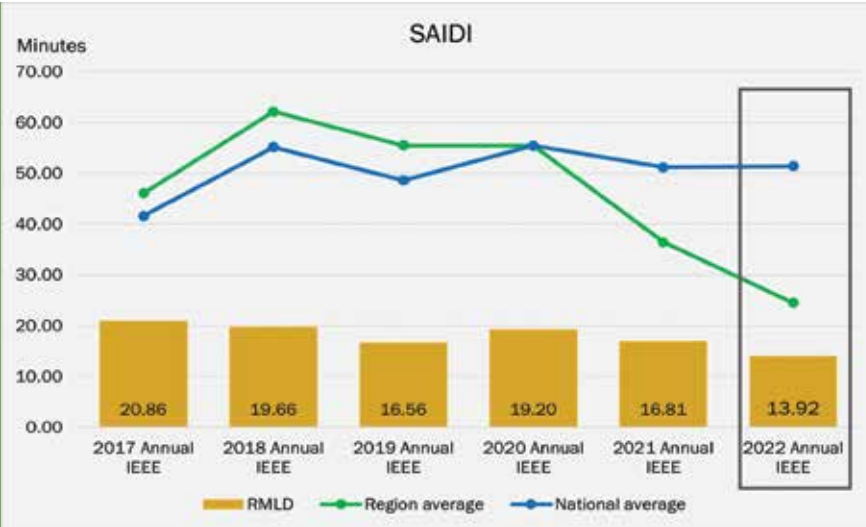


SYSTEM RELIABILITY INDICES

Key industry-standard metrics enable the RMLD to measure and track system reliability.

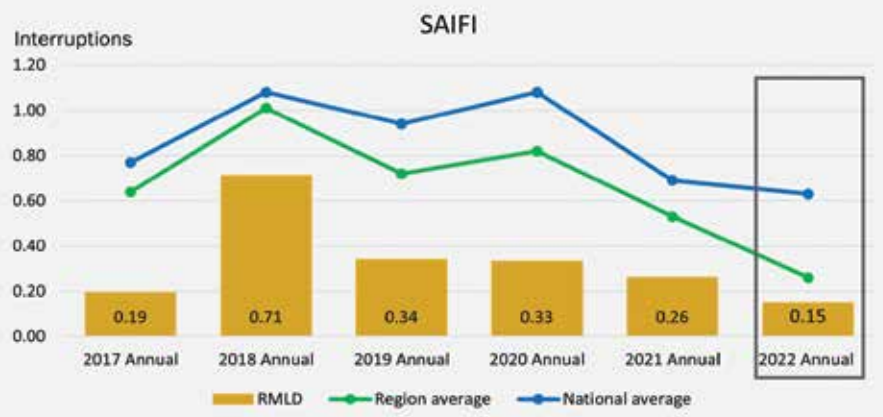
SAIDI (System Average Interruption Duration Index) is defined as the average interruption duration (in minutes) for customers served by the utility system during a specific time period. Lower numbers are better.

SAIDI = the sum of all customer interruption durations within the specified timeframe ÷ average number of customers served during that period.



CAIDI (Customer Average Interruption Duration Index) is defined as the average duration (in minutes) of an interruption experienced by customers during a specific timeframe. Lower numbers are better.

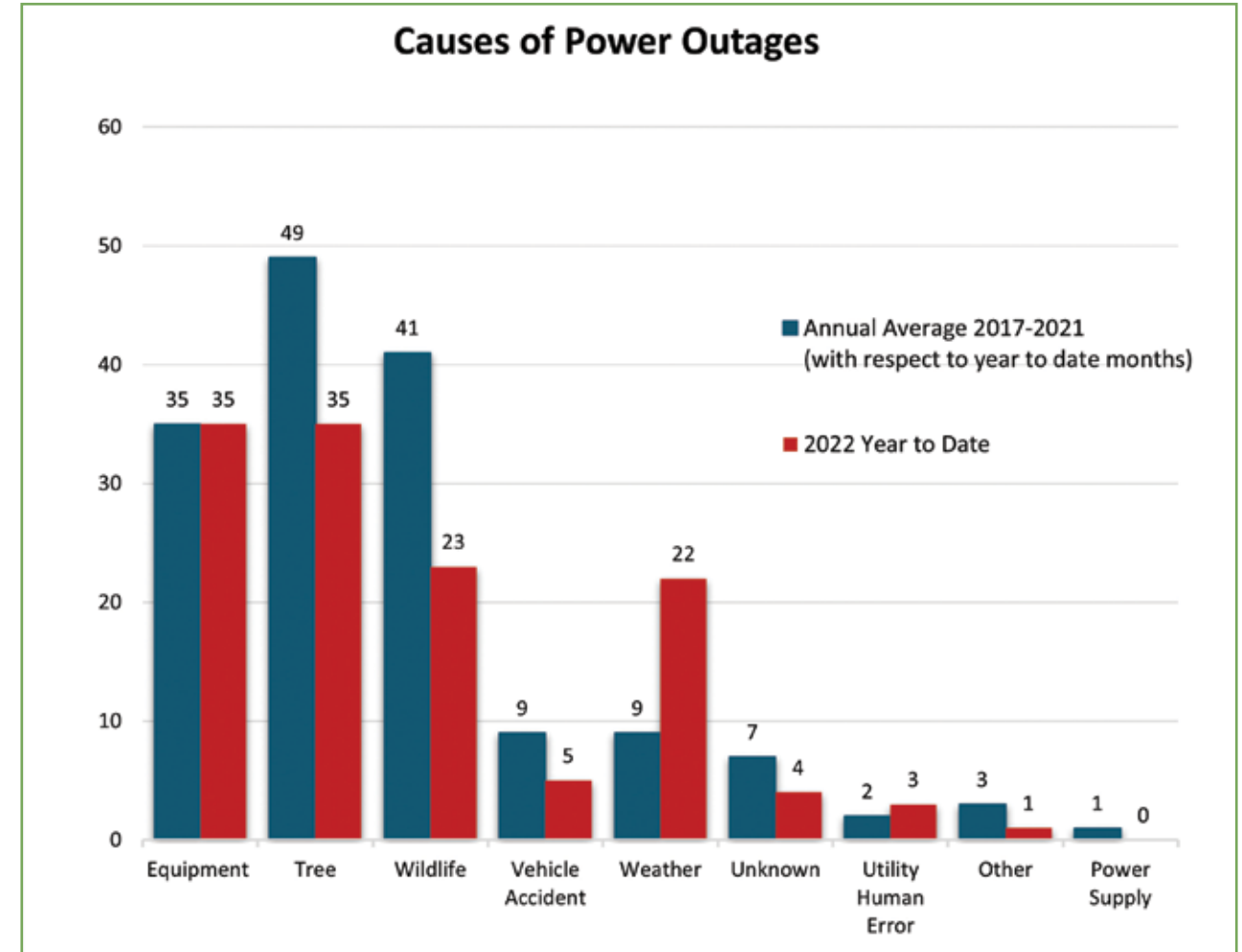
CAIDI = the sum of all customer interruption durations during that time period ÷ the number of customers that experienced one or more interruptions during that time period.



SAIFI (System Average Interruption Frequency) is defined as the average number of instances a customer on the utility system will experience an interruption during a specific time period. Lower numbers are better.

SAIFI = the total number of customer interruptions ÷ average number of customers served during that period.

OUTAGE CAUSES





ENERGY EFFICIENCY AND ELECTRIFICATION

PROGRAM PARTICIPATION

Program	# of Customers
Cordless Electric Yard Equipment Rebates	291
Air Source Heat Pump Rebates	218
Electric Panel Upgrade Rebates	48
EV Charger Rebates - Residential	40
Energy Star Appliance Rebates - Residential	318
Heat Pump Water Heater Rebates - Residential	1
Online Store Rebates - Residential	178
Home Energy Assessments - Residential	146
Custom Rebates - Commercial	1
Holiday Lighting Rebates - Municipal	2

Total Annual Estimated Energy Saved: 678,892 kWh

Total Annual Estimated Carbon Reduction: 1,413,738 Lbs



PEAK DEMAND REDUCTION AND INSTALLED SOLAR

In 2022, RMLD continued efforts to offset wholesale power supply (capacity and transmission) costs related to peak demand. The following efforts produced a net savings of approximately \$1,000,000; these savings are passed directly to RMLD customers:

- Continued to optimally dispatch RMLD's 5 MW, 10 MWh lithium-ion Battery Energy Storage System (BESS) and 2.5 MW Distributed Generator located at Substation 3 to offset peak wholesale market costs resulting in savings of approximately \$980,000 in 2022.
- Promoted residential Shred the Peak Program and continued to enroll customers for email alerts (over 2,600 currently).
- Continued pilot Peak Demand Reduction (PDR) Program for our largest commercial, industrial, and municipal customers to effectively promote demand management and reward key accounts who achieve load shed during events.
- Solar Choice 1, with a rating of 1 MW AC, produced 1,571,239 kWh. Solar Choice 2, with a rating of 1.7 MW AC, produced 2,297,490 kWh. The output from these two community Solar Choice projects during peak demand hours saved a combined total of about \$87,011 in 2022; these savings were distributed amongst program participants.

INSTALLED SOLAR (AS OF END OF 2022)

Class	New Arrays	Total Arrays	Capacity (kW AC)
Residential	35	209	1,621
Commercial	0	19	2,154
Wholesale	0	3	4,709

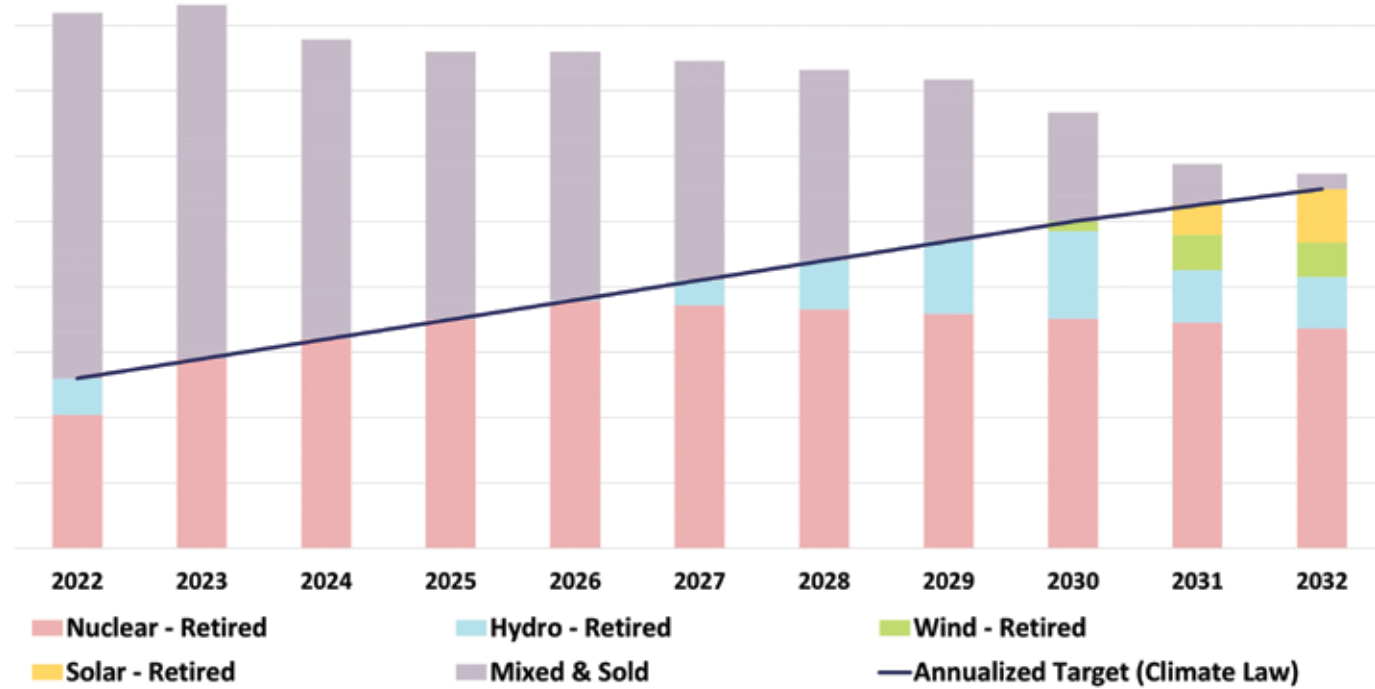
Total: 8,484 kW AC





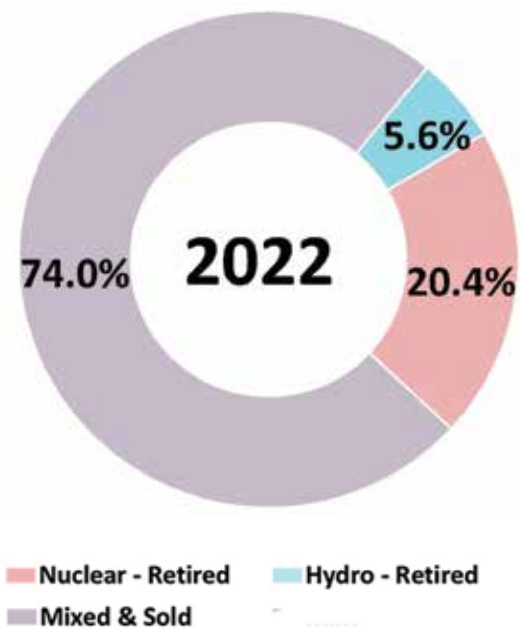
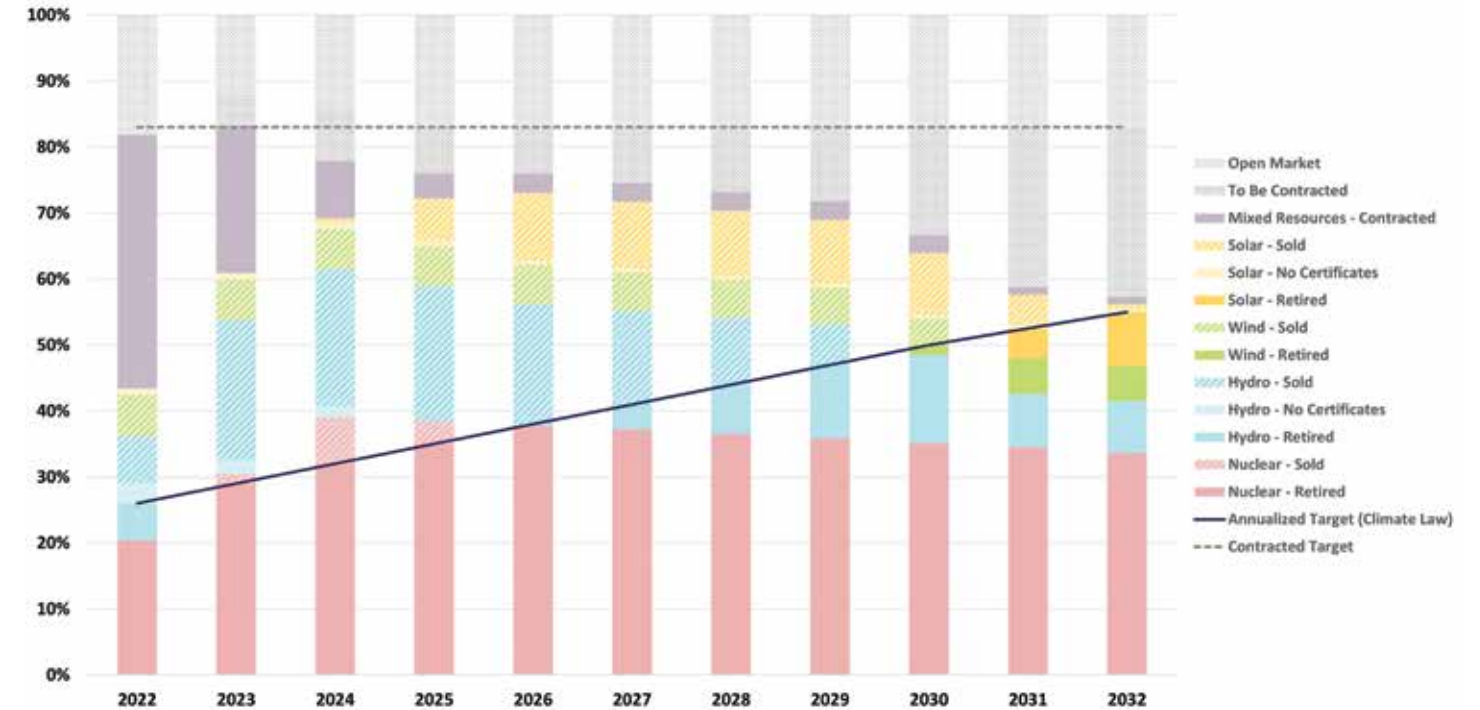
POWER SUPPLY CLIMATE BILL COMPLIANCE

OUTLOOK TO 2032



POWER SUPPLY TRANSACTION BY SOURCE

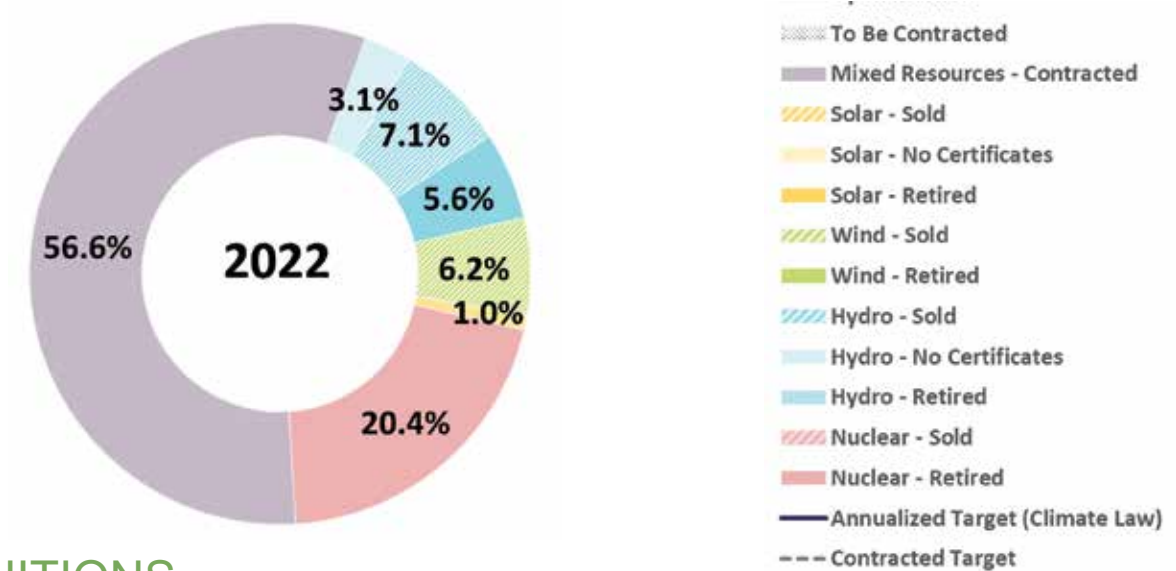
OUTLOOK TO 2032



DEFINITIONS

Climate Law – Massachusetts climate legislation which requires that the power sold by utilities be sourced from resources that are 50% non-carbon by 2030, 75% non-carbon by 2040, and net-zero carbon by 2050. To be considered a non-carbon resource, the associated energy certificates must be retired by the utility.

Mixed Sources and Certificates Sold – Contracts for non-specific power supply sources and day-ahead or real-time spot market purchases. These reflect the fuel mix of the New England grid and are assumed to be primarily carbon-emitting.



DEFINITIONS

Certificate Management – RMLD retires certificates up to the annualized line then sells the balance which are typically higher value to help reduce power supply costs. The cross-hatched portions of the charts above represent actual certificate sales in 2022 and planned certificate sales going forward.



POWER SUPPLY BY CONTRACT

Name	Type	Duration	MWH	%
Millstone	Nuclear	1986-2045	36,512	5.38%
Seabrook	Nuclear	1990-2050	69,360	10.22%
	Nuclear	Total:	105,872	15.60%
NYPA	Hydro	2002-2025	26,062	3.84%
Aspinook	Hydro	2016-2022	10,335	1.52%
Collins	Hydro	2013-2028	4,966	0.73%
First Light	Hydro	2019-2023	35,284	5.20%
Hosiery Mills	Hydro	2014-2024	2,085	0.31%
Indian River	Hydro	2011-2026	1,517	0.22%
Pepperell	Hydro	2011-2026	4,456	0.66%
Pioneer	Hydro	2013-2028	4,807	0.71%
Turner's Falls	Hydro	2011-2026	1,771	0.26%
Woronoco	Hydro	2011-2026	5,671	0.84%
Quinebaug	Hydro	2020-2030	4,818	0.71%
Dahowa	Hydro	2022-2045	6,409	0.94%
	Hydro	Total:	108,183	15.94%
Kearsage	Solar	2017-2037	2,293	0.34%
Altus Power	Solar	2017-2037	1,624	0.24%
GSRP	Solar	2015-2025	3,195	0.47%
	Solar	Total:	7,112	1.05%
Jericho	Wind	2015-2035	5,748	0.85%
Saddleback	Wind	2015-2035	12,861	1.90%
Rox Wind	2021-2041	2021-2041	21,833	3.22%
	Wind	Total:	40,441	5.96%
Nextera	Bilateral Mixed	2016-2025	293,429	43.24%
ISO	Bilateral Mixed	Ongoing	100,105	14.75%
	Bilateral Mixed	Total:	393,533	57.99%
StonyBrook Intermediate	Gas/Oil Peaker	Life of Unit	15,039	2.22%
StonyBrook Peaking	Gas/Oil Peaker	Life of Unit	1,180	0.17%
Braintree Watson	Gas/Oil Peaker	2009-2029	3,477	0.51%
	Gas/Oil Peaker	Total:	19,696	2.90%
RMLD Generator	Natural Gas	N/A	499	0.07%
	TOTAL		675,338	100%
	TOTAL W/O RMLD GENERATOR		674,839	

CONSTRUCTION HIGHLIGHTS

Line construction throughout the system is performed to provide reliability enhancement, to connect new load, or to address areas needing upgrades. This work includes both overhead and underground cable installation, service installation and upgrades, installation and removal of poles, transfer of electrical equipment, and work related to Massachusetts highway projects.

READING

- MassDOT Force Account Project – Main and Hopkins Streets – RMLD replaced three poles, Verizon replaced eight poles and set four new poles, RMLD transferred existing spacer cable, secondary cable, services and streetlights to new poles. RMLD also upgraded four pole-mounted transformers.
- Lakeview Ave performed an area upgrade.
- John Street, Phase -1: Verizon replaced twelve poles on the southern section of John Street. RMLD transferred existing spacer cable and single-phase primary cables, pole-mount transformers, secondary cable, services, streetlights and the RMLD fiber optic cable
- Carnation Circle replaced transformers and provided oil clean up.
- Purchased direct replacement CCVT's that were installed on the existing structures at the Bulk Electric Supply Station 4. These replacements consist of two sets of three CCVT's on each supply line and seven individual CCVT's on each of 115Kv bus sections.
- Summit Towers – Replaced aged switchgear with new solid dielectric unit and replaced two aged transformers.
- Green Street, R – Verizon replaced seven poles. The RMLD transferred the existing spacer cable, transformers, secondary cable, services and streetlights to the new poles.
- RMLD upgraded the 5kV step-down area of Willow St, Reading to the nominal system voltage of 13.8kV. We replaced seven poles and reconducted primary lines, replaced three transformers, and upgraded the primary metering rig for Austin Prep. This was done in conjunction with Austin Prep upgrading their internal electrical facilities.
- Archstone – Replaced two aged switchgears with new solid dielectric units.
- Woburn St– Replaced aged switchgear with new solid dielectric unit.
- Reading Woods – Replaced aged switchgear with new solid dielectric unit.

Notable examples of new service additions or upgrades:

- 1312 Main Street, R – new commercial service - Reading Animal Hospital
- 292 Grove Street, R – new commercial service – Meadowbrook Country Club



CONSTRUCTION HIGHLIGHTS (CONTINUED)

WILMINGTON

- Bigger and Ring Street received an area upgrade
- Allenhurst Way received an underground subdivision upgrade and replaced the leaking transformer.
- Fletcher and Morgan St – Reconductored 1,500 feet of underground primary cable and neutral.

New Wilmington Substation:

- Upton Drive – Pole relocations/replacements – replace eight poles and set two new poles along the easement. Transferred existing spacer cable circuit, secondary cable, fiber optic cable and replaced a gang operated switch.
- 2022 saw the purchase of the land on Ballardvale St in Wilmington which will be the site of the new substation. This will include two 60 MVA transformers and 15kV switchgear with 8 (or more if needed) feeder breaker positions.

Notable examples of new service additions or upgrades:

- 207 Lowell Street, W – service upgrade – Lubrizol
- 100 Eames Street, W – new commercial service – Gerrity Stone
- 99 Fordham Road, W – new commercial service – Amazon

NORTH READING

- Magnolia Drive – Stepdown conversion, replaced poles 5, 6, 10 and 11 and converted area to a 15 kV
- Aldersgate Road – Underground Subdivision upgraded two padmount transformers.
- 108 Haverhill St and 51 Main St RMLD replaced poles and installed IntelliRupter in each location.
- P/106 North St – RMLD replaced a typical gang-operated switch with a Scada-Mate Switch as part of our Distribution Automation project.
- Installed Scada Mate Switch and Under Arm Disconnects on Pole #31 North Street, North Reading
- Demetri Way, Haverhill St, and Peter Road- Underground Subdivision Upgrade
- Sand Iron Way replaced aged transformers and replaced two position switchgear with the same.
- 300 Riverpark Dr – Completed upgrade of transformer.
- Completed 3W18 Gateway Improvements, installed new underground cable from Substation 3 to previously installed riser. Performed all overhead line work to time in new riser to existing circuit.
- Notable examples of new service additions or upgrades:
- 303 Main Street, NR – new commercial service – North Reading DPW

LYNNFIELD

- Heritage and Windsor – Reconductored 2,500 feet of underground primary cable, neutral and replaced/upgraded four transformers.
- Center Village – Underground subdivision Upgrades – replaced one ages transformer.

EV CHARGERS BY THE NUMBERS (CY 2022)

RMLD owns and operates 21 dual-port Level 2 charging station within its service area.

- 14 level 2 charging stations are located at the Analog Device campus in Wilmington
- 2 level 2 charging stations are located at the RMLD offices at 230 Ash Street in Reading
- 3 level 2 charging stations were installed in Reading in June 2022 through the MasseVIP Public Access Charging (PAC) Program
- 2 level 2 charging stations were installed in Wilmington through the MassEVIP Public Access Charging (PAC) Program

91,694

Dispensed Energy (kWh)

\$18,371

Total Revenue

30,565

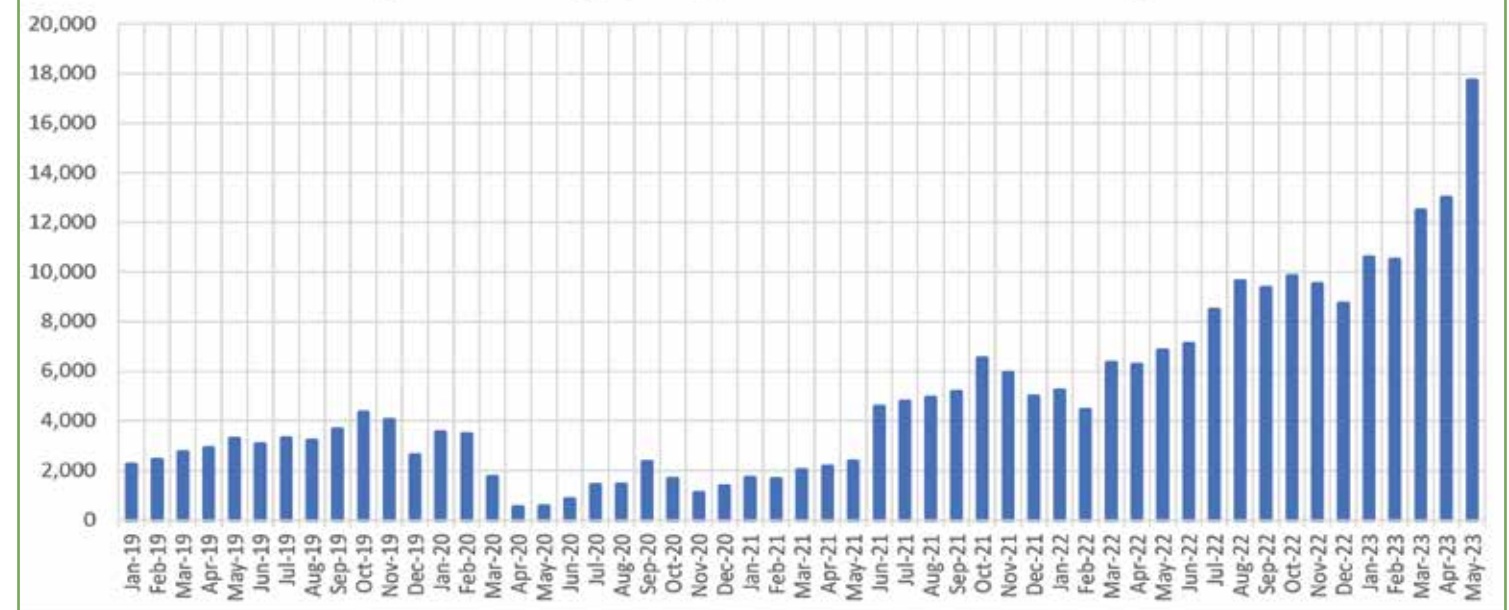
Estimated Gasoline Miles Offset

5,649

Charging Sessions



Dispensed Energy (kWh) for RMLD Owned EV Chargers



RMLD



Reading Municipal Light Department
RELIABLE POWER FOR GENERATIONS

ATTACHMENT 3
POLICY REVIEW



RMLD BOARD OF COMMISSIONERS MEETING

September 28, 2023

POLICY 18: Strategic Planning

In accordance with the Board's periodic policy review, please find attached the review package for Policy 18: Strategic Planning (Revision 5).

Included are the following three components:

- Policy 18: Strategic Planning R5 summary & highlights (this page).
- Policy 18: Strategic Planning R5 clean with all changes accepted.
- Policy 18: Strategic Planning R5 redlined, tracked changes, showing specific edits.

SUMMARY

Policy 18 simplified to the basic elements of mission (what we do), vision (where we are going), and strategy (how we will get there). Verbiage refined for clarity and brevity throughout.

Verbiage modified to reflect the goal of the policy: to prompt ongoing updates and to provide a basic framework for decision-making, throughout RMLD.

Removed the mandate for the use of specific tools (ex. SWOTT, Pestle, Five Forces...).

Intermediate strategic changes are addressed via the existing approval process, thus, the redundant verbiage stating changes will be presented to the Board was removed.

Implementation is ongoing and stating that RMLD will develop internal operating plans is obvious, thus, verbiage was removed.

REVISION HIGHLIGHTS

Section I: Purpose and Scope

- Removed mandate for use of specific tools.
- Addition of verbiage clarifying the strategic plan shall focus on the next two decades.

Section 2: Policy Details

- Changed verbiage from review to update.
- Changed verbiage from every three years to at least every five years.
- Removed verbiage stating that changes will be presented to the Board and that RMLD will develop internal operational plans to implement the Strategic plan.

**RMLD Policy No. 18
STRATEGIC PLANNING POLICY**

Revision No. 5

Commission Vote Date:

General Manager/Date

Next Review Date:

I. PURPOSE AND SCOPE

To establish procedures for developing, reviewing, implementing and revising RMLD's Strategic Plan.

The Strategic Plan shall set out a mission statement, a vision statement, and strategies to reinforce RMLD's longstanding responsibilities to its customers, and shall respond pro-actively to changing regulatory, market, and environmental conditions.

The time horizon of this strategic plan shall typically focus on the next two decades.

II. POLICY DETAILS

RMLD will comprehensively update its Strategic Plan at least every five years and will present the results of the comprehensive review to the Board of Commissioners.

**RMLD Policy No. 18
STRATEGIC PLANNING POLICY**

Revision No. 54

Commission Vote Date:

General Manager/Date

Next Review Date:

I. PURPOSE AND SCOPE

To establish procedures for developing, reviewing, implementing and revising RMLD's Strategic Plan.

The Strategic Plan shall set out a mission statement, a vision statement, ~~a mission statement~~ and strategies ~~derived from the vision and the mission for long term planning (20 year). These strategies shall to~~ reinforce RMLD's longstanding responsibilities to its customers, and shall respond pro-actively to changing ~~environmental~~, regulatory, ~~and~~ market, and environmental conditions. ~~developing, reviewing and revising the Strategic Plan, SWOTT (strength, weakness, opportunities, threats, and trends) analysis may be used.~~

The time horizon of this strategic plan shall typically focus on the next two decades.

II. POLICY DETAILS

RMLD will comprehensively ~~update-review~~ its Strategic Plan at least every ~~five~~ three-years and will present the results of the comprehensive review to the Board of Commissioners. ~~If RMLD identifies potential changes to the Strategic Plan, such changes will also be presented to the Board of Commissioners for its review, comment and adoption. RMLD will develop internal operational plans to implement the Strategic Plan.~~



RMLD BOARD OF COMMISSIONERS MEETING

September 28, 2023

POLICY 31: Vehicle Use

In accordance with the Board's periodic policy review, please find attached the review package for Policy 31: Vehicle Use (Revision 2).

Included are the following three components:

- Policy 31: Vehicle Use R2 summary & highlights (this page).
- Policy 31: Vehicle Use R2 clean with all changes accepted.
- Policy 31: Vehicle Use R2 redlined, tracked changes, showing specific edits.

SUMMARY

Policy 31 was significantly revised to streamline and clarify the administrative controls for RMLD vehicle use. Verbiage was refined for clarity and brevity throughout.

The resultant streamlined policy more clearly and more simply states the key policy elements. Much of the removed verbiage is moving to an internal operating procedure, with additional verbiage refinement.

The structure of the policy was modified to clearly outline vehicle use responsibilities and expectations. Refined verbiage from the original sections was combined into numbered points under a single section "Policy Elements".

The revised policy more clearly summarizes the conditions and guidelines for all employees who utilize company vehicles.

Further, the revised policy more clearly states the duties and responsibilities that are required for an employee to retain the privilege of using a municipal vehicle.

Verbiage was added stating that if a vehicle is used for authorized commuting it will likely be considered a taxable compensation (current RMLD procedure).

REVISION HIGHLIGHTS

Section I: Purpose

- Removed verbiage stating that the policy establishes rules and procedures for use of RMLD vehicles and use of personnel vehicles while on RMLD official business.
- Addition of verbiage stating that the use of a municipal vehicle is a privilege with certain duties and responsibilities that are required to be fulfilled to retain that privilege.
- Addition of verbiage stating that the policy conditions apply to all employees who utilize municipal vehicles.



Section 2: Definitions

- Removed from this policy and incorporated into an internal operating procedure.

Section 3: Responsibilities

- Removed from this policy and incorporated into an internal operating procedure.
- Portions of this section were summarized and added to *Section 1: Purpose*, stating that the policy applies to all employees who utilize municipal vehicles.

Section 4: General Vehicle Operation and Safety Rules

- Section 4: A
 - Removed from this policy and incorporated into an internal operating procedure.
 - Portions of this section relative to valid driver licenses were summarized and added to “Policy Elements”.
- Section 4: B
 - Removed from this policy and incorporated into an internal operating procedure.
 - Portions of this section relative to authorization for vehicle use were summarized and added to “Policy Elements”.
- Section 4: C
 - Removed from this policy and incorporated into an internal operating procedure.
 - Portions of this section relative to operating RMLD vehicles in a safe manner were summarized and added to “Policy Elements”
- Section 4: D
 - Removed from this policy and incorporated into an internal operating procedure.
- Section 4: E
 - Removed from this policy and incorporated into an internal operating procedure.
 - Portions of this section relative to anti idling and related exemptions were summarized and added to “Policy Elements.”
- Section 4: F
 - Removed from this policy and incorporated into an internal operating procedure.
 - Portions of this section relative to RMLD’s Drug and Alcohol Use Policies were summarized and added to “Policy Elements.”
- Section 4: G
 - Removed from this policy and incorporated into an internal operating procedure.
 - Portions of this section relative to parking tickets, traffic tickets, and moving violations were summarized and added to “Policy Elements.”
- Section 4: H
 - Removed from this policy as the referenced policy section was incorporated into an internal operating procedure.



- **Section 4: I**
 - Removed from this policy and incorporated into an internal operating procedure.
 - Portions of this section relative to vehicle cleanliness were summarized and added to “Policy Elements.”
- **Section 4: J**
 - Removed from this policy and incorporated into an internal operating procedure.
 - Portions of this section relative to vehicle damage and maintenance were summarized and added to “Policy Elements.”
- **Section 4: K**
 - Removed from this policy and incorporated into an internal operating procedure.
 - Portions of this section relative to record keeping were summarized and added to “Policy Elements.”

Section 5: Prohibited Conduct

- **Section 5: A**
 - Removed from this policy and incorporated into an internal operating procedure.
 - Portions of this section relative to distracted driving and cell phone use were summarized and added to “Policy Elements.”
- **Section 5: B**
 - Removed from this policy and incorporated into an internal operating procedure.
 - Portions of this section relative to operating under the influence were summarized and added to “Policy Elements.”
- **Section 5: C**
 - Removed from this policy and incorporated into an internal operating procedure.
- **Section 5: D**
 - Removed from this policy and incorporated into an internal operating procedure.
- **Section 5: E**
 - Removed from this policy and incorporated into an internal operating procedure.
 - Portions of this section relative to smoking were summarized and added to “Policy Elements.”

Section 6: Accident Procedures

- Removed from this policy and incorporated into an internal operating procedure.

Section 7: Disciplinary Action and Remedial Actions

- **Section 7: A**
 - Removed from this policy and incorporated into an internal operating procedure.
 - Portions of this section relative to disciplinary and remedial actions were summarized and added to “Policy Elements.”
- **Section 7: B**
 - Removed from this policy and incorporated into an internal operating procedure.

**RMLD Policy No. 31
VEHICLE USE POLICY**

Revision No.2

Commission Vote Date:

Next Review Date:

General Manager/Date

I. PURPOSE

The use of a municipal vehicle is a privilege and certain duties and responsibilities are required to be fulfilled in order for an employee to maintain that privilege.

It is the goal of RMLD to promote the safety of its employees and the general public, to protect its vehicles and other property from damage, and to prevent the misuse of RMLD vehicles consistent with applicable laws, codes, regulations, and RMLD's policies.

The following conditions apply to all employees who utilize municipal vehicles.

II. POLICY ELEMENTS

1. There is zero tolerance for drugs or alcohol in municipal vehicles and using drugs or alcohol prior or while driving municipal vehicles.
2. RMLD vehicles are for official municipal work purposes only and as expressly authorized.
3. If a vehicle is used for authorized commuting it will likely be considered a taxable compensation.
4. It is the responsibility of the RMLD employee to keep the vehicle clean inside and out.
5. All maintenance and repairs will be scheduled with facilities and must be completed when scheduled and documented on the vehicle log.
6. Before each use, the driver will complete a pre-trip inspection and submit written documentation per procedure.
7. The driver shall operate RMLD vehicles in a safe and responsible manner, using good judgement, and shall observe all state laws and rules and regulations for safe driving, including all speed limits.
8. Distracted driving is prohibited.
9. Any mechanical/electrical problems or physical damage will be reported immediately to a supervisor and followed by a written incident report.
10. Only authorized employees are allowed to operate RMLD vehicles.
11. Only RMLD employees and authorized individuals are permitted in company vehicles.

12. Smoking, vaping, chewing, or spitting of tobacco products is prohibited in RMLD municipal vehicles.
13. Firearms and weapons are prohibited in RMLD vehicles.
14. Operators of RMLD vehicles must notify their supervisor immediately if their driver's license is suspended or revoked.
15. Operators of RMLD vehicles must notify their supervisor if ticketed for a moving/parking violation while in an RMLD vehicle.
16. All CDL drivers must authorize an annual license check in accordance with federal law.
17. Failure to abide by these responsibilities will result in disciplinary actions, up to and including termination.
18. Refer to RMLD Vehicle Use Procedure for additional details and forms.

DRAFT

RMLD Policy No. 31 VEHICLE USE POLICY

Revision No. 2

Commission Vote Date:

General Manager/Date

Next Review Date:

I. PURPOSE

~~This policy establishes the rules and procedures for the use of vehicles owned, rented or leased by the Reading Municipal Light Department ("RMLD") and for the use of personal vehicles by RMLD employees while on RMLD official business.~~ The use of a municipal vehicle is a privilege and certain duties and responsibilities are required to be fulfilled in order for an employee to maintain that privilege.

It is the goal of RMLD to promote the safety of its employees and the general public, to protect its vehicles and other property from damage, and to prevent the misuse of RMLD vehicles consistent with applicable laws, codes, regulations, and RMLD's policies.

The following conditions apply to all employees who utilize municipal vehicles.

II. POLICY ELEMENTS

1. There is zero tolerance for drugs or alcohol in municipal vehicles and using drugs or alcohol prior or while driving municipal vehicles.
2. RMLD vehicles are for official municipal work purposes only and as expressly authorized.
3. If a vehicle is used for authorized commuting it will likely be considered a taxable compensation.
4. It is the responsibility of the RMLD employee to keep the vehicle clean inside and out.
5. All maintenance and repairs will be scheduled with facilities and must be completed when scheduled and documented on the vehicle log.
6. Before each use, the driver will complete a pre-trip inspection and submit written documentation per procedure.
7. The driver shall operate RMLD vehicles in a safe and responsible manner, using good judgement, and shall observe all state laws and rules and regulations for safe driving, including all speed limits.
8. Distracted driving is prohibited.

9. Any mechanical/electrical problems or physical damage will be reported immediately to a supervisor and followed by a written incident report.
10. Only authorized employees are allowed to operate RMLD vehicles.
11. Only RMLD employees and authorized individuals are permitted in company vehicles.
12. Smoking, vaping, chewing, or spitting of tobacco products is prohibited in RMLD municipal vehicles.
13. Firearms and weapons are prohibited in RMLD vehicles.
14. Operators of RMLD vehicles must notify their supervisor immediately if their driver's license is suspended or revoked.
15. Operators of RMLD vehicles must notify their supervisor if ticketed for a moving/parking violation while in an RMLD vehicle.
16. All CDL drivers must authorize an annual license check in accordance with federal law.
17. Failure to abide by these responsibilities will result in disciplinary actions, up to and including termination.
18. Refer to RMLD Vehicle Use Procedure for additional details and forms.

II. DEFINITIONS

- A. ~~The term "controlled substances" includes, but is not limited to heroin, barbiturates, amphetamines, phencyclidine, cannabis, methadone, LSD, PCP, marijuana, narcotics, opiates, cocaine, crack, alcohol or any other controlled substances as defined by the M.G.L. c. 94C or Federal Controlled Substance Laws. For purposes of this policy, controlled substances include medical marijuana.~~
- B. ~~The term, "official business" encompasses all activities involving the performance of the employee's duties, whether during regular working hours or on call, including travel between RMLD and job sites and/or RMLD business functions, meetings, or other events. "Official business" does not include personal activities engaged in by the employee during break periods and commuting to and from work.~~
- C. ~~The term, "operate" or "operating" or similar terms, encompasses driving, occupying the vehicle while the vehicle is running even if in parked position, operating equipment on the vehicle, e.g., lifts, and all other activities associated with the operation of a vehicle, including load and unloading the vehicle.~~
- D. ~~The term "vehicle" encompasses all automobiles, trucks, any utility equipment requiring an operator, and any other motorized vehicle used to transport persons or property.~~

III. RESPONSIBILITIES

- ~~A. General Manager. The General Manager is responsible for overall enforcement of this policy, including imposing disciplinary or corrective action for violations or to address safety concerns.~~
- ~~B. Management Personnel. All RMLD managers and supervisors are responsible for monitoring RMLD employees under their direction or supervision for compliance with this policy and for reporting any suspected violations or concerns to the General Manager and the Human Resources Manager, regardless of whether such employee is under their supervision, direction or control.~~
- ~~C. Human Resources Manager. The Human Resources Manager shall be responsible for ensuring that all RMLD employees who operate RMLD vehicles have the required licenses and certifications and for administering drug and alcohol testing in accordance with RMLD's Policy 26 and relevant collective bargaining agreements.~~
- ~~D. RMLD Employees. All RMLD employees, including both drivers and passengers in RMLD vehicles or personal vehicles while on official business, shall be responsible for compliance with this policy.~~

~~**IV. GENERAL VEHICLE OPERATION AND SAFETY RULES**~~

- ~~A. Drivers must have a valid driver's license of the appropriate class to operate RMLD vehicles. Employees who operate RMLD vehicles are required to notify their supervisors and the Human Resources Manager immediately if his/her driver's license expires without renewal, driving privileges are revoked or suspended, or the employee is convicted of a crime involving a moving vehicle violation. Employees must carry a valid license and RMLD identification whenever using an RMLD vehicle.~~
- ~~B. RMLD vehicles shall be used only for official business and as expressly authorized. Employees who are assigned an RMLD vehicle for his/her full shift may use the RMLD vehicle during meal breaks for incidental personal use. Vehicles shall not be used to travel to liquor stores, drinking establishments, or in a manner which may erode the public's trust and confidence. Employees acknowledge and understand that using public equipment or resources for personal use without proper authorization constitutes use of an official position to obtain an unwarranted privilege in violation of state ethics laws, G.L. c. 268A.~~

~~C. The driver shall operate RMLD vehicles in a safe and responsible manner and shall observe all state laws and rules and regulations for safe driving as defined by the Commonwealth of Massachusetts or the state in which the driver is operating the vehicle, including all speed limits. In the absence of specific laws, rules, or regulations, the driver shall exercise caution and good judgment as a reasonable person would exercise under like circumstances.~~

~~D. Seat belts must be used at all times.~~

~~—~~

~~E. The driver shall comply with the Massachusetts Anti Idling Law. 310 CMR 7.11 (1) (b) states: "No person shall cause, suffer, allow or permit the unnecessary operation of the engine of a motor vehicle while said vehicle is stopped for a foreseeable period of time in excess of five minutes. Exemptions from five minute limit include:~~

~~—~~

~~• Vehicles being serviced, provided that operation of the engine is essential to the proper repair thereof;~~

~~—~~

~~• Vehicles engaged in the delivery or acceptance of goods, wares, or merchandise for which engine assisted power is necessary and substitute alternate means cannot be made available, or~~

~~—~~

~~• Vehicles engaged in an operation for which the engine power is necessary for an associated power need other than movement and substitute alternate power means cannot be made available provided that such operation does not cause or contribute to a condition of air pollution.~~

~~—~~

~~— Failure to comply with the anti idling regulation is punishable by statutory fines ranging from \$100 to \$25,000 and applies to all motor vehicles.~~

~~F. All RMLD employees shall be responsible for adhering to RMLD's drug and alcohol policies. If an employee suspects that a driver is under the influence of controlled substances or alcohol or is otherwise impaired, the suspecting employee should not get into the vehicle and shall report his/her suspicions to his/her supervisor immediately.~~

~~Employees who suspect that a driver is under the influence of controlled substances or alcohol or is otherwise impaired and reports such suspicions shall not be punished or retaliated against in any way for reporting concerns.~~

- ~~G. The driver shall notify Human Resources promptly if the driver is issued a parking or traffic ticket while operating an RMLD vehicle. The driver shall be responsible for the payment of all fines, penalties, fees, and costs associated with such violation or ticket, regardless of the circumstances. As applicable, drivers who are issued a moving violation shall be subject to drug and alcohol testing in accordance with RMLD Policy No. 26 or their collective bargaining agreement, as applicable.~~
- ~~H. In the event of an accident, employees shall follow the procedures set forth in Section V below.~~
- ~~I. The driver is responsible for the cleanliness of his / her assigned vehicle and should safeguard RMLD vehicles at all times. The driver should never leave RMLD vehicles unattended with the ignition key in the lock or anywhere inside or on the vehicle. The driver shall turn off the ignition, close all windows, and lock doors whenever an RMLD vehicle is left unattended. RMLD is not responsible for the loss of any personal property while using an RMLD vehicle or personal vehicle for official business.~~
- ~~J. Employees shall notify their supervisors promptly upon the detection of any damage to an RMLD vehicle or of any known or suspected mechanical problems or safety issues associated with an RMLD vehicle or loss of or damage to equipment or tools associated with an RMLD vehicle.~~
- ~~K. Employees may be required to keep a log or other records of RMLD vehicle use.~~

V. PROHOBITED CONDUCT

- ~~A. Use of all cell phones and any other hand-held devices by the driver while operating an RMLD vehicle shall be in compliance with applicable law. The driver shall not read any content or send any content on any cell phone or other hand-held device, including, but not limited to, text or email messages or other internet or opp information while operating an RMLD vehicle. Except for hands-free operation, the driver shall not make or receive any voice calls or otherwise physically manipulate any cell phone or other hand-held device (excepting 450 MHz radios) while operating an RMLD vehicle. The driver may pull over to the side of the road or otherwise stop and park the RMLD vehicle out of traffic and operate and use cell phones and other hand-held devices in compliance with this policy. This prohibition applies even if the vehicle is at a stop light, stop sign or~~

~~traffic is at a standstill. GPS devices for routing directions should be set while in a parked position. In case of emergency or other need to utilize a cell phone or other handheld device, the driver should pull over to the side of the road or other safe area before using the device if a passenger is not available to operate the device.~~

~~B. No employee shall operate an RMLD vehicle or use a personal vehicle for official business while under the influence of a controlled substance or alcohol. This prohibition applies even if the employee's blood alcohol level is within the legal limit.~~

~~C. No employee shall have or transport controlled substances or alcohol in any RMLD vehicle. This prohibition applies even if the container is unopened and sealed.~~

~~D. Employees are cautioned that certain prescription and non-prescription drugs (over the counter medication) may impair their ability to operate a motor vehicle. No employee shall operate an RMLD vehicle or a personal vehicle for official business if impaired by prescription or over the counter medicines. Employees whose duties involve the operation of vehicles may be required to obtain a statement from the employee's prescribing physician that the use of prescription or non-prescription drugs in accordance with their instructions or other medical direction will not impair the employee's ability to operate the vehicle. Additional rules and requirements may apply under RMLD's drug and alcohol policies.~~

~~E. Smoking is prohibited in all RMLD vehicles, including cigarettes, cigars, pipes, e-cigarettes, vaporizers or similar device. Please refer to RMLD's Smoking Policy, Policy No. 4.~~

VI. ACCIDENT PROCEDURES

~~A. When an accident occurs, the driver shall take all reasonable steps and precautions under the circumstances for the safety of the driver, passengers, and other persons involved in the accident. In general, the driver shall take the following actions, the sequence of which will depend on the severity of the accident, whether injuries are involved and other circumstances:~~

~~1. Stop the vehicle at or near the scene of the accident. Pull over to the side of the road if possible for safety purposes;~~

~~2. Contact police or emergency personnel, particularly when personal~~

~~injuries or significant damage is involved;~~

- ~~3. Immediately contact the employee's supervisor, report details and follow any instructions given by the supervisor. If the employee's supervisor is not available, contact the department manager, the Human Resources Manager or the General Manager;~~
- ~~4. Obtain and record the information required on the accident form found in the glove compartment of each RMLD vehicle. A copy of the accident form is attached hereto as Attachment A;~~
- ~~5. Submit completed accident form to and Materials Manager;~~
- ~~6. Complete any and all accident reports required by authorities and/or RMLD; and~~
- ~~7. Do not admit liability; however, the employee(s) involved may answer questions asked by police regarding the accident.~~

~~B. The employee may be subject to post-accident drug and alcohol testing as required by applicable laws, regulations, and RMLD policies and relevant collective bargaining agreements. After a work-related accident: (a) involving loss of human life; or (b) a moving traffic citation issued to the RMLD driver, the RMLD driver will be transported and will be tested for alcohol and controlled substances.~~

~~C. Employees may seek outside counseling and assistance by contacting the EAP, AllOne Health at (800) 451-1834.~~

VII. DISCIPLINARY AND REMEDIAL ACTIONS

~~A. Employees may be subject to disciplinary action, up to and including termination from employment for any violations of this policy. In addition to or in the alternative, the General Manager, in her discretion, may require employees to undergo motor vehicle operator training and instruction.~~

~~B. The General Manager may establish additional vehicle use procedures and guidelines for the safety of RMLD employees and its property.~~

ATTACHMENT 4
PROCUREMENT REQUESTS FOR
BOARD APPROVAL



September 18, 2023

Town of Reading Municipal Light Board

Subject: IFP 2023-37 Pad Mounted Transformers

Pursuant to M.G.L. c. 164 § 56D, on August 2, 2023, an invitation for proposals was placed as a legal notice in the Middlesex East Section of the Daily Times Chronicle requesting sealed proposals for the Pad Mounted Transformers.

An invitation for proposals was sent to eleven (11) companies.

Sealed proposals were received from four (4) companies: MVA Power Inc., ULS Corporate Inc., SwitchgearUS LLC, WESCO Distribution, Inc. (two submittals).

The sealed proposals were publicly opened and read aloud at 11:00 a.m. on September 13, 2023, in the Town of Reading Municipal Light Department's GM Conference Room, 230 Ash Street, Reading, Massachusetts.

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


Move that IFP 2023-37 for Pad Mounted Transformers be awarded to: **WESCO Distribution Inc., for \$659,580.00¹**, pursuant to M.G.L. c. 164 § 56D, on the recommendation of the General Manager.

¹See attached analysis.

The 2023 Capital Budget amount for these items is \$643,444.


Vaughan Bryan (Sep 21, 2023 07:17 EDT)

Vaughan Bryan, Systems Engineer



Gregory J. Phipps, General Manager

**Analysis - Pad Mounted Transformers
IFP 2023-37**

<u>Proposer</u>	<u>Manufacturer</u>	<u>Delivery Date</u>	<u>Unit Cost</u>	<u>Qty</u>	<u>Total Cost</u>	<u>Total Cost Awarded</u>	<u>Meet Specification Requirement</u>
MVA Power Inc.							
Item 1 - 37.5 kVa 1Ø FR3 240/120	MVA Power Inc.	28-30 weeks	\$10,496.14	10	\$104,961.48		
Item 2 - 50 kVa 1Ø FR3 240/120	MVA Power Inc.	28-30 weeks	\$11,429.02	25	\$285,725.71		
Item 3 - 75 kVa 1Ø FR3 240/120	MVA Power Inc.	28-30 weeks	\$12,799.94	25	\$319,998.58		
Item 4 - 100 kVa 1Ø FR3 240/120	MVA Power Inc.	28-30 weeks	\$14,166.37	10	\$141,663.70		
					\$852,349.47	\$0.00	
ULS Corporate Inc.							
Item 1 - 37.5 kVa 1Ø FR3 240/120	ULS Transformer	25-26 weeks	\$14,298.22	10	\$142,982.20		
Item 2 - 50 kVa 1Ø FR3 240/120	ULS Transformer	25-26 weeks	\$15,289.19	25	\$382,229.75		
Item 3 - 75 kVa 1Ø FR3 240/120	ULS Transformer	25-26 weeks	\$16,987.99	25	\$424,699.75		
Item 4 - 100 kVa 1Ø FR3 240/120	ULS Transformer	25-26 weeks	\$18,870.83	10	\$188,708.30		
					\$1,138,620.00	\$0.00	
SwitchgearUS LLC							
Item 1 - 37.5 kVa 1Ø FR3 240/120	Jiezou Power	26-28 weeks	\$9,300.00	10	\$93,000.00		
Item 2 - 50 kVa 1Ø FR3 240/120	Jiezou Power	26-28 weeks	\$10,800.00	25	\$270,000.00		
Item 3 - 75 kVa 1Ø FR3 240/120	Jiezou Power	26-28 weeks	\$12,500.00	25	\$312,500.00		
Item 4 - 100 kVa 1Ø FR3 240/120	Jiezou Power	26-28 weeks	\$15,000.00	10	\$150,000.00		
					\$825,500.00	\$0.00	
WESCO Distribution, Inc. #1							
Item 1 - 37.5 kVa 1Ø FR3 240/120	Eaton	209 weeks	\$10,893.00	10	\$108,930.00		
Item 2 - 50 kVa 1Ø FR3 240/120	Eaton	209 weeks	\$12,218.00	25	\$305,450.00		
Item 3 - 75 kVa 1Ø FR3 240/120	Eaton	209 weeks	\$17,657.00	25	\$441,425.00		
Item 4 - 100 kVa 1Ø FR3 240/120	Eaton	209 weeks	\$19,046.00	10	\$190,460.00		
					\$1,046,265.00	\$0.00	
WESCO Distribution, Inc. #2*							
Item 1 - 37.5 kVa 1Ø FR3 240/120	GE Prolec	37 weeks	\$7,393.00	10	\$73,930.00	\$73,930.00	Yes
Item 2 - 50 kVa 1Ø FR3 240/120	GE Prolec	37 weeks	\$8,406.00	25	\$210,150.00	\$210,150.00	Yes
Item 3 - 75 kVa 1Ø FR3 240/120	GE Prolec	45 weeks	\$9,956.00	25	\$248,900.00	\$248,900.00	Yes
Item 4 - 100 kVa 1Ø FR3 240/120	GE Prolec	36 weeks	\$12,660.00	10	\$126,600.00	\$126,600.00	Yes
					\$659,580.00	\$659,580.00	

Note: Exceptions were taken in three (3) out of the five (5) bids, as follows:

Switchgear US LLC: Unacceptable Exceptions were taken to RMLD Terms and Conditions in the Agreement, including Payment terms, warranty, indemnity, buyer's remedies, buyer's right to complete, compliance with laws
WESCO Distribution (Submission 1): All prices represent those in effect at time of quotation and are subject to change at a minimum of 30 days prior to shipment. Bid good for 30 days.
WESCO Distribution (Submission 2)*: This is the proposal that is being awarded. Quote is valid for 30 days.



September 19, 2023

Town of Reading Municipal Light Board

Subject: IFB 2023-48 Removal, Transportation, Disposal, and Remediation of Hazardous Materials including Emergency Response Services

Pursuant to M.G.L c. 30 § 39M, on August 16, 2023, an invitation for bid was placed as a legal notice in the Middlesex East Section of the Daily Times Chronicle, posted on COMMBUYS, in the Central Register and on RMLD’s website, requesting sealed bids for Removal, Transportation, Disposal, and Remediation of Hazardous Materials including Emergency Response Services.

An invitation for bid was sent to seventeen companies.

Sealed bids were received from two companies: Clean Harbors Environmental Services, Inc. and Green Site Services Group, Inc.

The sealed bids were publicly opened and read aloud at 11:00 a.m., September 6, 2023, in the Town of Reading Municipal Light Department’s Audio Visual/Spurr Room, 230 Ash Street, Reading, Massachusetts.

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

Move that IFB 2023-48 for Removal, Transportation, Disposal, and Remediation of Hazardous Materials including Emergency Response Services be awarded to: **Green Site Services Group, Inc. for an estimated amount of \$50,000 per year**, pursuant to M.G.L c. 30 § 39M, as the lowest responsible and eligible bidder¹ on the recommendation of the General Manager.


¹See attached analysis.

The 2023 Operating Budget amount for this item is \$50,000.



Nick D'Alleva (Sep 20, 2023 16:17 EDT)

Nick D'Alleva



Gregory J. Phipps

**Removal, Transportation, Disposal, and Remediation of Hazardous Materials
including Emergency Response Services
IFB 2023-48**

Bidder	<u>Pricing - Typical Job A:</u>	<u>Pricing - Typical Job B:</u>	<u>Combined Totals of Jobs A and B</u>	<u>All forms filled out</u>	<u>Certified Check or Bid Bond</u>	<u>Authorized signature</u>	<u>Exceptions taken to bid</u>
Clean Harbors Environmental Services, Inc. Total bid form price	\$6,311.50	\$18,586.99	\$24,898.49	yes	yes	yes	yes
Green Site Services Group, Inc. Total bid form price	\$4,774.15	\$20,782.83	\$25,556.98	yes	yes	yes	no

Purchasing Note 1: Submitted pricing is for bid calculation purposes only. Actual amounts will vary depending on the work that is performed. Work will be assigned on an add needed basis.

Purchasing Note 2: Clean Harbors Environmental Services, Inc. submitted their bid contingent on the right to negotiate RMLD Terms and Conditions and Insurance Requirements. As per the "Instructions to Bidders", page IB-4 - Terms and Conditions, prospective bidders may submit requests for changes or exemptions PRIOR to the bid opening only. The submittal was therefore rejected.

ATTACHMENT 5
RMLD STRATEGIC PLAN



RMLD Strategy Overview

28 September 2023 update

RMLD



Reading Municipal Light Department
RELIABLE POWER

Outline

- Mission and Vision
- Strategy - executive summary
- Context – seismic changes
- Owned generation and storage
- Distribution network
- Team / People
- Financial implications

RMLD Mission and Vision - Updated

mission (what we do) → vision (where we are going) → strategy (how we get there) → goals (milestones)

Mission

RMLD's team mission is to serve our customers with reliable, low cost, and increasingly non-carbon energy.

Vision

RMLD's team vision is to innovatively support electrification and the required transition to non-carbon energy with customer engagement.

The following strategy overviews how the RMLD team will fulfill its Mission and Vision

Executive summary – RMLD strategy

RMLD serves Lynnfield Center, North Reading, Reading, and Wilmington with *reliable, low-Cost*, and increasingly *non-Carbon* electricity (our charter)

Reliability is a combination of proactively minimizing outages and quickly restoring when they occur

2021 Climate Bill is accelerating electrification as part of decarbonization; no softening of legislative targets is expected

Hence, RMLD load will double, and demand will increase 60% by mid 2040's

Near-term, regional wholesale reliability is increasingly fragile

Hence, RMLD needs significant investment (generation / storage assets, data analytics, distribution network, supporting systems (MDM/AMI metering, IT, ...); life of investments ranges from 10 – 40 years

Wholesale energy and transmission costs are increasing and are highly volatile near-term

RMLD costs will increase to support load growth and associated buildout

RMLD has new access to tax credits and numerous grants (funding sources)

Within territory generation and energy storage require creativity, piloting, and investment

RMLD needs land parcels across service territory to support growth and the associated buildout

RMLD will accelerate investment in its team of employees (new skills, process efficiency, data, recruiting, ...)

Energy is more and more a scale business and RMLD should look for ways to gain scale

Context – external to RMLD

Electrification compliance requires a doubling of generation capacity by 2050

- Natural gas generation represents half of current mix
- Nat gas generation capacity utilization will drop from 50% to less than 15% (upward cost pressure)
- Massive transmission investment required to support more distributed generation

Non-carbon energy generation is intermittent and expensive relative to current sources

New England's wholesale energy network in becoming more fragile

- LNG now economically can ship to Europe (EU energy affects US energy; increased volatility)
- Mystic generation (1,600 MW) shuts in May 2024
- Everett LNG Marine Terminal at risk when Mystic closes
- Mass offshore wind (up to 17,000 MWs) significantly delayed and likely more expensive
- Several New England solar PV projects delayed, cost increased, or cancelled; land limited

MLP's, including RMLD, have access to new state and federal incentives and grants

Technology improvements enabling electrification (ASHPs, EVs, V2G, carbon capture, ...)

Context – internal within RMLD

Power supply portfolio solid for current load

- Nearly 90% hedged; compliant with our Policy 30 and exceeds 2021 Climate Bill through 2035
- Weather trends, electrification, and business growth are key load drivers
- More generation and new supply contracts will be required to support load growth

Given current daily and seasonal RMLD load shape, RMLD network has capacity of ~220 MW and ~40% capacity utilization and peak load at ~169 MW

RMLD is a unique MLP, having two 115 kV tie points with Eversource and National Grid (positive)

Our core distribution network is primarily 13.8 kV but many poles carry multiple circuits (weakness)

RMLD has 9 MW of within territory solar PV generation (none owned; 2% of purchases) and 2.5 MW peak shaving generation (too little)

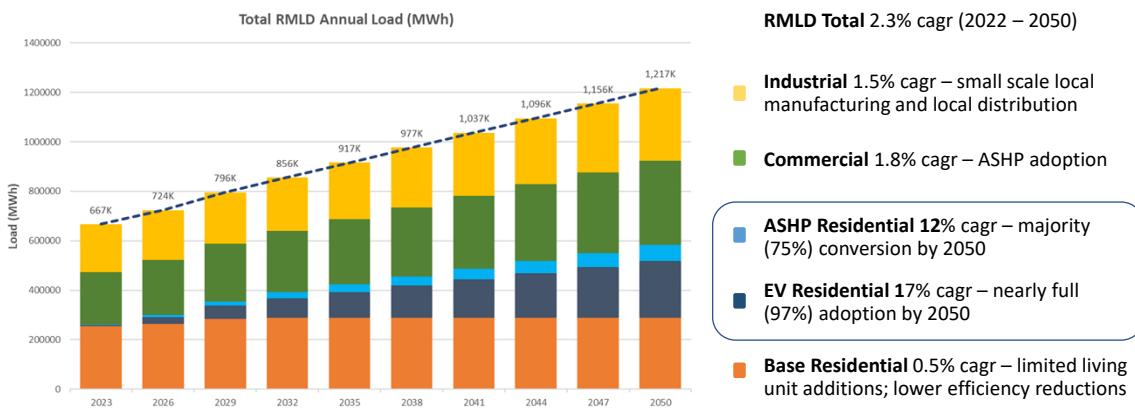
Our 5 MW 2 hr battery storage system will grow to 30 MW 3 hr by early 2025 (reliability enhancement)

RMLD is engaging several long duration (economical time shifting) and alternate chemistry pilot storage projects (reliability and peak shaving)

Our metering systems is partially advanced (limited capability) with replacement in process (2025 – 2028) and prerequisite MDM scheduled for 1Q24

RMLD cost structure is very competitive (low rates, 70% power supply and 30% operations)

Annual load (MWhs) nearly doubles by 2050

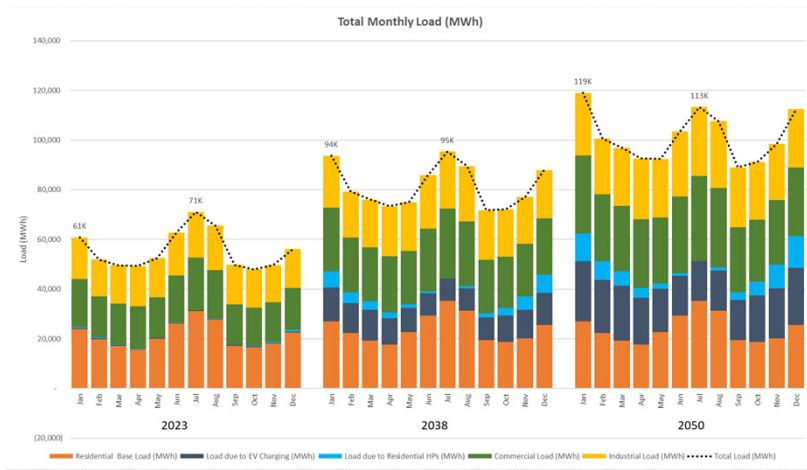


Electrification (especially EV) is primary load driver

7 Source: long-term-forecast 2023-09-23; 2023 CELT; RMLD analysis; actual RMLD 2022 is base year and cagr is compound annual growth rate



Monthly load shape changes by 2050



Winter load doubles by 2050

Summer load 60% higher by 2050

Shift to winter peaking (January) beginning in late 2030's primarily due to ASHP and EV load additions

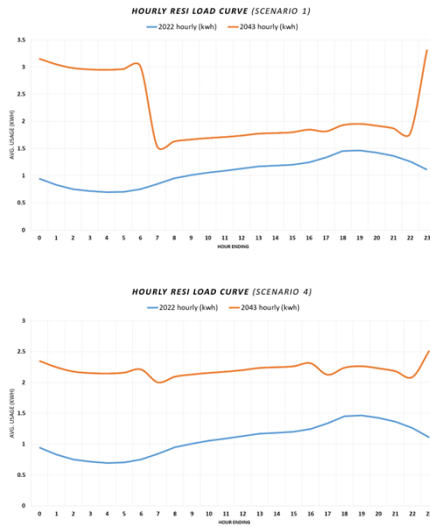
EV unit load slightly higher in colder winter months compared to summer months

8 Source: long-term-forecast 2023-09-23; 2023 CELT; RMLD analysis; actual RMLD 2022 is base year





Dramatic daily load shape changes possible



Daily loads shown are average over 365 days

Hence, blue 2022 line looks flat despite 2x range

Weather and season significantly affects daily load curves

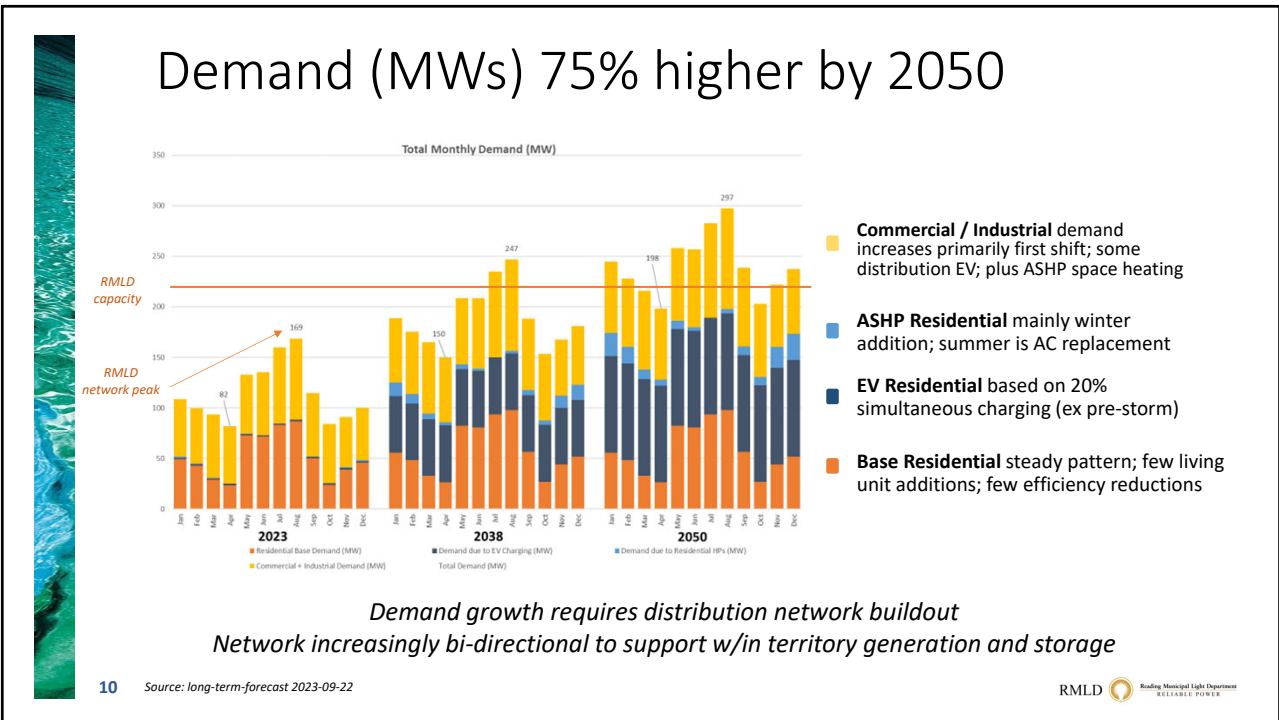
Scenario 1 – 80% 10 pm to 6 am; illustration of what can happen if not thought through

Scenario 4 – 45% overnight; flatter load yields higher utilization; then overlay hour energy pricing

More importantly, time of use rate schedule is critical to influence timing of charging (suggests a customer controlled / RMLD managed expert system)

Discharging (V2G) likely an option to dampen EV load while reducing participating customer monthly bills

9 Source: RMLD-avg-house 2023-09-25 JP; RMLD analysis; actual RMLD 2022 is base year



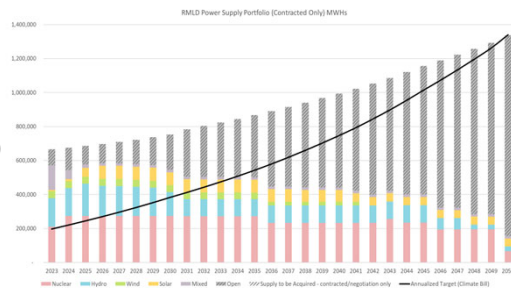
Power supply

Load increasing (MWhs growing 2% annually, 30% larger by 2030, 2X larger by 2050)

Non-carbon supply compliance by 2050 (compliant through 2036; non-carbon intermittent; storage needed)

Wholesale supply incurs capacity / transmission costs (~37% of total RMLD costs and increasing)

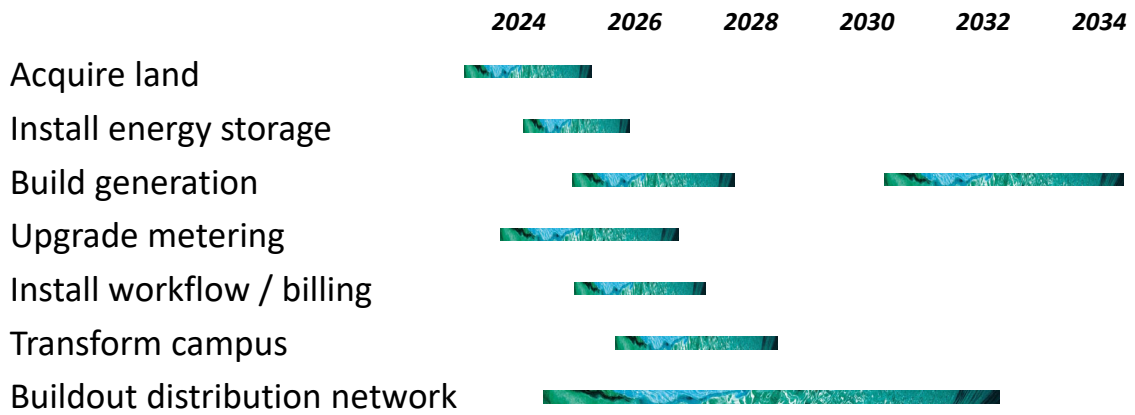
W/in territory timing affects **wholesale contracting** in 2030's



Power supply decisions driven by reliability, low cost, and non carbon (all three)
Solar PV w/in territory limited by land / roofs and capacity factor (but needs doing)
Other generation options are few (tradeoffs and timing)

11 source: Energy Position MASTER 2X load 2023-04-10

Investment timing – key initiatives



Thank You
from the RMLD Team



RMLD



Reading Municipal Light Department
RELIABLE POWER

Department
of Public Works

ATTACHMENT 6
FINANCE & ACCOUNTING REPORT



RMLD Reading Municipal Light Department
RELIABLE POWER

Financial Update
Through 6/30/2023
Presented to BoC September 28, 2023

Finance and Accounting Milestones



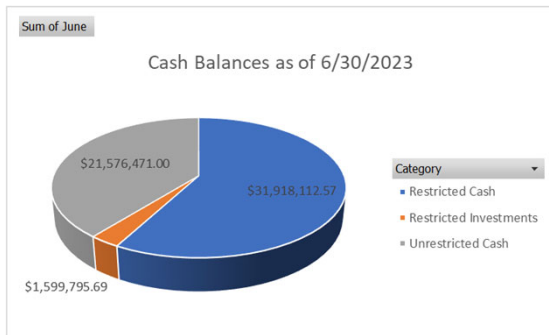
- CY2024 Budget is being finalized
- Staffing Update
 - Promoted internally two staff members
 - Senior Accountant promoted to Manager of Accounting
 - Staff Accountant promoted to Senior Accountant
 - Hired a new Staff Accountant
 - To backfill Staff Accountant position
- Above-the-Line Payment (per 20-Year Agreement) issued totaling \$913,304 processed in June:
 - Lynnfield Center - \$61,110
 - North Reading - \$167,808
 - Reading - \$190,735
 - Wilmington - \$493,651
 (This consists of 2% Net Plant Payments to all four towns)
- Below-the-Line Payment to Town of Reading totaling \$1.263M processed in June
- Next Above and Below the Line Payments to be processed in December.



1

9/28/2023

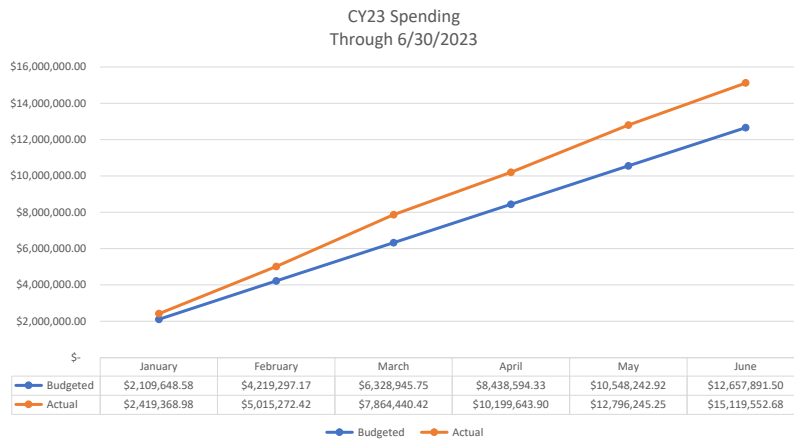
Preliminary Cash Balances – As of 6/30/2023



Row Labels	Sum of June
Restricted Cash	\$ 31,918,112.57
Cash-Construction Fund	\$ 1,960,599.80
Cash-Customer Deposits	\$ 1,748,591.08
Cash-Deferred Fuel Reserve	\$ 7,149,719.01
Cash-Depreciation Fund	\$ 9,639,518.91
Cash-EEC Reserves	\$ 2,169,528.42
Cash-Hazard Waste Fund	\$ 750,000.00
Cash-Operating Fund Payable to Town	\$ 1,814,187.50
Cash-Rate Stabilization	\$ 7,160,739.71
Cash-Reserve Uncollectible Accounts	\$ 200,000.00
Cash-Sick Leave Benefits	\$ (674,778.43)
Pension Trust Restricted Cash	\$ 6.57
Restricted Investments	\$ 1,599,795.69
Sinking Fund-MKT Valuation - Sick	\$ 1,599,795.69
Unrestricted Cash	\$ 21,576,471.00
Cash-Misc. Cash Reserve	\$ -
Cash-Operating Fund	\$ 21,572,971.00
Cash-Petty Cash	\$ 3,500.00
Grand Total	\$ 55,094,379.26



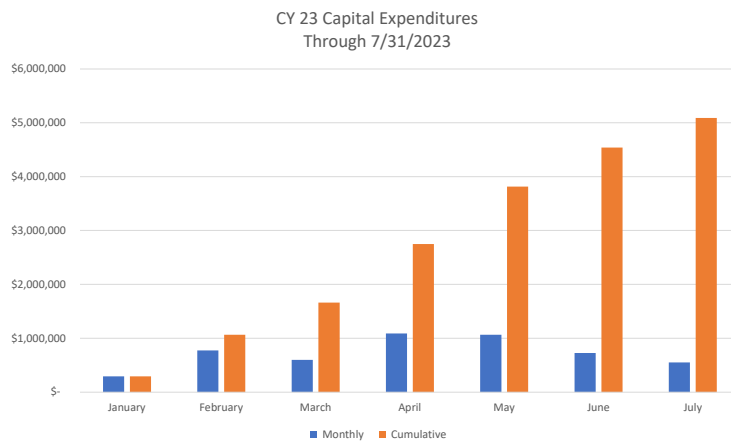
Preliminary Operating Budget vs. Actuals Through 6/30/2023



- June Financials have been finalized.
- Operating and Maintenance costs trending lower due to open positions.
- We continue to manage our expenses against current budget.
- We expect our forecasted expenses to be below budget for the year.



Capital Expenditures Through 7/31/2023



- Baseline Capital Budget - \$22.85M
- \$5.1M expended through 7/31/2023
- Capital Spending continues grow steadily
- Projecting end of year Capital Spending projected to be \$12M - including expected transformer deliveries by 12/31/2023.

9/28/2023



4

DOE Awards as of 9/1



- On September 1, RMLD was authorized to receive up to \$25,000 in rebates through December 31, 2024 (this year)
- Program is for Transformers
- First award to RMLD from the DOE announced \$20 million Biden's Infrastructure Law

9/28/2023



5

Thank you!

9/28/2023



6

ATTACHMENT 7
NEPPA 2023 ANNUAL CONFERENCE
REPORT



Summary Notes

NEPPA 2023 Annual Conference

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

28 September 2023

Outline

Gordon van Welie - Keynote

Mike Zenker – Fuels Futures & Market Analytics

Michael O’Conner – Nuclear Carbon Free Gen

John Parsons – MIT Pathways to NetZero

Gordon van Welie - Keynote

Key Points

Key Themes – **legislation, energy mix, winter peaking, winter reliability**

New England States pushing non-carbon (use and source)

PV Generation is well funded, but wind and transmission are not

First 6,000 MW of wind can be brought offshore with existing assets

Natural gas remains critical fuel source, but utilization will drop below 15%

Adequacy (reliability) is critical issue between 2027 and 2032

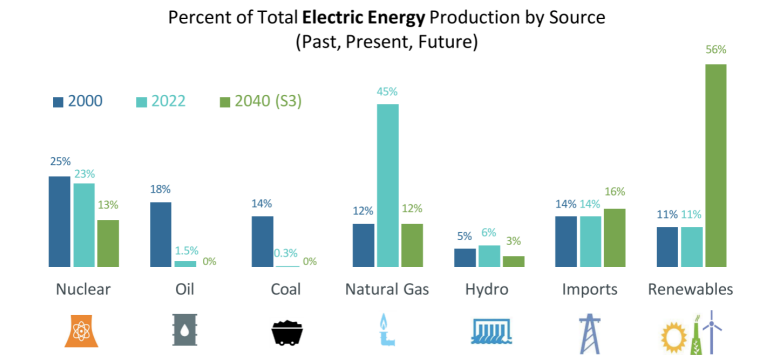
Transmission, capacity, and energy costs are increasing

Implications for RMLD

- Address reliability (adequacy) with energy storage and generation (both w/in territory)
- Build distribution network for winter peaking and dramatic load increases
- Expect EV and heating (ASHP) to be major load drivers (look at load profiles)

Dramatic Changes in the Energy Mix

New England made a major shift from coal and oil to natural gas over the past two decades, and is shifting to renewable energy in the coming decades

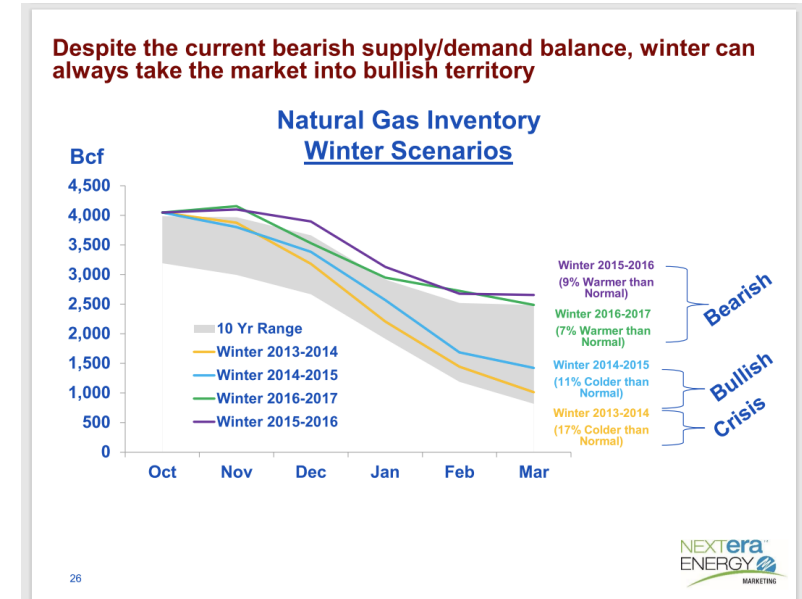


Source: ISO New England [Net Energy and Peak Load by Source](#); data for 2022 is preliminary and subject to resettlement; data for 2040 is based on Scenario 3 of the ISO New England [2021 Economic Study: Future Grid Reliability Study Phase 1](#).
Renewables include landfill gas, biomass, other biomass, wind, grid-scale solar, behind-the-meter solar, municipal solid waste, and miscellaneous fuels.

Mike Zenker – NE Regional Energy Outlook

Key Points

- Natural gas drive NE electric wholesale prices
- Natural gas price volatility increases in 2025
- LNG for export represents nearly all demand growth
- EU natural gas demand halving while US exports doubling
- Small nuclear reactors “could” be viable in 15 years (scale)
- Nat gas will be more plentiful and stable in early 2030’s



Implications for RMLD

- NE wholesale prices dramatically more volatile; keep high fuel reserve for next several years
- Consider keeping contracts highly hedged for next several years (insurance against cost spikes)

Mike O'Connor- Millstone Nuclear

Key Points

Millstone is largest carbon-free energy source in NE

16-17 million MWHs per year

Millstone focused on maintaining excellent safety record

Millstone connected to regional high-voltage transmission network

Nuclear output firm (flat, always on (except fueling))

State of Connecticut primary customer through 2029

Millstone 2 (823 MW) licensed to 2035 (extension planned)

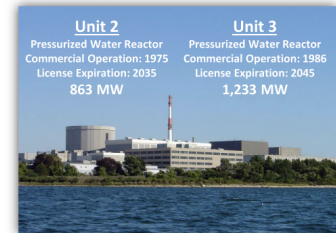
Millstone 3 (1,233 MW) license to 2045

Implications for RMLD

- Continue to find way to contract more energy from Millstone (w/ EFEC's starting 2030)
- Additional 10 MW of Millstone will help balance source risk; and lower average energy costs

Millstone Power Station Is the Foundation for a Clean, Affordable, and Reliable Electric Grid

- Millstone is a **2,100 MW** nuclear power station that produces 16 to 17 million megawatt-hours of **carbon-free** electricity each year
 - Represents the largest carbon-free resource in New England
 - Accounts for more than 90 percent of the carbon-free power produced in Connecticut
 - Prevents more than four million tons of carbon dioxide from being released into the atmosphere each year



Note: In 2021, total retail sales of electricity in Connecticut were roughly 28 million megawatt-hours. <https://www.eia.gov/electricity/state/Connecticut/>.

4

January 2023

Source: https://www.iso-ne.com/static-assets/documents/2022/04/2022_celt_report.xlsx

John Parsons – MIT Pathways to Non-Carbon

Key Points

Supply curve of energy coming down HQ2 is flat (similar to nuclear)

But HQ supply can be adjusted (throttled)

Nat gas generators will be valued for back-up capacity

Capacity payments must increase since operating hours will drop

Upfront capital costs are more important future consideration than operating costs for low capacity factor generators

Economic volatility for nat gas generators will increase, pushing cost of nat gas generation up

Implications for RMLD

- a) Explore Hydro Quebec as storage / balancing resource (leverage RMLD ownership rights)
- b) Design new RMLD system as bi-directional and think out of the box to ensure reliability
- c) If nat gas is part of RMLD owned generation then must be base load (always run)

Deep Decarbonization and Economic Change

- Power system will increasingly rely on capital intensive investments and less on the consumption of fuel.
- Greater up front costs, lower ongoing, variable costs.
- Changing distribution of the hourly value of electric energy.
 - Many hours of very, very low prices.
 - A very few hours of extremely high prices.
 - Interannual variability in profitability – many years of losses, and a few years of large profits.

MITe MIT

Thank You

**MATERIALS AVAILABLE BUT NOT
DISCUSSED**

From: [Erica Morse](#)
To: [Erica Morse](#)
Subject: AP and Payroll Questions for the 2023-09-28 BoC Board Book
Date: Thursday, September 14, 2023 9:52:00 AM

AP

From July 14, 2023, through September 8, 2023, there was one commissioner questions, as outlined below.

Payroll:

From July 10, 2023, through September 11, 2023, there were no Commissioner questions.

From: David Talbot <talbot.david@gmail.com>
Sent: Monday, July 31, 2023 3:21 PM
To: Greg Phipps <gphipps@rml.com>
Subject: Re: APPA membership

Hi Greg,

Thanks for this. Sounds good and glad you see and are extracting value from this.

Thanks
Dave

On Mon, Jul 31, 2023 at 1:20 PM Greg Phipps <gphipps@rml.com> wrote:

Good Afternoon Dave,

I recall that ~1,200 of the 2,000 public power entities across the US are APPA members. In terms of revenue, RMLD is ~115 out of the 2,000.

I am learning more about APPA and historically, RMLD did not seem to have been very engaged.

So far, I see value for continuing our membership,:

- a. Training courses (Ben attended a FERC accounting course this spring; I attended the Washington Rally which had seminars on the grants and tax programs that we have applied for, Adje attended a rate class)
- b. There are operational tools and programs that we plan to utilize (OSHA and NESC standard compliance, cyber security (we are already engaged))
- c. Safety training and manuals (the APPA safety manual is an active reference tool at RMLD)
- d. There are APAP grant that Ben will research and apply for
- e. Access to member survey data

Bottom-line, membership appears valuable for now.

With Thanks,
greg

From: David Talbot <talbot.david@gmail.com>

Sent: Monday, July 31, 2023 12:55 PM

To: Greg Phipps <gphipps@rml.com>

Subject: APPA membership

Hi Greg

What does RMLD get for its \$31k annual membership in APPA? . Put another way -- what would happen if we just decided we didn't want to be members anymore? Not all MLPs are members.

Just asking.

Thanks
Dave

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CAUTION: [EXTERNAL] Do not click links or open attachments unless you recognize the sender and know the content is safe.

From: [Maureen Sullivan](#)
To: [Erica Morse](#)
Cc: [Paula O'Leary](#)
Subject: Surplus Update - July 2023
Date: Tuesday, August 1, 2023 8:16:26 AM

Good morning Erica,

I am sending this email to inform you that there were NO Surplus Items of Substantial Value that were disposed of in July 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

From: [Maureen Sullivan](#)
To: [Erica Morse](#)
Cc: [Paula O'Leary](#)
Subject: Surplus Update - August 2023
Date: Wednesday, September 13, 2023 9:11:01 AM

Good morning Erica,

I am sending this email to inform you that there were NO Surplus Items of Substantial Value that were disposed of in August 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
6/30/2023

	2023	2022
ASSETS		
Current:		
Unrestricted Cash	\$21,576,471.00	\$17,654,029.58
Restricted Cash	31,918,112.57	31,991,531.72
Restricted Investments	1,599,795.69	2,102,783.64
Receivables, Net	10,068,690.65	8,657,390.22
Prepaid Expenses	2,389,109.02	2,411,489.19
Inventory	2,797,301.40	2,034,504.13
Total Current Assets	70,349,480.33	64,851,728.48
Noncurrent:		
Lease Receivable	1,993,598.99	0.00
Investment in Associated Companies	990,147.15	964,340.19
Construction in Progress	825,568.27	716,488.89
Capital Assets, Net	93,231,919.66	86,328,064.39
Total Noncurrent Assets	97,041,234.07	88,008,893.47
Deferred Outflows	6,113,387.00	6,754,497.00
TOTAL ASSETS	173,504,101.40	159,615,118.95
 LIABILITIES		
Current		
Accounts Payable	8,010,243.29	8,740,181.08
Accrued Liabilities	544,863.04	432,240.52
Customer Deposits	1,748,591.08	1,585,739.65
Advances from Associated Companies	200,000.00	200,000.00
Contribution in Aid of Construction	3,179,943.21	2,585,965.72
Total Current Liabilities	13,683,640.62	13,544,126.97
Non-current		
Accrued Employee Compensated Absences	925,017.26	1,652,518.48
Net OPEB Obligation	4,269,089.00	4,158,698.00
Net Pension Liability	5,358,701.00	11,954,138.00
Total Non-current Liabilities	10,552,807.26	17,765,354.48
Deferred Inflows	9,802,917.99	4,327,923.00
TOTAL LIABILITIES	34,039,365.87	35,637,404.45
 NET POSITION		
Invested in Capital Assets, Net of Related Debt	93,231,919.66	86,328,064.39
Restricted for Depreciation Fund	11,600,118.71	11,684,771.69
Restricted for Pension Trust	6.57	6,790,787.92
Unrestricted	34,632,690.59	19,174,090.50
TOTAL NET POSITION	139,464,735.53	123,977,714.50
Total Liabilities and Net Assets	173,504,101.40	159,615,118.95

Town of Reading, Massachusetts
Municipal Light Department
Business Type Proprietary Fund
Statement of Revenues, Expenses and Changes in Fund Net Assets
6/30/2023

	Month Current Year	Month Last Year	Year to Date Current Year	Year to Date Last Year	Percent Change
Operating Revenues					
Base Revenue	\$ 3,024,027	\$ 2,392,904	\$ 16,538,759	\$ 14,291,832	15.7%
Fuel Revenue	2,772,611	2,708,237	16,036,115	16,457,304	(2.6%)
Purchased Power Capacity & Transmission	2,817,395	2,155,356	15,382,742	14,579,457	5.5%
Forfeited Discounts	61,380	86,529	415,063	396,279	4.7%
Energy Conservation Revenue	212,160	152,134	1,092,633	926,649	17.9%
NYPA Credit	(73,784)	(86,883)	(845,102)	(598,827)	41.1%
Total Operating Revenues	8,813,789	7,408,277	48,620,209	46,052,693	5.6%
Expenses					
Power Expenses:					
547 Purchased Power Fuel	969,138	2,985,038	11,768,721	16,284,044	(27.7%)
555 Purchased Power Capacity	1,268,382	740,720	8,578,115	7,552,427	13.6%
565 Purchased Power Transmission	994,601	1,649,849	6,364,200	7,499,522	(15.1%)
Total Purchased Power	3,232,121	5,375,608	26,711,035	31,335,994	(14.8%)
Operations and Maintenance Expenses:					
580 Supervision and Engineering	114,888	98,958	634,333	546,726	16.0%
581 Station/Control Room Operators	48,792	47,344	329,845	241,359	36.7%
582 Station Technicians	54,868	36,418	206,090	247,497	(16.7%)
583 Line General Labor	72,426	48,750	506,603	367,768	37.8%
586 Meter General	15,627	23,202	87,999	97,523	(9.8%)
588 Materials Management	36,503	39,836	238,589	219,813	8.5%
593 Maintenance of Lines - Overhead	80,592	41,065	489,960	182,472	168.5%
593 Maintenance of Lines - Tree Trimming	143,485	162,193	451,035	419,911	7.4%
594 Maintenance of Lines - Underground	12,438	21,399	50,085	100,125	(50.0%)
595 Maintenance of Line - Transformers	1,347		24,300	45,845	(47.0%)
598 Line General Leave Time Labor	36,820	31,492	247,199	199,181	24.1%
Total Operations and Maintenance Expenses	617,784	550,660	3,266,038	2,668,218	22.4%
General & Administration Expenses:					
903 Customer Collections	138,597	97,538	684,405	553,833	23.6%
904 Uncollectible Accounts	3,333	5,000	20,000	30,000	(33.3%)
916 Energy Audit	89,640	88,474	324,518	405,200	(19.9%)
916 Energy Conservation	317,681	141,870	901,439	544,134	65.7%
920 Administrative and General Salaries	185,819	196,964	1,146,529	1,020,652	12.3%
921 Office Supplies and Expense	1,926	840	10,584	6,632	59.6%
923 Outside Services - Legal	48,088	41,655	191,092	206,465	(7.4%)
923 Outside Services - Contract	54,925	48,223	162,767	153,470	6.1%
923 Outside Services - Education	13,099	2,460	60,633	24,918	143.3%
924 Property Insurance	37,158	32,768	250,646	217,911	15.0%
925 Injuries and Damages	1,175	-	77,729	1,750	4341.6%
926 Employee Pensions and Benefits	(143,414)	20,711	2,170,215	1,876,111	15.7%
930 Miscellaneous General Expense	34,780	26,525	201,929	235,978	(14.4%)
931 Rent Expense	14,125	14,608	110,657	111,987	(1.2%)
933 Vehicle Expenses	33,210	32,415	150,722	121,046	24.5%
933 Vehicle Expenses - Capital	(29,465)	(39,067)	(206,065)	(206,806)	(0.4%)
935 Maintenance of General Plant	34,976	40,401	389,272	269,226	44.6%
935 Maintenance of Building & Garage	67,508	53,153	393,159	524,658	(25.1%)
Total General & Administration Expenses	903,161	804,538	7,040,229	6,097,165	15.5%

Town of Reading, Massachusetts
Municipal Light Department
Business Type Proprietary Fund
Statement of Revenues, Expenses and Changes in Fund Net Assets
6/30/2023

	Month Current Year	Month Last Year	Year to Date Current Year	Year to Date Last Year	Percent Change
Other Operating Expenses:					
403 Depreciation	435,353	421,450	2,612,120	2,528,701	3.3%
408 Voluntary Payments to Towns	152,222	143,387	913,309	860,322	6.2%
Total Other Expenses	<u>587,576</u>	<u>564,837</u>	<u>3,525,429</u>	<u>3,389,023</u>	4.0%
Operating Income	3,473,147	112,634	8,077,478	2,562,293	215.2%
Non Operating Revenues (Expenses):					
419 Interest Income	67,505	3,812	421,358	70,606	496.8%
419 Other	(18,797)	33,004	324,448	564,333	(42.5%)
426 Return on Investment to Reading	(210,620)	(206,709)	(1,263,721)	(1,240,253)	1.9%
426 Loss on Disposal					0.0%
431 Interest Expense	(4,166)	(2,010)	(24,136)	(12,071)	100.0%
Total Non Operating Revenues (Expenses)	<u>(166,078)</u>	<u>(171,904)</u>	<u>(542,051)</u>	<u>(617,384)</u>	(12.2%)
Change in Net Assets	3,307,068	(59,270)	7,535,427	1,944,909	287.4%
Net Assets at Beginning of Year	131,929,309	122,032,806	131,929,309	122,032,806	8.1%
Ending Net Assets	<u>\$ 135,236,377</u>	<u>\$ 121,973,536</u>	<u>\$ 139,464,736</u>	<u>\$ 123,977,715</u>	12.5%

Town of Reading, Massachusetts
Municipal Light Department
Business Type Proprietary Fund
Statement of Budgeted Revenues, Expenses and Changes in Fund Net Assets
6/30/2023

	Actual Year to Date	Budget Year to Date	OVER/UNDER \$	OVER/UNDER %
Operating Revenues				
Base Revenue	\$ 16,538,759	\$ 16,058,112	480,648	3.0%
Fuel Revenue	16,036,115	20,553,016	(4,516,902)	(22.0%)
Purchased Power Capacity & Transmission	15,382,742	17,257,994	(1,875,252)	(10.9%)
Forfeited Discounts	415,063	481,743	(66,681)	(13.8%)
Energy Conservation Revenue	1,092,633	1,000,500	92,133	9.2%
NYPA Credit	(845,102)	(581,000)	(264,102)	45.5%
Total Operating Revenues	\$ 48,620,209	\$ 54,770,365	(6,150,156)	(11.2%)
Expenses				
Power Expenses:				
555 Purchased Power Fuel	11,768,721	19,972,016	(8,203,296)	(41.1%)
555 Purchased Power Capacity	8,578,115	7,734,799	843,315	10.9%
565 Purchased Power Transmission	6,364,200	9,613,195	(3,248,995)	(33.8%)
Total Purchased Power	26,711,035	37,320,010	(10,608,975)	(28.4%)
Operations and Maintenance Expenses:				
580 Supervision and Engineering	634,333	489,219	145,114	29.7%
581 Station/Control Room Operators	329,845	254,048	75,798	29.8%
582 Station Technicians	206,090	668,729	(462,639)	(69.2%)
583 Line General Labor	506,603	300,377	206,226	68.7%
586 Meter General	87,999	135,122	(47,123)	(34.9%)
588 Materials Management	238,589	294,295	(55,706)	(18.9%)
593 Maintenance of Lines - Overhead	489,960	284,372	205,588	72.3%
593 Maintenance of Lines - Tree Trimming	451,035	794,894	(343,859)	(43.3%)
594 Maintenance of Lines - Underground	50,085	97,487	(47,402)	(48.6%)
595 Maintenance of Line - Transformers	24,300	177,520	(153,220)	(86.3%)
598 Line General Leave Time Labor	247,199	107,982	139,218	128.9%
Total Operations and Maintenance Expenses	3,266,038	3,604,044	(338,005)	(9.4%)
General & Administration Expenses:				
903 Customer Collection	684,405	649,804	34,601	5.3%
904 Uncollectible Accounts	20,000	37,500	(17,500)	(46.7%)
916 Energy Audit	324,518	535,715	(211,197)	(39.4%)
916 Energy Conservation	901,439	1,532,121	(630,682)	(41.2%)
920 Administrative and General Salaries	1,146,529	1,612,066	(465,538)	(28.9%)
921 Office Supplies and Expense	10,584	10,000	584	5.8%
923 Outside Services - Legal	191,092	392,900	(201,808)	(51.4%)
923 Outside Services - Contract	162,767	370,050	(207,283)	(56.0%)
923 Outside Services - Education	60,633	164,575	(103,942)	(63.2%)
924 Property Insurance	250,646	270,775	(20,130)	(7.4%)
925 Injuries and Damages	77,729	12,800	64,929	507.3%
926 Employee Pensions and Benefits	2,170,215	2,284,313	(114,098)	(5.0%)
930 Miscellaneous General Expense	201,929	300,700	(98,771)	(32.8%)
931 Rent Expense	110,657	106,000	4,657	4.4%
933 Vehicle Expense	150,722	194,500	(43,778)	(22.5%)
933 Vehicle Expense - Capital Clearing	(206,065)	(255,134)	49,069	(19.2%)
935 Maintenance of General Plant	389,272	334,384	54,889	16.4%
935 Maintenance of Building & Garage	393,159	495,779	(102,620)	(20.7%)
Total General & Administration Expenses	7,040,229	9,048,848	(2,008,619)	(22.2%)

Town of Reading, Massachusetts
Municipal Light Department
Business Type Proprietary Fund
Statement of Budgeted Revenues, Expenses and Changes in Fund Net Assets
6/30/2023

	Actual Year to Date	Budget Year to Date	OVER/UNDER \$	OVER/UNDER %
Other Operating Expenses:				
403 Depreciation	2,612,120	2,722,500	(110,380)	(4.1%)
408 Voluntary Payments to Towns	913,309	886,220	27,089	3.1%
Total Other Expenses	<u>3,525,429</u>	<u>3,608,720</u>	<u>(35,447)</u>	<u>(1.0%)</u>
Operating Income	8,077,478	1,188,743	6,840,891	575.5%
Non Operating Revenues (Expenses):				
415 Contribution in Aid of Construction	-	25,000	(25,000)	(100.0%)
419 Interest Income	421,358	150,000	271,358	180.9%
419 Other Income	324,448	355,000	(30,552)	(8.6%)
421 Intergovernmental Grants		45,000	(45,000)	(100.0%)
426 Return on Investment to Reading	(1,263,721)	(1,274,486)	10,765	(0.8%)
426 Loss on Disposal		(5,000)	5,000	(100.0%)
431 Interest Expense	(24,136)	(5,000)	(19,136)	382.7%
Total Non Operating Revenues (Expenses)	<u>(542,051)</u>	<u>(709,486)</u>	<u>167,435</u>	<u>(23.6%)</u>
Net Income	<u>\$ 7,535,427</u>	<u>\$ 479,257</u>	<u>\$ 7,056,169</u>	<u>1472.3%</u>