



**RMILD**

**READING MUNICIPAL  
LIGHT DEPARTMENT**

**CITIZENS' ADVISORY BOARD  
REGULAR SESSION MEETING**

**WEDNESDAY DECEMBER 13, 2023**



## Town of Reading Meeting Posting with Agenda

### Board - Committee - Commission - Council:

RMLD Citizens Advisory Board

Date: 2023-12-13

Time: 5:30 PM

Building: Reading Municipal Light Building

Location: Winfred Spurr Audio Visual Room

Address: 230 Ash Street

Agenda:

Purpose: General Business

Meeting Called By: Vivek Soni, 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 AND REMOTELY ON ZOOM.**

**FOR REMOTE AND/OR PUBLIC PARTICIPATION:** Please email [rmldevents@RMLD.com](mailto:rmldevents@RMLD.com). Please include your full name, address, and phone number. Comments and questions will be monitored during the meeting.

#### Join Zoom Meeting

<https://rmld.zoom.us/j/89894427531?from=addon>

Meeting ID: 898 9442 7531

One tap mobile

+16469313860,,83344744388# US

+19292056099,,83344744388# US (New York)

---

Dial by your location

• +1 646 931 3860 US

• +1 929 205 6099 US (New York)

Meeting ID: 898 9442 7531

Find your local number: <https://rmld.zoom.us/u/kdRNiprQzq>

### 1. Call Meeting to Order – V. Soni, Chair

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

2. Approval of Citizens’ Advisory Board Meeting Minutes (attachment 1) – V. Soni, Chair

**Suggested Motion:** Move that the RMLD Citizens’ Advisory Board approve the February 23, 2023, June 15, 2023, July 20, 2023, and September 15, 2023, open session meeting minutes, as presented, on the recommendation of the General Manager and the Board Secretary.

3. Information Technology (IT) Report (attachment 2) – J. Pelletier, Director of IT
4. Certificate Management (attachment 3) – B. Bullock, Director of Integrated Resources
5. Review of Policy 30: Renewable and Greenhouse Gas (GHG) Reduction Regarding Power Supply Procurement (attachment 4) - G. Phipps, General Manager
6. General Manager’s Report (attachment 5) – G. Phipps, General Manager
7. Scheduling – V. Soni, Chair

### CITIZENS' ADVISORY BOARD MEETING SCHEDULE

Date	Time	Location	BoC Coverage
Wednesday January 17, 2024	5:30 PM	RMLD AV Room	Pacino
Wednesday February 21, 2024	5:30 PM	RMLD AV Room	Daskalakis
Wednesday March 20, 2024	5:30 PM	RMLD AV Room	Bitá

### BOARD OF COMMISSIONERS MEETING SCHEDULE

Date	Time	Location	CAB Coverage
Wednesday January 17, 2024	7:15 PM	RMLD AV Room	Welter
Wednesday February 21, 2024	7:15 PM	RMLD AV Room	Small
Wednesday March 20, 2024	7:15 PM	RMLD AV Room	Soni

8. Adjournment **ACTION ITEM**

**Suggested Motion:** Move that the RMLD Citizens’ Advisory Board adjourn regular session. Note: Roll call vote required.

**ATTACHMENT 1**  
**APPROVAL OF MEETING MINUTES**



# Town of Reading Meeting Minutes

## Board - Committee - Commission - Council:

RMLD Citizens Advisory Board

Date: 2023-02-23

Time: 6:00 PM

Building: Reading Municipal Light Building

Location: Winfred Spurr Audio Visual Room

Address: 230 Ash Street

Session: Open Session

Purpose: General Business

Version: Draft

### Attendees: **Members - Present:**

Vivek Soni, Chair (Reading); Ken Welter, Vice Chair (Lynnfield); Dennis Kelley (Wilmington); Jason Small (North Reading)

### **Members - Not Present:**

George Hooper (Wilmington)

### **Others Present:**

RMLD Board of Commissioners Representative: Robert Coulter, Commissioner

RMLD Staff: Gregory Phipps, General Manager; Sarah Harrington, Director of Human Resources; Julie Blackley, Communications Manager; Kathleen Rybak, Operational Assistant

**Minutes Respectfully Submitted By:** Vivek Soni, Chair

---

### **Topics of Discussion:**

*All meeting materials can be found in the RMLD CAB Meeting Packet on the RMLD website.*

### **Call Meeting to Order**

Chair Soni called the meeting of the Citizens' Advisory Board (CAB) to order at 6:00 PM and noted the meeting was being audio recorded.

Chair Soni, and Commissioner Coulter attended the meeting remotely.

### **Approval of Minutes**

*Materials: RMLD Citizens' Advisory Board Packet (attachment 1)*

The minutes of the June 23, 2022, meeting were approved as written.

Mr. Kelley made a **motion**, seconded by Vice Chair Welter, that the Citizens' Advisory Board approve the minutes of the June 23, 2022, meeting as written. **Motion Carried: 4:0:1** (4 in favor, 0 opposed, 1 absent). *Roll Call: Chair Soni, Aye; Vice Chair Welter, Aye; Mr. Kelley, Aye; Mr. Small, Aye. Mr. Hooper was absent from the meeting.*

### **General Manager's Report**

*Materials: RMLD Citizens' Advisory Board Packet (attachment 2)*

Gregory Phipps, General Manager, provided a GM update to the CAB.

### **Preliminary Ash Street Development Milestones** (slide 2)

Mr. Phipps discussed the Ash Street development milestones as outlined on slide 2.

Mr. Phipps noted that there has been over 10 years of discussion between RMLD and the Town of Reading about developing the Ash Street campus. The site's significance for the Town of Reading is due to its size and proximity to the downtown area.

RMLD is interested in reconfiguring the site. The main reason relates to 218/226 Ash Street which houses RMLD's equipment, and trucks (and Credit Union) and 232 Ash Street (partial warehouse for stores storage).

The Town and RMLD have had preliminary discussions on RMLD possibly moving its headquarters out of 230 Ash, with the intention of staying within Reading.

There is the potential of building a new multi-level building at 218 Ash with line truck equipment on the first floor. The actual building design would be determined by an architect.

Mr. Phipps discussed the key development milestones as outlined on slide 2.

RMLD and the Town of Reading are taking a collaborative approach to make progress. The long-term goal is to transition by the second quarter of 2029.

Mr. Phipps noted that the first actionable item is hosting a public event in the RMLD parking lot with the Town of Reading in July or August. Consideration will be given to RMLD operations during this event.

Mr. Kelley asked about the location of RMLD trucks and Mr. Phipps clarified the trucks would be located inside the building with garage doors on both the North and South sides.

Chair Soni asked about the ownership and driving force behind the project. Mr. Phipps responded that the Town of Reading is the primary driver with RMLD's support. Mr. Phipps discussed the properties RMLD owns, including the building and land of 230 and 218 Ash Street. The neighboring property behind RMLD HQ at 230 Ash Street, is 232 Ash street owned by another party.

Chair Soni asked about the financial implications of the project on RMLD's net assets. Mr. Phipps indicated that the discussion is still at a high level and detailed financial modeling has not been done.

### **Communications Update**

*Materials: RMLD Citizens' Advisory Board Packet (attachment 3)*

Julie Blackley, Communications Manager, provided a communications update to the CAB.

### **Customer Satisfaction Survey Update** (slide 2)

Ms. Blackley discussed the Customer Satisfaction Survey as outlined on slide 2.

### **Website Refresh** (slide 2)

Ms. Blackley discussed the website refresh as outlined on slide 2.

Ms. Blackley mentioned the constraints of the current website provider.

Minor updates were made for a cleaner mobile look and a significant redesign is planned for later in 2023. The focus is on highlighting new programs, making the site easier to navigate, and capturing a more modern aesthetic.

### **Social Media** (slide 2)

Ms. Blackley discussed RMLD's social media, as outlined on slide 2.

### **Home Energy Audit Webinar** (slide 2)

Ms. Blackley gave an update on the Home Energy Audit Webinar, as outlined on slide 2.

Ms. Blackley noted that there was an increase in audit registrations post-webinar, resulting in a long waiting list.

### **RMLD Bill increase** (slide 2)

Ms. Blackley discussed the bill increase announcement, as outlined on slide 2.

RMLD's goal was to be proactive, and the Department was successful in getting key messages across in the media coverage. RMLD provided an emphasis on the reason for the increase and as well as a comparison with IOUs.

### **Other Highlights** (slide 2)

Ms. Blackley discussed other communications highlights as outlined on slide 2.

Vice Chair Welter inquired about any unique operating concerns during the cold snap. Mr. Phipps responded no, not during the most recent cold snap and referenced a separate cold snap event on December 24<sup>th</sup> which had a combination of wind and snow.

Chair Soni inquired about RMLD's communication strategy, and asked if there are any benchmarking or overall goals? Ms. Blackley highlighted the focus on growing Facebook followers and mentioned the challenges in comparison IOUs, due to utility size differences.

Mr. Phipps added that RMLD is looking at larger IOUs for web development inspiration and has held discussions with larger utilities relative to website and mobile app design. RMLD's intention is to incorporate these lessons into the current website redesign.

Commissioner Coulter cautioned against copying certain designs and highlighted the importance of avoiding project management and not exceeding the initial scope of the project.

Commissioner Coulter noted the potential cost implications of IT expansion.

Mr. Phipps acknowledged Commissioner Coulter's caution on IT expansion and discussed the importance of automation in parts of the rebate program for efficiency. Complex services are still manually handled through the customer service center.

Commissioner Coulter emphasized the balance between IT expansion and its necessity for the towns. Mr. Phipps acknowledged the importance of this balance.

### **Human Resources (HR) Report**

*Materials: RMLD Citizens' Advisory Board Packet (attachment 4)*

Sarah Harrington provided an HR update to the CAB.

### **Introduction** (slide 2)

Ms. Harrington introduced herself as the newly hired Director of HR for RMLD. Ms. Harrington brings 20 years of HR experience, including 14 years with ADP, an HR outsourcing platform. Ms. Harrington also teaches an HR class at Middlesex Community.

Ms. Harrington discussed the agenda highlights as outlined on slide 2.

Ms. Harrington emphasized RMLD's focus on recruitment. Currently, there are 79 employees at RMLD, with a target of 100 employees by December 31st. There are 21 positions to fill, which marks a 33% increase in headcount by year-end. This is a challenging goal, but RMLD is committed to achieving this target.

RMLD plans to enhance employee career development plans with the introduction of soft skills training and elective training modules, e.g., time management.

The Department plans to implement a new Human Resource Information System (HRIS). The system will provide human capital metrics and include dashboards for tracking numbers and organizational health insights.

### **HCM – Workforce by Generation** (slide 3)

Ms. Harrington discussed RMLD's workforce by generation, as outlined on slide 3.

RMLD's workforce is predominantly Gen X and Gen Y (Millennials), with Boomers in third place.

Ms. Harrington highlighted the specific needs and desires of each generation:

- Boomers: Desire phased retirement, part-time work, and health benefits.
- Gen X: Seek independence, flexible work schedules, and may have responsibilities for caregiving towards older generations.
- Gen Y (Millennials): Often misunderstood or stereotyped, they value job stability, education, and have a mindset focused on "what's in it for me".
- Gen Z: Prioritize financial security and robust mental health support.

Ms. Harrington emphasized the imminent retirement of Boomers, and the importance of capturing "tribal knowledge" from retiring Boomers to ensure a smooth transition and prevent the loss of institutional knowledge. There is a need for a proactive approach in identifying successors and facilitating knowledge transfer.

### **Departures** (slide 4)

Ms. Harrington discussed RMLD departures as outlined on slide 4.

In 2021 there was a total of 10 departures. There was one termination within the first 12 months (new hire termination).

In 2022 there was a total of 19 departures. There were 2 terminations within the first 12 months.

Two terminations have occurred so far in 2023.

Ms. Harrington noted that there is a significant reduction in the number of projected retirements when the retirement age is increased from 60 to 65.

### **Tenure** (slide 5)

Ms. Harrington discussed RMLD employee tenure as outlined on slide 5.

50% of the workforce has been with RMLD for five years or less and 40% have been employed for 12 months or less. With the addition of 20 more employees, over 50% will be in their first year by the end of 2023.

Ms. Harrington outlined the drivers of retention:

- Relationship with Manager: Building trust and open communication channels between managers and employees is vital.
- Work-Life Balance: Employees should feel a clear separation between their work and personal lives.
- Recognition and Appreciation: Not always monetary; verbal acknowledgments are significant. RMLD is exploring internal promotion techniques, such as quarterly spotlight features, for divisions that excel and plans to display team pictures and accomplishments on bulletin boards.
- Career Development and Training: Career development plans are in place. Upcoming manager training includes mandatory courses like preventing harassment and



discrimination. Optional courses will include topics like effective meeting management. There will be an emphasis on staying compliant with federal and state laws.

- Policies and Procedures: RMLD regularly reviews and updates policies and procedures to ensure relevance and clarity. Employees have easy access to these policies and can inquire about them with the Director of HR, the GM, etc.

Ms. Harrington emphasized the importance of not only recruiting top talent but ensuring retention by addressing primary needs and concerns.

### **Recruiting** (slide 6)

Ms. Harrington discussed RMLD recruiting as outlined on slide 6.

Ms. Harrington reiterated the importance of strategic recruitment to both fill existing roles and expand the company's workforce to meet its growth goals.

Plans are underway to hire approximately 26 to 28 employees in 2023 to achieve the target of 100 employees. The focus is initially on backfilling existing vacancies, followed by filling the new positions.

RMLD plans to hire summer interns, given the success and positive contributions of interns in the previous year. Active recruitment efforts are ongoing for this initiative.

### **Recruiting Avenues** (slide 7)

Ms. Harrington discussed RMLD recruiting avenues and strategy as outlined on slide 7.

Historically, job postings were passively displayed on RMLD's website, occasionally grabbed by platforms such as Indeed. Since January, RMLD has actively used ZipRecruiter and LinkedIn, resulting in an increased number of quality resumes. The objective is to achieve a unified messaging across all social platforms, including LinkedIn, Instagram, and Facebook.

Three job listings are shared monthly with the Chamber of Commerce to maintain freshness in the listings.

RMLD is actively participating in career fairs, including recent visits to WPI and Merrimack. Upcoming visits are scheduled to UMass Lowell, Endicott College, Wentworth, and Mass Maritime.

Two recent hires were made through internal referrals, emphasizing the importance and effectiveness of this recruitment method.

While external recruiters haven't been used extensively, Ms. Harrington acknowledged their potential need for hard-to-fill positions.

Vice Chair Welter inquired about the size of the engineering staff at RMLD. Mr. Phipps clarified there are five engineers on staff, with open positions in Engineering and Operations (E&O) and Integrated Resources (IRD). The IRD engineers focus on projects, including generation and solar, while E&O engineers are distribution centric.

Chair Soni posed a question regarding interns and the possibility of accessing grants from the Massachusetts Clean Energy Center (Mass CEC) to fund intern positions. Mr. Phipps responded that it was a great recommendation that RMLD will look into. It was clarified that the Massachusetts Clean Energy Center supports various initiatives across the state.

### **Leadership and Supervisor Development** (slide 8)

Ms. Harrington discussed RMLD leadership/supervisor development as outlined on slide 8.

RMLD has existing Career Development plans in place. Regular training sessions are being conducted specifically for the RMLD management team. Plans are underway to extend this training to supervisors and first-time managers.

The objectives of these training courses are to equip leaders with essential tools to prevent any missteps or miscommunication and enhance their management skills for better team handling and fostering trust with employees.

Ms. Harrington noted that there are training resources from MIIA which RMLD can leverage. Third-party training sessions are also under consideration, in addition to creating in-house training content. The Society for Human Resource Management (SHRM) offers a vast library of training resources, and emphasized the ability to customize these resources to suit RMLD's needs.

Training calendars will be made available, and managers will have the flexibility to choose mandatory training sessions and any additional electives they wish to pursue.

### **Streamlining processes** (slide 9)

Ms. Harrington discussed streamlining processes as outlined on slide 9.

Ms. Harrington emphasized the usefulness of HRIS in automating many manual processes that the HR department currently performs.

Ms. Harrington noted the convenience of the system for new hires. Instead of filling out numerous hard copy forms, new hires can simply log in and complete their paperwork online. With online submission, there's no need for scanning and maintaining physical files, making record-keeping more efficient.

Ms. Harrington added that HRIS would allow for the creation of insightful dashboards. This could include real-time dashboards on topics like overtime earnings categorized by week, month, and quarter as well as insights into general earnings. Other dashboard examples are an overview snapshot of the company which could include headcount, overtime statistics, reasons employees stay, etc.

The system can provide insights into the current utilization of benefits by the employees and help determine if the benefits RMLD offer align with the needs and desires of the current workforce generation, thus ensuring employee satisfaction and retention.

The projected implementation of the HRIS is set for the third quarter of 2023. Prior to HRIS deployment, some existing platforms will require updates.

Mr. Kelley raised concerns about the increase in staff numbers to reach 100 employees and the associated financial implications, questioning whether it could lead to an increased overhead. Mr. Phipps clarified that the overhead is less than 3% and explained that the change in headcount is due to the introduction of new positions and filling vacancies. The organization plans to gradually increase overhead to about 5-5.5% in the coming years, re-investing the funds back into the business.

Mr. Phipps discussed the reason for increasing staff. The company is focusing on in-territory generation. Key projects include the Maple Meadow project, commercial and industrial solar projects, as well as residential solar initiatives. RMLD will be utilizing the new Inflation Reduction Act (IRA) and associated grants to fund these projects and the required personnel. Mr. Phipps mentioned challenges faced by the team in achieving project targets and the need for more manpower to achieve these.

Mr. Phipps highlighted upcoming projects, including developments on Upton Road, and the importance of substations.

Vice Chair Welter questioned the involvement of RMLD's own crew in the projects. Mr. Phipps stated that while third parties would handle actual construction, the RMLD team would manage line work leading to the substation.

Mr. Phipps discussed accelerating the replacement of aging equipment, notably transformers. There's a 10 to 15-year program for transformer replacement. There are challenges with pole replacements due to shared ownership with Verizon.

Mr. Phipps emphasized the anticipation of significant load growth, expecting it to double by 2050. This growth is due to an influx from the industrial side and the transition from gas-powered to electric-powered delivery vehicles. Efforts are ongoing to maintain and upgrade the distribution network to handle the anticipated load.

Mr. Phipps noted the potential of adding a fourth high point at Maple Meadows and assessing how RMLD can add value on the wholesale side from a storage perspective.

The aim is to maintain reliability, keep rates low, and focus on non-carbon initiatives.

Mr. Phipps emphasized that the aim is to maintain reliability, keep rates low, and focus on non-carbon initiatives. There is a need for innovative strategies to address long-term planning without a clear blueprint yet.

### **Integrated Resources Department (IRD) Report**

*Materials: RMLD Citizens' Advisory Board Packet (attachment 5)*

Mr. Phipps provided an IRD update to the CAB.

#### **Introduction** (slide 1)

Mr. Phipps introduced Bill Bullock as the new Director of IRD. Mr. Bullock brings over 25 years of experience in the energy industry. His prior experience includes Massachusetts Municipal Wholesale Electric Company MMWEC, (Massachusetts Municipal Wholesale Electric Company), where he worked on a significant battery storage system across multiple MLPs (Municipal Light Plants) and managing energy efficiency programs at Eversource. Mr. Bullock is a valuable asset to IRD.

#### **Hedging – evaluating near-term increase to 90%** (slide 2)

Mr. Phipps discussed RMLD's power supply portfolio and hedging as outlined on slide 2.

Mr. Phipps stated that the current portfolio state is satisfactory. The state compliance target will be in effect from 2030. Internally, RMLD's Policy 30 provides guidelines for the retirement of certificates with a goal of 50% non-carbon energy by 2030.

Mr. Phipps referred to the hedged snapshot outlined on slide 2.

Mr. Phipps discussed the graphical representation on slide 2.

- The graph shows around-the-clock prices.
- The January 2022 to January 2023 timeline is displayed.
- The peak in the middle represents July-August, with prices falling in October.
- The Blue line represents 2023, red for 2024, and other lines indicating subsequent years.

Chair Soni clarified that the blue line represents the forward price curve from January 2023 to 2024.

Chair Soni questioned the look-ahead duration for the top line and Mr. Phipps confirmed a twelve-month forward-looking period and noted that each vertical line on the graph represents an average price for an entire year.

Mr. Phipps discussed the decreased forward price curve for upcoming years and the current downward pressure on the natural gas market as outlined on slide 2. Natural gas affects 50% of generation costs in the region.

Mr. Phipps discussed potentially increasing hedge to 90% rather than the current 85-80%, as outlined on slide 2.

Chair Soni sought clarification regarding the recent significant drop in natural gas prices and how it impacts the organization's mandate for carbon-free energy.

Mr. Phipps explained that in 2023, 29% of the energy RMLD sells will be carbon-free according to certificates retirements. RMLD's policy involves buying certificates associated with the energy purchased. RMLD's compliance is in a strong position with both internal Policy 30 and the state mandate.

Mr. Phipps specified that RMLD is above 50% for the current year, nearing 60% of energy purchases with associated certificates. The goal, as per policy 30, is to retire only 29% of these certificates and sell the surplus. The percentage will vary based on actual consumption.

Mr. Phipps noted that the open market positions match the mix from ISO New England, which is approximately 50% natural gas. The regional wholesale snap shot of power supply per the ISO website during the BoC meeting was 56% natural gas, 25% nuclear, 13% hydro, 4% renewables, and 2% coal. The total demand is 16,580 MWs.

Vice Chair Welter observed that there is no oil in the mix, to which Mr. Phipps clarified it's less than 1%, though more oil was burned in January.

Chair Soni confirmed that contracts are with specific entities and not ISO New England. Mr. Phipps reaffirmed and added that all long-term contracts are with specific assets or parts of assets.

### **Palmer (slide 3)**

Mr. Phipps provided an update on the Palmer Renewables project as outlined on slide 3.

The project was originally in partnership with several MLPs and was scheduled to be operational by March 2022. An extension was granted to the end of March 2023. However, it is highly improbable that the project will be commercially operational by that deadline.

Mr. Phipps emphasized that no power is currently being taken from the Palmer Renewables project, and there are no plans to source power from it in the near future.

Mr. Phipps discussed the termination letter to Palmer, as outlined on slide 3.

Vice Chair Welter sought a more in-depth explanation of the project.

Mr. Phipps elaborated that the main intent of Palmer Renewables was to utilize tree trimmings as the primary fuel source. Such an approach would be carbon-based and would produce carbon emissions. The initial idea was to leverage tree trimmings, which typically go to landfills, as an alternative fuel source. Similar plants are operational in the northern parts of New England.

Mr. Phipps noted that the project had been under development since 2012. The initiative faced considerable opposition. However, the project was able to secure funding, which allowed it to proceed until last year when opposition effectively killed the project.

### **Coincident Industrial Peak Rate – Concept** (slide 4)

Mr. Phipps provided an update on the Coincident Industrial Peak Rate as outlined on slide 4.

Mr. Phipps introduced the Coincident Industrial Peak Rate diagram, a concept currently under formalization and analysis. The main goal is to reinvigorate the Peak Management program for industrial customers. The initial focus is on the top two or three dozen clients.

Mr. Phipps discussed the proposed shift as outlined on slide 4.

The aim is to sync the efforts of industrial clients with monthly transmission and capacity peaks, resulting in mutual benefits. Businesses will be able to directly see the benefits of the program each month, based on how much load they reduce.

Mr. Phipps emphasized that reducing load during peaks leads to direct cost reduction for the organization, which then benefits all rate payers.

Mr. Kelley expressed concerns about industries adhering to this program, especially manufacturers with tight schedules. Mr. Phipps clarified that businesses could adjust their operational hours to avoid peaks. Some companies have started earlier and ended earlier, successfully avoiding peak times.

Chair Soni inquired about the difference between capacity and transmission peaks. Mr. Phipps explained that while both peaks often coincide, capacity is regional while transmission is more local. There are separate transmission peaks for Eversource and National Grid connections. The challenge lies in predicting peaks due to variables like weather changes.

Mr. Small shared personal experience, and noted that certain businesses, due to their operational requirements, may find it challenging to adapt to this model. Mr. Phipps acknowledged that the feasibility of participating in this program would vary among businesses.

Mr. Phipps emphasized the importance of RMLD's communication and engagement strategies to increase participation in the Peak Management Program. Mr. Phipps highlighted ongoing and future communication initiatives to accomplish this, including newsletters, social media, and the key account manager's engagement with larger customers.

Mr. Phipps reiterated the ultimate goal is to achieve higher participation in the peak management program, which will benefit all RMLD rate payers.

**Revised A2 ToU Rate – EV Compatible** (slide 5)

Mr. Phipps gave an update on the Revised A2 ToU (time-of-use) Rate as outlined on slide 5.

Mr. Phipps provided an overview of A2, A3, and EV1 rates.

Previous work was done this past spring relative to designing time-of-use rates. However, this work was paused due to the need for second meters. Based on feedback from the Board of Commissioners, RMLD plans to refine the A2 rate (residential ToU rate).

The primary objective is to encourage customers to move load to night hours for efficiency and the goal is to reflect the cost of energy more accurately during specific hours.

Mr. Phipps referenced the data chart on slide 5, which depicts the energy usage patterns of 500 residential customers. All peaks occurred in the early noon / late evening. Mr. Phipps noted that the July and August months had higher peaks due to air conditioning.

Mr. Phipps discussed the rate mechanism as outlined on slide 5. Mr. Phipps emphasized the importance of time-of-use rates for promoting electric vehicle compatibility and home energy management.

Mr. Kelley clarified cost implications for consumers based on the time-of-use.

Vice Chair Welter emphasized that car charging is more cost-efficient after 8 p.m.

Mr. Phipps highlighted the features in modern vehicles and charging stations that allow users to schedule charging.

Vice Chair Welter inquired about the rate variations and the current billing system. Mr. Phipps explained possible changes to make the billing less complicated and more user-friendly. RMLD is also in the process of updating the website to improve customer data access.

Mr. Small highlighted the issue of appliances such as Keurig's and microwaves leading to increased energy consumption in school buildings. Mr. Small suggested the need for educational resources to make consumers aware of 'phantom power' consumption.

Mr. Phipps agreed with Mr. Small's suggestion to provide quantified data on phantom power consumption and outlined plans for upcoming communications, including energy and tech tips.

### **Battery Storage** (slide 6)

Mr. Phipps provided an update on RMLD battery storage as outlined on slide 6.

Mr. Phipps discussed the status of RFP submissions and focus areas, as outlined on slide 6.

The target timeline is 2024-2025 for most projects.

Mr. Phipps noted that the primary objective is driven by economic considerations. The goal is to reduce costs by managing peak energy consumption, changing the timing of energy use without necessarily altering the amount of energy consumed.

RMLD is engaging in ongoing discussions with two players for longer-term duration systems and storage systems that do not use lithium-ion technologies. These technologies aim for economically shifting energy.

RMLD's aim is to collaborate with younger companies developing technologies and to conduct pilot projects with long-storage companies. RMLD's load represents a microcosm of what's seen in New England, encompassing industrial, residential, commercial, and municipal loads.

Mr. Phipps highlighted that the role of battery storage is for energy storage as opposed to generation. Battery storage is an essential part of RMLD's future portfolio. Updates on projects will be provided when contracts are finalized.

Mr. Kelley asked a question related to energy recovery from battery storage. Mr. Phipps responded that different technologies have varied returns.

- Lithium ion: 80-90% return but has variables and losses.
- Longer-duration technologies: Less than 80% cycle efficient but are typically less expensive upfront.

Mr. Phipps reiterated that the goal of alternative storage technologies is to reduce costs and maintain reliability while considering energy loss during energy storage cycles.

Mr. Phipps provided example of alternative energy storage technologies:

- Flywheel: RMLD is considering this as mechanical storage, currently more for power quality management.
- Energy Vault: Entails moving concrete blocks up and down a tower. Not suitable for RMLD territory unless implemented underground.
- Pumped Hydro: RMLD is considering low head pumped hydro for lower elevations.

RMLD's strategic objective is to apply technology to solve challenges, rather than developing the technology. The aim is to collaborate with innovators for pilot projects without bearing the capital costs.

Mr. Small mentioned reporting requirements associated with battery storage. Mr. Phipps noted that ISO New England's Order 2222, which was issued 18 months ago, relates to reporting requirements for assets five megawatts or over. Mr. Phipps emphasized that RMLD will ensure compliance, particularly in relation to the five megawatts per circuit and 20 megawatts per tie point requirements.

Mr. Phipps highlighted the importance of considering where load growth is occurring. The goal is to align network upgrades with the timing and geography of load growth, though this is a moving target.

Vice Chair Welter inquired about the challenges faced by the engineering teams. Mr. Phipps emphasized the complexity in determining how to generate, manage the economics, and distribute energy. It's about how energy is moved around the network and delivered to the point of use.

### **Scheduling**

The next CAB meeting will be held on March 23, 2023

### **Adjournment**

Vice Chair Welter made a motion to adjourn, seconded by Mr. Kelley.

**Motion Carried: 4:0:1** (4 in favor, 0 opposed, 1 absent). *Roll Call: Chair Soni, Aye; Vice Chair Welter, Aye; Mr. Kelley, Aye; Mr. Small, Aye. Mr. Hooper was absent from the meeting.*

The RMLD CAB meeting adjourned at 7:37 PM.



# Town of Reading Meeting Minutes

2016-09-22 LAG

## Board - Committee - Commission - Council:

RMLD Citizens Advisory Board

Date: 2023-06-15

Time: 7:30 PM

Building: Reading Municipal Light Building

Location: Winfred Spurr Audio Visual Room

Address: 230 Ash Street

Session: Joint Meeting

Purpose: General Business

Version: Draft

### Attendees: **Members - Present:**

Vivek Soni, Chair (Reading); Ken Welter, Vice Chair (Lynnfield); George Hooper (Wilmington); Dennis Kelley (Wilmington); Jason Small (North Reading)

### **Members - Not Present:**

### **Others Present:**

Refer to Board of Commissioners Minutes for June 15, 2023

**Minutes Respectfully Submitted By:** Vivek Soni, Chair

---

### Topics of Discussion:

#### **JOINT MEETING WITH RMLD BOARD OF COMMISSIONERS**

**Refer to the RMLD Board of Commissioners  
Meeting Minutes  
for June 15, 2023**





# Town of Reading Meeting Minutes

2018-09-22 LAG

## Board - Committee - Commission - Council:

RMLD Citizens Advisory Board

Date: 2023-07-20

Time: 5:30 PM

Building: Reading Municipal Light Building

Location: Winfred Spurr Audio Visual

RoomAddress: 230 Ash Street

Session: Open Session

Purpose: General Business

Version: Draft

### Attendees: **Members - Present:**

Vivek Soni, Chair (Reading); George Hooper, Secretary (Wilmington); Jason Small (North Reading)

### **Members - Not Present:**

Ken Welter, Vice Chair, (Lynnfield); Dennis Kelley (Wilmington)

### **Others Present:**

RMLD Staff: Gregory Phipps, General Manager; Erica Morse, Executive Assistant, Bill Bullock, Director of Integrated Resources; Sarah Harrington, Director of People Operations; Benjamin Bloomenthal, Director of Finance & Accounting; Erin MacDonough. Operational Assistant

Board of Commissioners rep: Philip Pacino, Chair

**Minutes Respectfully Submitted By:** Vivek Soni, Chair

---

## **Topics of Discussion:**

Documents and exhibits used at this meeting can be found on the RMLD website in the Board meeting packet and linked here: [Citizens' Advisory Board Meeting Agenda & Packet | Reading Municipal Light Dept \(rmlid.com\)](#)

### **Call Meeting to Order**

Chair Soni called the Citizens' Advisory Board (CAB) meeting to order at 5:30 PM and announced that the meeting was being recorded.

There were no remote attendees.

### **Commissioner Vacancy - Interim Appointment Update**

Mr. Phipps provided an update on the Commissioner vacancy to the CAB.

- Mentioned that former Commissioner John Stempeck, who had served since 2013, was unable to complete his term, scheduled to end in April 2024.
- Reported that the remaining four commissioners voted to fill the vacancy rather than leaving it open until the next election in April 2024.
- Detailed the procedure for filling the vacant position, noting that a formal announcement was made on the Town of Reading's website and through RMLD channels. The position was posted publicly, following the established protocol.
- Detailed the selection process, noting that a joint meeting was held between the Town of Reading Select Board and the RMLD Board of Commissioners.

- Stated that four candidates applied for the appointment.
- Reported that the joint meeting took place last Tuesday, resulting in the appointment of Pam Daskalakis to fill the vacancy.
- Ms. Daskalakis will serve as the fifth commissioner through April 2024 and at least one position will be open for the regular election in 2024.

### **Approval of Citizens' Advisory Board Meeting Minutes**

Materials: Approval of Meeting Minutes (attachment 1)

The September 15, 2022, meeting minutes were approved as presented.

Mr. Hooper made a **motion**, seconded by Mr. Small, that the RMLD Citizens' Advisory Board approve the September 15, 2022, open session meeting minutes, as presented, on the recommendation of the General Manager and the Board Secretary. **Motion carried: 3:0:2** (3 in favor, 0 against, 2 absent) *Roll Call Vote: Chair Soni, Aye; Mr. Hopper, Aye; Mr. Small, Aye. Vice Chair Welter and Mr. Kelley were absent from the meeting.*

### **Reading Town Charter Review Committee Appointment**

Materials: Charter Review Letter Dated June 22, 2023 (attachment 2)

Mr. Phipps provided an update on the Reading Town Charter Review Committee.

- Explained that the committee discusses the Reading Town Charter Review, which occurs every 10 years.
- Informed that the Board of Commissioners will appoint a representative for RMLD to participate in the review committee.
- Noted that RMLD operates under state Commonwealth law, which takes precedence.
- Mentioned that the current stage of the review is informational for the CAB members.
- A query was raised regarding the implications of the Town of Reading's involvement with green communities on RMLD.
- Clarified that the town charter review is unrelated to RMLD rate changes or the green community's updates.
- Informed that the Town of Reading intends to continue participating in green community initiatives.
- Emphasized that RMLD's role in this context is as a collection mechanism for funds, which are forwarded to the trust.
- Highlighted that the impact on individual bills is minimal and is specific to the town of Reading.
- Noted that modifications have been made in the RMLD billing system (Cogsdale) to accommodate charges across all meters in Reading.

### **Integrated Resources Report**

Materials: Integrated Resources Report (attachment 3)

Mr. Bullock provided an Integrated Resources Report to the Board.

## Rates

Materials: Industrial Coincident Peak + Economic Development Rates Presentation; MDPU Rate Sheet

- Discussed two rate proposals: industrial coincident peak/economic development rates.

### Economic Development Rate (slides 2 and 3)

- Informed that the economic development rate aims to enhance business expansion, job creation, and increase the tax base in communities served by RMLD.
- Highlighted that the rate is also a tool to enhance the attractiveness of the community for new businesses and to encourage load growth for RMLD.
- Explained that the rate includes an introductory discount, targeting larger loads (300 kW or above) and offering a discount on the distribution charge.
- Stated the rate is intended to be temporary, focusing on new or expanding businesses.
- Noted the rate is designed to be simple to implement, distributing fixed costs over more megawatt-hours, benefiting all ratepayers.
- Mentioned that the rate involves an 80% discount on the distribution charge, leading to an overall bill reduction of 16% for qualifying customers.
- Clarified that the 16% discount applies for the first year. Afterward, businesses revert to standard rates, aligning with other ratepayers.
- Informed that the economic development rate is seen as a strategic tool for attracting new businesses, helping them stay financially viable in their initial operation year, and contributing to overall economic development in the territory.
- Reiterated that the rate is applicable to new industrial and commercial customers with an estimated bill demand of 300 kW or higher.
- Noted that the rate mirrors the standard industrial rate, with a discount on the distribution demand charge set at \$3.109756 per kWh.
- Highlighted that this represents an 80% discount for eligible customers.
- Added that 20% of the savings would benefit non-participating customers and RMLD.
- Clarified that the rate is available to new customers for one year.

### Industrial Peak Rate (slide 4)

- Detailed the industrial coincident peak rate, which is aimed at enhancing the current voluntary peak demand reduction program.
- Emphasized that the rate intends to provide more tangible savings for customers who can reduce consumption during peak times.
- Explained that participants will be notified a few days in advance of a potential peak, with confirmation on the morning of the event.
- Noted that the rate targets customers with flexible operation schedules, making it self-selecting.

- Informed that the rate will increase the PPCT charge, offering significant savings for responsive customers.
- Discussed two scenarios: a PPCT set at \$12 (22% savings) and at \$18 (6% savings). The preference is to set a higher PPCT charge for greater impact.
- Clarified that while the program leads to a demand bill reduction for customers (and a corresponding revenue loss for RMLD), it aims to lower overall costs.
- Noted that ~ 80% of the benefit is passed to the customer, with RMLD retaining ~20%.
- Shared insights from Braintree's experience with a similar program, emphasizing the importance of manageable alert frequencies and effective customer communication.
- Explained that the program's success hinges on customer responsiveness and the ability to shift peak load times.
- Noted this approach is intended to flatten load and increase infrastructure utilization.
- Clarified that the rate is optional, targeting customers on industrial rates with coincident peak structures.
- Emphasized that the rate is designed to incentivize participation without being punitive.
- Noted that a 5% reduction during peak periods is expected to significantly impact RMLD's load, with potential savings ranging from 0.5%-1.5% of the overall load.
- Added that this equates to a considerable monetary value in terms of transmission costs.
- Explained that the rate is like the time of use rate, available to industrial, commercial, or municipal customers.
- Clarified that the rate requires an AMI meter.
- Explained that the PPCT charge, a key variable, will be set and published each month.
- Mentioned that the rate includes a customer charge, distribution demand charge, and PPCT charge.
- Emphasized that the recommended PPCT charge for the industrial rate is \$18.00.
- Clarified that the rate is variable and adjusted monthly.
- A question was raised about the reduction.
- Responded by confirming a 6% reduction.
- A request for clarification on specific numbers for both rates was raised.
- Responded by clarifying that for the economic development rate, the fixed number is 3.0976, and for the industrial coincident peak rate, a 6% savings is being proposed.

Mr. Small made a **motion**, seconded by Chair Soni that the Citizens' Advisory Board recommend that the Board of Commissioners vote to accept the General Manager's recommendation to create the following MDPU rates effective for billings on or after August 1, 2023

- 307 Economic Development Rate

- 308 Industrial Coincident Peak Rate

**Motion carried: 3:0:2** (3 in favor, 0 against, 2 absent) *Roll Call Vote: Chair Soni, Aye; Mr. Hopper, Aye; Mr. Small, Aye. Vice Chair Welter and Mr. Kelley were absent from the meeting.*

### **Battery Storage**

Materials: Battery Storage Presentation

- Presented the battery energy storage project, including the recent request for information (RFI) process to select a battery provider.
- Noted that the RFI focuses on providing the best overall value to RMLD and its ratepayers.
- Emphasized the economic justification for battery storage, noting that the battery storage is expected to reduce capacity and transmission charges.
- Detailed the current costs and expected increases in these charges due to grid expansions and new assets like offshore wind.
- Described the proposed battery storage system, which is a 5 MW lithium-ion battery with a 15 MW hour capacity.
- Mentioned that four locations are being considered, including Substation 3, with potential future interconnects at other substations.
- Informed that a 15-year contract with a renewal option was proposed, featuring a shared savings arrangement.
- Explained that RMLD would share approximately 50% of the transmission and capacity savings with the developer.
- Emphasized that the contract includes a low-risk clause where payment is contingent on actual savings generated.
- Highlighted that the net present value for each 5 MW project is ~\$8.3m over 15 years, resulting in a total value of \$33b and an approximate annual net saving of \$600k per battery, after the first year.

Citizen's Energy (slide 4)

- Stated that RMLD selected Citizens Energy as the vendor and highlighted their background, history, and experience in battery operation and renewable energy projects.
- Noted that the RFI received 10 responses, indicating a competitive market.
- Detailed future plans, including exploring alternate technologies for additional storage projects, potentially around 20 MW, around the 2024-2025 timeframe.
- Mentioned that the battery is expected to be operational by the end of 2024.
- Emphasized that RMLD will continue exploring other technologies and potential vendors for future storage projects, in line with RMLD's broader portfolio strategy.

Mr. Hooper made a **motion**, seconded by Mr. Small, that the Citizen's Advisory Board recommend that the Board of Commissioners vote to accept the General Manager's

recommendation to contract with Citizen's Energy under an Energy Services Agreement for battery storage services connected to RMLD distribution network, as part of RMLD's peak load reduction program. **Motion carried: 3:0:2** (3 in favor, 0 against, 2 absent) *Roll Call Vote: Chair Soni, Aye; Mr. Hopper, Aye; Mr. Small, Aye. Vice Chair Welter and Mr. Kelley were absent from the meeting.*

### **Approval of CY23 Capital Budget Increases**

Materials: Approval of CY23 Capital Budget Increases (attachment 4)

Mr. Phipps presented CY23 Budget Increase Requests to the CAB.

- Introduced the topic of discussion: seeking approval for increasing the project budget for two key projects, without exceeding the 2023 calendar year budget.

### **Power Distribution Transformers (slide 3)**

Taken out of order.

- Referenced the construction of a new substation in northern Wilmington.
- Noted that the project has been ongoing for over 8 years and is expected to be completed by the end of 2025.
- Emphasized that the substation is crucial for load management and will alleviate the burden on Station 5 (Wildwood station), which is nearing the end of its life.
- Highlighted that the original budget for Transformers was \$2.6m and the received bids were \$5.7m and \$7.1m, both much higher than the original budget.
- Stated that the recommendation is to choose the \$7.1m bid due to fixed price and shorter delivery time (under 20 months).
- Requested the CAB approve to increase the project budget by \$5 million.
- Noted that the potential increase in costs for switchgear and other substation equipment is estimated to be an additional \$2-3m on top of the original \$3.5 million budget for those components.
- Discussed funding strategies, including grants and external funding sources, to mitigate the impact on ratepayers.
- Emphasized the necessity of the project and the challenges in managing increased costs and extended lead times.
- Mentioned RMLD's exploration of creative funding solutions, such as asset owner tax credits due to IRA 22, to reduce costs.
- Discussed the impact on future budget and rates, noting the potential upward pressure on rates for 2024 and 2025 due to capital budget increases.
- Highlighted the importance of keeping rates low while addressing the need for infrastructure development to accommodate future load and decarbonization goals.
- Noted the ongoing review of the capital expenditure budget for the coming years, considering the significant increases in project costs.

- Discussed the timing and financial implications of future substations and other major projects.
- Confirmed that RMLD will continue to pursue grant applications and other external funding sources to alleviate the financial burden on ratepayers.
- Discussed the challenges posed by supply chain issues and the need for careful financial planning in light of significant project cost increases.
- Emphasized the importance of maintaining reliable and low-cost service while navigating these financial challenges was emphasized.

Mr. Hooper made a **motion**, seconded by, Chair Soni, that the RMLD Citizens' Advisory Board recommend that the RMLD Board of Commissioners vote to approve an additional five (5) million dollar increase for power distribution transformers for the new Wilmington Substation Project, originally approved as project 105 page 63-64 of the CY23 Capital Budget, on the recommendation of the General Manager. **Motion carried: 3:0:2** (3 in favor, 0 against, 2 absent) *Roll Call Vote: Chair Soni, Aye; Mr. Hopper, Aye; Mr. Small, Aye. Vice Chair Welter and Mr. Kelley were absent from the meeting.*

## **Two (2) Material Handler Trucks with Electric Drive PTO System** (slide 2)

- Detailed the current analysis of truck stock, focusing on maintenance costs, replacement costs, lead times, and overall fleet efficiency.
- Stated the request to increase the capital budget by \$250K. This increase includes ~\$100K due to cost increases from initial plans and ~\$150K allocated for transitioning to a different type of truck.
- Noted that the previous budget included a material handler and a digger Derrick truck.
- Clarified that the suggestion is to replace a High Ranger truck with a material handler due to operational efficiency for this year's truck order.
- Highlighted that the material handler provides additional support to linemen, acting as a "second pair of hands."
- Explained that although the 2024 budget was not formally presented, it was noted that the 2023 budget includes elements of the 2024 plan.
- Detailed the cost analysis, confirming that the material handler is budgeted at ~\$500K compared to the digger Derrick at \$300K. The \$250K budget increase represents this difference.
- Highlighted plans to shift from traditional hydraulic systems powered by diesel engines to electric power takeoffs.
- Emphasized that the benefits include reduced noise, lower diesel consumption, and operational efficiency.
- Mr. Hooper acknowledged the time-saving potential of the new vehicle design.
- Detailed future plans for electrification, including the potential acquisition of electric light-duty trucks from manufacturers like Ford and Tesla.

- Noted a \$10K reduction in the budget due to these potential acquisitions.
- Clarification was requested on whether the new trucks will still be diesel-powered but with electric power takeoffs for the boom.
- Responded by affirming the current focus on electric power takeoffs, acknowledging that full electric motive power for trucks is currently expensive, but may be considered in the future.
- Committed to providing updates in September or October regarding further electrification efforts.

Mr. Small made a **motion**, seconded by Chair Soni, that the Citizens' Advisory Board recommend that the RMLD Board of Commissioners vote to approve an additional \$250,000 dollar increase to purchase two (2) materials handler trucks with electric drive PTO systems, instead of one (1) material handling truck and one (1) digger derrick, within the Rolling Stock Replacement Program, originally approved as Project 118, pages 27 and 28, of the CY23 Capital Budget upon the recommendation of the General Manager. **Motion carried: 3:0:2** (3 in favor, 0 against, 2 absent) *Roll Call Vote: Chair Soni, Aye; Mr. Hopper, Aye; Mr. Small, Aye. Vice Chair Welter and Mr. Kelley were absent from the meeting.*

### **Personnel Report**

Materials: Personnel Update (attachment 5)

Sarah Harrington provided a Personnel Report to the Board.

The Last 6 Months – Wellness and Engagement (slide 3)

- Presented RMLD's wellness and employee engagement Initiatives.
- Emphasized the progress and effectiveness of the re-launched Wellness Committee, which has approximately 10 members.
- Mentioned the Abenity Discount Program for employees, which offers savings on items like movie tickets and clothing.
- Highlighted Fetch Pet Insurance, an employee-funded pet insurance program, offering discounts to employees.
- Mentioned RMLD's partnership with MIIA, highlighting the implementation of exercise classes, including a class focused on back care.
- Emphasized the success of recent People and Culture events, noting the celebration of Red Sox Opening Day and the Summer Soiree to commemorate the seventh year of receiving a reliability award.

The Last 6 Months – Education (slide 4)

- Emphasized RMLD's focus on employee education, noting the range of educational and developmental initiatives.
- Presented the tuition reimbursement program, highlighting its successful adoption by employees.
- Detailed the Light Learnings Initiative, a monthly departmental showcase where departments share updates and activities.
- Mentioned RMLD's development of SharePoint as a centralized resource for employees.



- Provided examples of essential documents hosted on SharePoint.
- Detailed the restructuring of the Safety Committee, noting that the General Safety Committee was combined with the Electrical Safety Committee to address the overlap and save time.
- Reported that the integration of both committees has been successful.
- Informed that the IRD team and Interns are taking fieldtrips to provide practical insights into field operations.
- Detailed the Day in a Life of program where employees spend time in the field observing line workers, learning about line work and safety procedures.

#### SHRM Conference Attendance (slides 5 and 6)

- Reported on attendance at the SHRM conference and shared insights.
- Noted the intention of Integrating key conference themes into RMLD's culture.
- Emphasized the importance of engaging employees effectively.

#### The Last 6 Months – College Collaboration (slide 7)

- Highlighted the collaboration established with several local colleges for intern and co-op programs.
- Detailed current internship and Co-Op participation, including two outstanding female engineers from Mass Maritime.

#### The Last 6 Months- Intern/Co-Op Projects (slide 8)

- Presented current projects the interns and Co-Ops are working on, outlined on slide 8.

#### The Last 6 Months- Recruiting (slide 9)

- Provided an update on recruiting and staffing.
- Emphasized employee growth, which has increased from 74 to 94 including interns and co-ops, with a focus on diversity and generation representation.
- Highlighted internal transfers, promotions, boomerang hires, and open positions.
- A question was raised relative to specific open positions and recruitment efforts.
- Responded by clarifying the current vacant positions: Director of Operations, Director of Engineering, AMI Tech, and Staff Accountant.
- Mentioned challenges with recruitment and the difficulty in filling Director-level positions.
- Added that recruitment efforts are happening in collaboration with recruiters.

#### The Last 6 Months- HCM (slide 10)

- Presented RMLD's Human Capital Metrics (HCM).

#### Workforce By Generation (slide 11)

- Highlighted the Workforce Generation breakdown, as outlined on slide 11.

#### DE&I (slide 12)

- Highlighted the Gender Demographics, as outlined on slide 12.

#### Headcount by Department (slide 13)

- Presented the headcount by department, as outlined on slide 13.

#### Turnover (slide 14)

- Detailed the turnover rate, mentioning four departures since January, spanning over various departments and one upcoming retirement.

#### Tenure (slide 15)

- Detailed employee tenure, as outlined on slide 15.

#### Human Resources Information System (HRIS) (slide 16 and slide 17)

- Emphasized that an HRIS system will assist in reaching RMLD's goal of streamlining processes and using technology for efficiency.

#### Zenefits (slide 18)

- Introduced Zenefits as the chosen Human Resource Information System.
- Cited examples of various Zenefits HR tasks, such as recruiting, onboarding, time & attendance, performance management, and compliance.

#### HR Goals 2023 (slide 19 and 20)

- Presented the 2023 HR goals as outlined on slide 20.

#### Budget Discussion

- A question was raised relative to the shift from one Director and two Assistant Directors to two Director positions, and if there is an impact on the budget.
- Responded by confirming the net reduction of one position, leading to less cost overall.

### **General Manager's Report**

#### Personnel and Morale

- Reported on recent internal job postings, promotions, and natural progression within the company, indicating a healthy mix of tenure and age among employees.

#### Highland Bus Project

- Introduced a pilot program for electric buses, involving bidirectional DC fast chargers.
- Emphasized that the aim is to utilize electric buses as storage during peak hours, potentially reducing peak load.

#### Maple Meadows Project

- Provided an update on the development of the Maple Meadows site, including engagements with the Massachusetts DEP and EPA.
- Mentioned plans to propose property acquisition in the first quarter of next year.

#### Mystic Generation Plant Discussion

- Reported that the generation plant, located next to Everett Mating Terminal and adjacent to the Encore Casino, is set to be unplugged in less than 12 months.
- Discussed on the significant fees paid by ratepayers for the plant's standby mode, influencing the budget and monthly bills.
- Raised concerns about the impact on natural gas supply and energy prices due to the plant's closure, and how it might affect the region's energy reliability.
- Detailed plans to install batteries to aid in mandatory load reduction if required by ISO New England, without having to turn off power for customers.
- Emphasized the importance of these storage systems in maintaining reliability and managing costs.

### Electric Vehicle Initiatives

- Detailed plans to incorporate electric pickups into the company's fleet, with both Level 2 charging and DC fast charging options being arranged.
- Discussed developing policies for vehicle-to-grid systems and engaging with state agencies for guidance and funding opportunities.
- Chair Soni suggested connecting with the Grid Modernization Advisory Committee.

### Communications and Cybersecurity

- Highlighted initiatives to update the company's website and enhance external communications, including newsletters and social media presence.
- Mentioned ongoing efforts to ensure tight cybersecurity, especially in light of the company being a potential target for cyber threats.
- Questions were raised regarding the impact of the Mystic project on the energy supply and the company's involvement in state-level vehicle-to-grid policy development.
- Responded by clarifying the minimal market impact of Mystic's closure but potential pain points in winter regarding natural gas supply, and assurance of active engagement in policy development at the state level.

### **Scheduling**

The next CAB meeting will be held on September 28<sup>th</sup>, 2023, at 5:30 PM.

### **Adjournment**

Mr. Small made a **motion**, seconded by Mr. Hooper, that the RMLD Citizens' Advisory Board adjourn regular session. **Motion carried: 3:0:2** (3 in favor, 0 against, 2 absent) *Roll Call Vote: Chair Soni, Aye; Mr. Hopper, Aye; Mr. Small, Aye. Vice Chair Welter and Mr. Kelley were absent from the meeting.*

The meeting adjourned at 7:15 PM.



# Town of Reading Meeting Minutes

2018-09-22 LAG

## Board - Committee - Commission - Council:

RMLD Citizens Advisory Board

Date: 2023-09-15

Time: 9:00 AM

Building: Virtual

Location: Zoom

Address:

Session: Joint Meeting

Purpose: General Business

Version: Draft

### Attendees: **Members - Present:**

Vivek Soni, Chair (Reading); Ken Welter, Vice Chair (Lynnfield); George Hooper (Wilmington); Dennis Kelley (Wilmington); Jason Small (North Reading).

### **Members - Not Present:**

### **Others Present:**

Refer to Board of Commissioners Minutes for September 15, 2023

**Minutes Respectfully Submitted By:** Vivek Soni, Chair

---

### Topics of Discussion:

#### **JOINT MEETING WITH RMLD BOARD OF COMMISSIONERS**

**Refer to the RMLD Board of Commissioners  
Meeting Minutes  
for September 15, 2023**

**ATTACHMENT 2**  
**INFORMATION TECHNOLOGY REPORT**



---

## Agenda

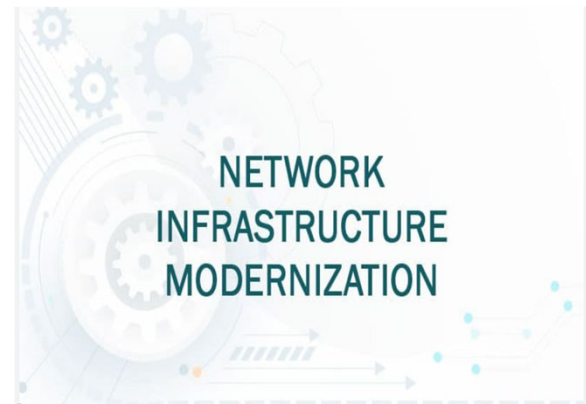
---

- IT and OT Modernization
- Virtual Environment upgrades
- Cogsdale upgrades
- SCADA upgrades
- End user CyberSecurity training
- OT CyberSecurity Investments
- IT staff skills development



## IT and OT Network Modernization

- All new Data Center core switching infrastructure
- New data switches in substations
- Increased fiber optic throughput to substations





## Virtualized Environment Upgrades

- Upgrades to virtualized compute and storage environments in Medford and Reading.



## Upgrade of business operations application suite

Entire application suite upgraded including:

- Billing
- Customer Service
- Financial
- Purchasing

**COGSDALE** 

## SCADA system upgrades

- Upgrades of virtual machines
- Application upgrades
- Upgrades of physical servers
- Security updates to latest patch levels



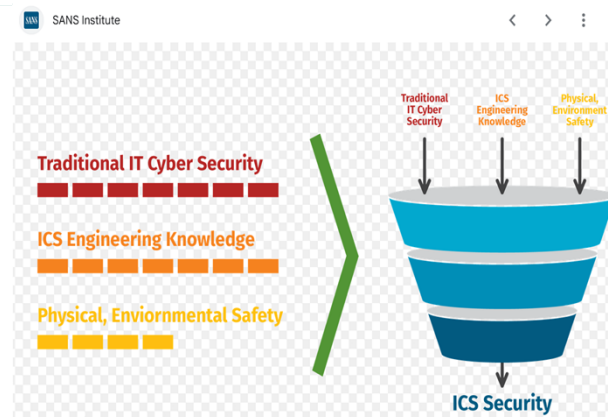
## RMLD ongoing commitment to employee CyberSecurity Awareness training

- RMLD conducts new employee CyberSecurity training.
- We also conduct quarterly Cybersecurity training for all employees.



## RMLD investment in OT/ICS specific CyberSecurity

- IT staff training with SANS Institute
- Implementation of purpose-built vulnerability detection suite in the OT environment<sup>1</sup>



## IT staff CyberSecurity skills development

- IT staff training in digital forensics
- Threat detection and remediation
- Vulnerability identification and management



E



# Thank You



**ATTACHMENT 3**  
**CERTIFICATE MANAGEMENT**





# Certificate Management

13 December 2023 BoC / CAB update

**RMLD**



**Reading Municipal Light Department**  
RELIABLE POWER

# Outline

Policy Timeline

Compliance

Certificates & Value

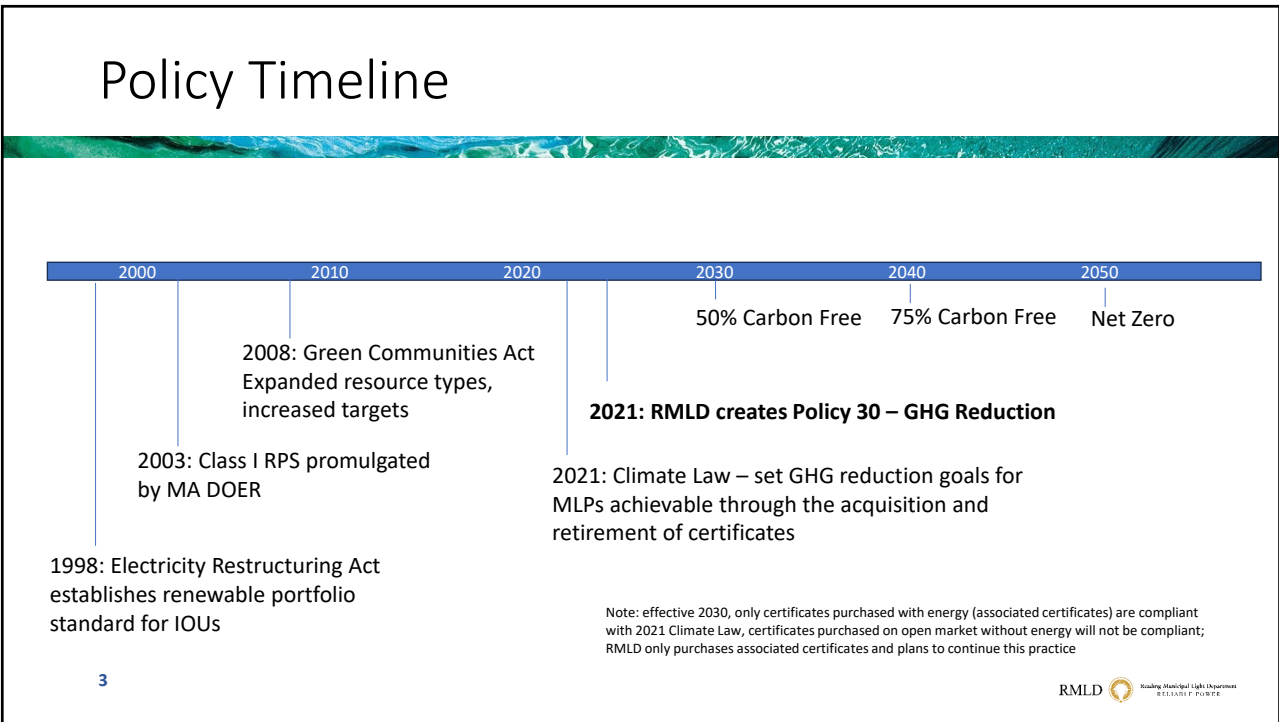
Policy 30

Bill Impacts

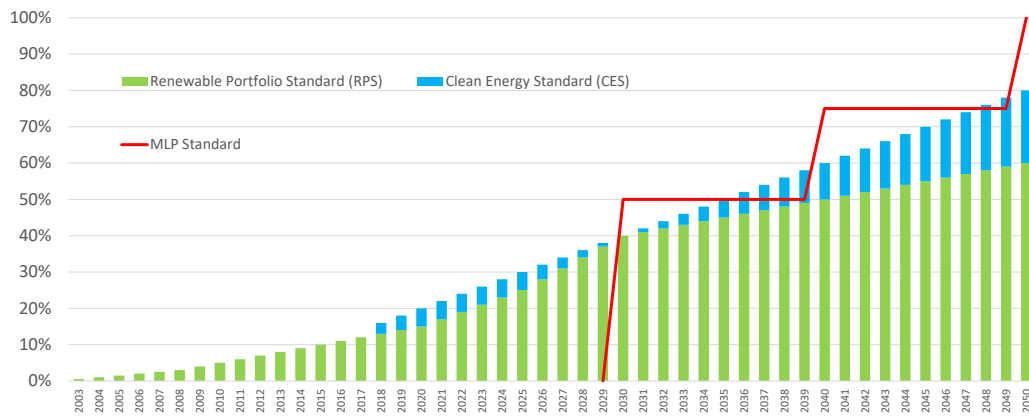
YTD Oct 2023 Power Supply Mix

IRD/EnergyServicesDrive/Communications/BOC CAB/2023/Policy 30 Review RMLD 2023-12-13 f4.ppt





# Compliance for RPS and MLP GGES



Source: Massachusetts' Decarbonization Goals; RMLD Considerations for Portfolio Planning & Policy 30 Evolution January 20, 2021 Sustain Energy Advantage, LLC

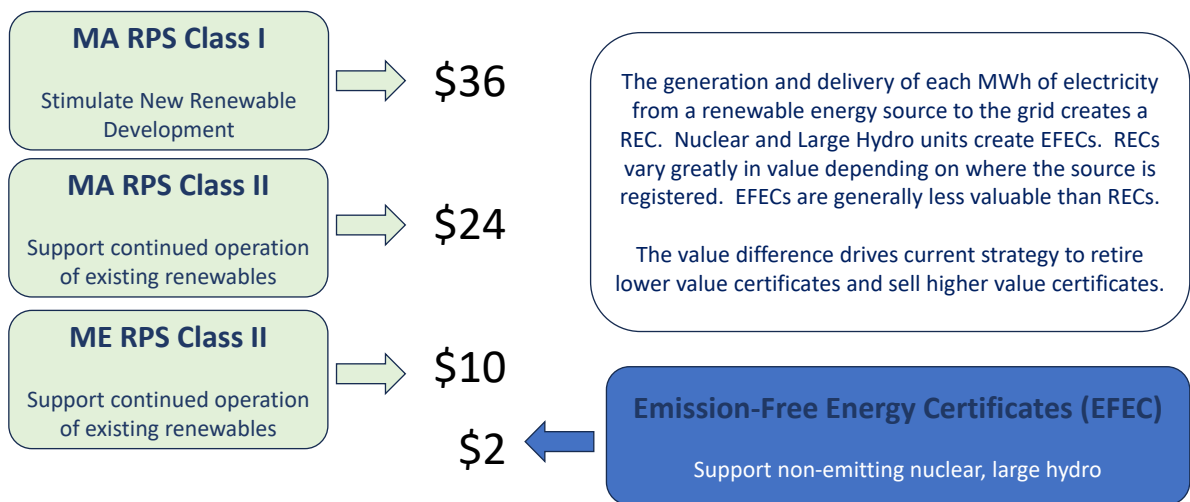


## Many Types of Certificates

		<i>classified renewable</i>	
		no	yes
<i>emitting emissions</i>	no	EFECs large hydro, nuclear	RECs small hydro, solar, wind
	yes	no certificates conventional	CECs (and RECs) LFG, MSW

*numerous certificates types created to drive generation emphasis*

## Certificate purpose and market prices

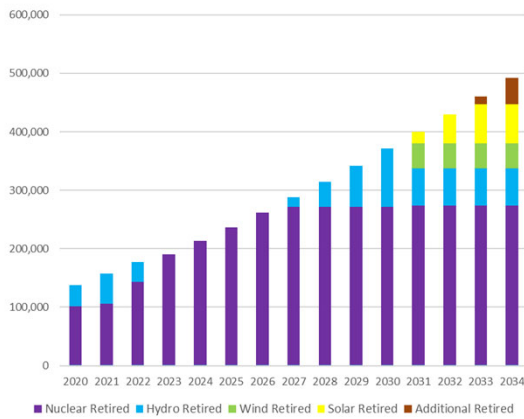


6 Source(s): prior RMLD presentations, internal analysis, Spectra Market Reports

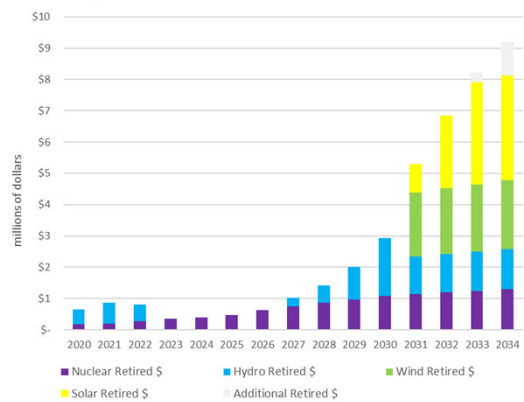
# Certificate Management



Number of Certificates Retired

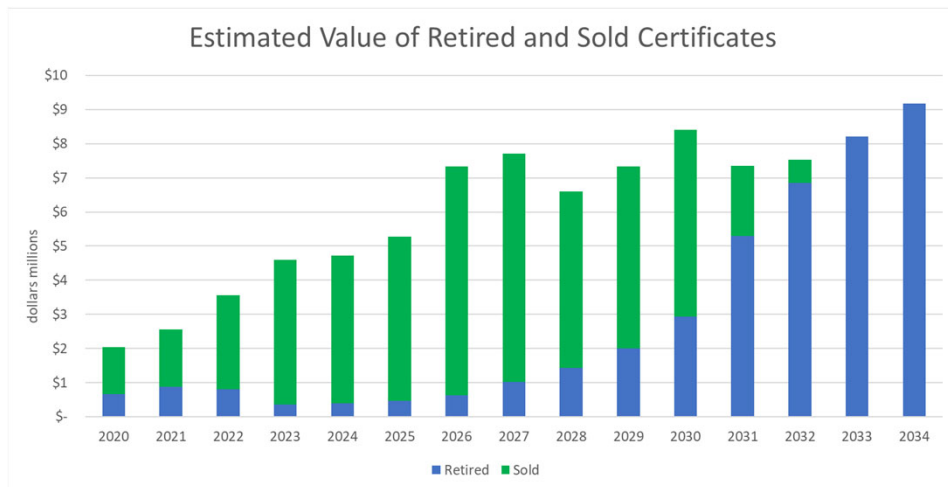


\$ Cost of Retired Certificates



7 Source: Cost\_KWh\_analysis 2023-12-6 JP

# Certificate Management (continued)



8 Source: Cost\_KWh\_analysis 2023-12-6 JP



## Residential Bill Impacts of Certificate Retirement

*Analysis of current power supply and the residential bill impacts of retiring certificates*

	2024	2025	2026	2027	2028	2029
% Renewable - EXISTING Contracts	71%	74%	76%	74%	73%	72%
Current retirement ramp	32%	35%	38%	41%	44%	47%
Average Bill - current retirement ramp	\$158.85	\$172.87	\$188.35	\$205.26	\$223.76	\$244.01
add incremental 3%	\$159.08	\$173.10	\$188.49	\$205.41	\$223.92	\$244.19
Average Bill - all existing contract certs retired	\$165.13	\$179.93	\$197.90	\$215.09	\$232.01	\$252.74
% Renewable with Additional Future Contracts	71%	74%	76%	74%	73%	72%
% Increase in Bill	3.10%	3.24%	4.22%	3.94%	2.84%	2.74%

*Incremental monthly residential bill increase range: \$.20 / month (35% in 2024) to \$9 / month (76% in 2026)*

# Certificates – NEPOOL GIS

from 18 March 2021  
BoC presentation



Generators issue certificates – 1 certificate / 1 MWH energy produced

Certificates minted (available for transactions) ~6 months after energy produced (time shift)

2-month transaction window each quarter

Any remaining certificates forfeited on June 15<sup>th</sup> of following year (ex. June 15 2021, for 2020 certificates)

Manage certificate portfolio monthly with annual horizon (banking between quarters) – balancing compliance, value, shelf-life

10 source: NEPOOL GIS



## Certificate Management

### *acquisition*

- a) Generator registers generation asset to issue non-carbon certificates (1 certificate / 1 MWH)
- b) Generator deposits certificate into customer account at NEPOOL GIS for each MWH produced
- c) NEPOOL GIS minted certificates (~6 month process)
- d) RMLD purchases energy via long term contracts or open market
- e) RMLD contracts certificates with energy for most all long-term energy contracts (associated certificates)
- f) Certificates held in RMLD account at NEPOOL GIS

### *disposition*

- g) Each quarter, RMLD instructs ENE to retire or sell certificates that were minted during two quarters prior and banking ~20% as rolling buffer
- h) ENE retires RMLD certificates on NEPOOL GIS to meet current RMLD target and Renewable Choice
- i) ENE sells RMLD certificates to third parties (to IOUs) or other MLPs
- j) Sell price is based on third party public pricing reports (example Marex Spectrometer USGreenWeekly, published twice a week)
- k) Funds for sale of certificates posted to fuel account (the funding source of the original purchase)

*RMLD purchases certificates with non-carbon energy (associated) rather than purchase certificates on the open market and then retire to "paper over" non-carbon energy*

11

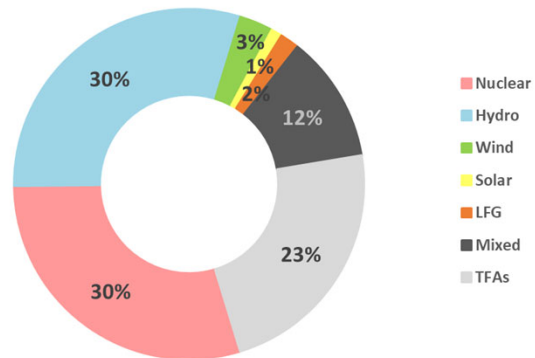
# YTD 2023 Power Supply Mix

Power Supply Purchased by Category, YTD October 2023

Wet summer 2023 kept Hydro's flowing, making Hydro's larger portion of RMLD portfolio (less Mixed from open market (unhedged))

Slightly lower load (YTD kwh usage, 3% lower) and higher hedged position also reduced Mixed, which is mostly natural gas generated

Solar and Wind contracts will gain portfolio presence as they are built and commissioned in the next several years



12 Source: Purchase Power Tracking 20231

Thank You  
from the RMLD Team



Department  
of CE

**ATTACHMENT 4**

**REVIEW OF POLICY 30: RENEWABLE  
AND GREENHOUSE GAS (GHG)  
REDUCTION REGARDING POWER  
SUPPLY PROCUREMENT**



In accordance with the Board’s periodic policy review, please find attached the review package for Policy 30: Non-Carbon Power Portfolio Mix (Revision 2).

Included are the following three components:

- Policy 30: Non-Carbon Power Portfolio Mix R2 summary & highlights (this page).
- Policy 30: Non-Carbon Power Portfolio Mix R2 clean with all changes accepted.
- Policy 30: Non-Carbon Power Portfolio Mix R2 redlined, tracked changes, showing specific edits.

Policy 30: Non-Carbon Power Portfolio Mix (Revision 2) was streamlined given that we now have two years of experience with the 2021 Climate Bill (s) and that the 2021 Climate Bill was passed at the time of Revision 0 and Revision 1.

Title changed to reflect the non-carbon metric from the actual test of the 2021 Climate Bill that was put in place in March 2021.

Background and redundant verbiage deleted to simplify this policy and also avoid potential conflicts between the long list of policies, and other documents.

2021 Climate Bill replaces Roadmap 2050.

Non-Carbon replaces renewable or greenhouse gas (GHG) as the metric specified in the 2021 Climate Bill.

Additional policy modifications are outlined below.

<b>Section 1:</b> Preamble	<ul style="list-style-type: none"> <li>• Deleted</li> <li>• Partially or fully redundant to numerous other RMLD documents, including other policies.</li> <li>• Some elements, such as the reminder that RMLD has franchise obligations via M.G.L. 164 are already included in Policy Elements.</li> </ul>
<b>Section 2:</b> Purpose	<ul style="list-style-type: none"> <li>• Replaced renewable with non-carbon to reflect the MLP metric of non-carbon in the 2021 Climate Bill.</li> <li>• Majority of remaining text remains as it captures some of the topics in the deleted Preamble.</li> </ul>
<b>Section 3:</b> Responsibilities	<ul style="list-style-type: none"> <li>• Statement that this policy should be reviewed every three years or earlier moved to Policy Elements item E.</li> <li>• Remaining text deleted since much of it is covered in the 20 Year Agreement</li> </ul>
<b>Section 4:</b> Policy Elements	<ul style="list-style-type: none"> <li>• Added retirement targets to text.</li> <li>• Additional word replacements as noted above.</li> </ul>

**RMLD Policy No. 30**  
**NON-CARBON AND GREENHOUSE GAS (GHG) REDUCTION**  
**REGARDING POWER SUPPLY PROCUREMENT**

**Revision No. 2**

\_\_\_\_\_  
Commission Vote Date

General Manager/Date

Next Review Date

**I. PURPOSE**

- A. To establish general policy guidelines to aggressively pursue practical and cost-effective non-carbon and GHG reduced power supply opportunities that balance RMLD’s customers’ priorities, its franchise obligations, reliability, power supply risk mitigation, and financial risk mitigation, while complying with applicable laws and regulations
- B. To provide an opportunity for customers who wish to go above and beyond RMLD’s non-carbon energy goals and requirements.

**II. POLICY ELEMENTS**

- A. The RMLD shall comply with all applicable laws pertaining to renewable, non-carbon, and GHG reduction power procurement requirements, including 2021 Climate Bill requirements, while balancing its customer priorities and franchise obligations. RMLD shall strive to make incremental changes on an annual basis, especially certificate retirement targets, where possible, to mitigate potential rate shocks. 2021 Climate Bill requirements that are applicable as of the date of this Policy are attached hereto as Attachment 1.
- B. The RMLD shall develop the Renewable Choice Program, as an option available to all ratepayers. The Renewable Choice Program will allow RMLD customers to purchase “blocks” of Class 1 energy certificates (“RECs”) for an additional monthly fee. Customer REC purchases (for subsequent retirement) through the Renewable Choice Program are above and beyond RMLD’s other GHG reduction power procurement goals and requirements and are intended to help customers who have stated that they would be willing to pay more.
- C. In order to balance RMLD’s customer priorities and franchise obligations with compliance with all applicable laws pertaining to non-carbon and GHG reduction power procurement requirements, the General Manager may retain or may market RECs as she/he deems to be in the best interest of the RMLD and in compliance with all applicable law.
- D. If applicable laws pertaining to non-carbon and GHG reduction power procurement change after the effective date of this Policy, the General Manager will review such



changes and report to the RMLD Board on such changes and shall present for review and comment by the Board a plan for compliance with such changes that is consistent with RMLD's customer priorities and franchise obligations.

- E. The RMLD Board may vote on changes to this Policy from time to time and at a frequency not to exceed three years, and any changes to Attachment 1 shall be set forth below as shown and updated on Attachment 2.

DRAFT

## RMLD POLICY 30

### ATTACHMENT 1 – Update 2

ROADMAP to Net-Zero Carbon by 2050  
(a.k.a., S.9 or MLP GGES Legislation, amending chapter 25A)  
Legislation effective (March 2021)

<b>Provision</b>	<b>Key Elements</b>
Goals	This Legislation sets a minimum percentage of non-carbon emitting energy sold by MLPs (retail sales): 2030 - 50% non-carbon emitting energy sales 2040 - 75% non-carbon emitting energy sales 2050 - net-zero greenhouse gas emissions energy sales
Sources	In this Legislation, “non-carbon emitting” is defined as energy generated from: (1) solar photovoltaic; (2) solar thermal electric; (3) hydroelectric, including imports (4) nuclear; (5) marine or hydrokinetic energy; (6) geothermal energy; (7) landfill methane; (8) anaerobic digester gas; (9) wind energy; (10) biomass (The RMLD Board of Commissioners approves the exclusion of future wood burning biomass as an acceptable non-carbon or greenhouse gas reduction resource of generation under this Policy); and (11) any other generation qualifying as special cases per this Legislation.
Make / Buy	MLPs may either purchase or generate non-carbon emitting energy. Existing energy supply contracts that meet Legislation requirements count as compliance.
Certificates	Qualification requires the MLP retirement of certificates for these energy retail sales. These certificates consist of non-carbon energy credits, emission-free energy certificates, or other evidentiary non-carbon emitting documentation.
Reporting / Alternative Compliance Payment	MLPs shall file an annual report demonstrating compliance. If an MLP fails compliance, it shall make an alternative compliance payment (ACP). This ACP shall not exceed \$0.010 / kWh. This ACP shall be deposited into an MLP maintained and administered fund and shall be used by the MLP to fund greenhouse gas emissions reduction and related programs in its service territory. RMLD shall establish this fund effective the date of the Legislation.

**RMLD POLICY 30**

ATTACHMENT 2 – Update History of Attachment 1

<i>Update</i>	<i>Effective Date</i>	<i>Exclusion/ Change</i>	<i>Description</i>	<i>Recommended by General Manager and approved by BOC and CAB (vote and date)</i>
0	02/24/2021	New	Attachment 1 created to reflect MLP GGES pending Legislation that will apply to MLPs.	02/24/2021
1	02/24/2021	Exclusion	Insert under Sources Provision, Item 10, next to the word biomass (The RMLD Board of Commissioners approves the exclusion of future wood burning biomass as an acceptable non-carbon or greenhouse gas reduction resource of generation under this Policy)	02/24/2021

**RMLD Policy No. 30**  
**RENEWABLE NON-CARBON AND GREENHOUSE GAS (GHG)**  
**REDUCTION REGARDING POWER SUPPLY PROCUREMENT**

Revision No. ~~21~~

\_\_\_\_\_  
Commission Vote Date

~~I.~~ **General Manager/Date**      **Next Review Date**

~~II.~~ **PREAMBLE**

- ~~A.~~ Established in 1894, Reading Municipal Light Department is a public power, not for-profit electric utility that serves its four communities.
- ~~B.~~ Public power means local control and local decision making. Our customers help determine our electric rates and the policies and programs that meet local needs.
- ~~C.~~ RMLD's electric rates reflect our customers' priorities as expressed in RMLD's Customer Satisfaction Surveys and adopted Mission and Vision statements:
  - ~~a.~~ Reliability — Customers expect and value excellent electric reliability.
  - ~~b.~~ Low Cost of Electricity — Customers value low cost electricity.
  - ~~c.~~ Greenhouse Gas Reduction Goals — Our environmentally-conscious community wants RMLD to set greenhouse gas reduction goals while having little to no impact on rates.
  - ~~d.~~ RMLD's electric rates also reflect RMLD's franchise obligations. As a municipal light plant, RMLD is a public service corporation, having a legal franchise obligation to provide low cost, reliable electric service to its ratepayers.
- ~~D.~~ Consistent with RMLD's customers' priorities and its franchise obligations, the RMLD adopts the following Policy addressing renewable and sustainable energy:

~~III.~~ **PURPOSE**

- A. To establish general policy guidelines to aggressively pursue practical and cost-effective ~~renewable non-carbon~~ and GHG ~~reduction~~ power supply opportunities that balance RMLD's customers' priorities, its franchise obligations, reliability, power supply risk mitigation, and financial risk mitigation, while complying with applicable laws and regulations  
~~-pertaining to GHG power procurement requirements~~
- B. To provide an opportunity for customers who wish to go above and beyond RMLD's ~~other greenhouse gas reduction non-carbon~~ energy goals and requirements.

~~IV. RESPONSIBILITIES~~

~~A. RMLD Citizens' Advisory Board~~

- ~~1. Review and comment expeditiously on power purchase contracts recommended by the General Manager under this Policy.~~

DRAFT

- ~~B. RMLD Board of Commissioners~~
- ~~1. Responsible for approving this Policy every three years by December 31 of the third year.~~
  - ~~2. Review and comment expeditiously on power purchase contracts recommended by the General Manager under this Policy.~~
  - ~~3. Review, deliberate and vote on deviations and changes to this Policy.~~
- ~~C. General Manager~~
- ~~1. Responsible for implementing this Policy.~~
  - ~~2. Present power purchase contracts covered by this Policy to the RMLD Citizens' Advisory Board and the RMLD Board of Commissioners for review and comment.~~
  - ~~3. Present monthly updates to the RMLD Board concerning the RMLD's compliance and ability to comply with this Policy and any deviations or changes established by the RMLD Board, which will include impacts on cost and reliability.~~

## V. II. POLICY ELEMENTS

- A. The RMLD shall comply with all applicable laws pertaining to renewable, non-carbon, and GHG reduction power procurement requirements, including, ~~, but not limited to, so-called Roadmap 2050~~ 2021 Climate Bill requirements, while balancing its customer priorities and franchise obligations. ~~The~~ RMLD shall strive to make incremental changes on an annual basis, especially certificate retirement targets, where possible, to mitigate potential rate shocks. ~~Roadmap 2050~~ 2021 Climate Bill requirements that are applicable as of the date of this Policy are attached hereto as Attachment 1.
- B. The RMLD shall develop the Renewable Choice Program, as an option available to all ratepayers. The Renewable Choice Program will allow RMLD customers to purchase "blocks" of Class 1-renewable energy certificates ("RECs") for an additional monthly fee. Customer REC purchases (for subsequent retirement) through the Renewable Choice Program are above and beyond RMLD's other GHG reduction power procurement goals and requirements and are intended to help customers who have stated that they would be willing to pay more. ~~to reduce greenhouse gas emissions. The program will be developed as a tariffed rate.~~
- C. In order to balance RMLD's customer priorities and franchise obligations with compliance with all applicable laws pertaining to ~~renewable~~ non-carbon and GHG reduction power procurement requirements, the General Manager may retain or may market RECs as she/he deems to be in the best interest of the RMLD and in compliance with all applicable law.
- D. If applicable laws pertaining to ~~renewable~~ non-carbon and GHG reduction power procurement change after the effective date of this Policy, the General Manager will review such changes and report to the RMLD Board on such changes and shall present

for review and comment by the Board a plan for compliance with such changes that is consistent with RMLD's customer priorities and franchise obligations.

- E. The RMLD Board may vote on changes to this Policy from time to time and at a frequency not to exceed ~~of no more than every~~ three years, and any changes to Attachment 1 shall be set forth below as shown and updated on Attachment 2.

DRAFT

## RMLD POLICY 30

### ATTACHMENT 1 – Update

21

ROADMAP to Net-Zero Carbon by 2050  
 (a.k.a., S.9 or MLP GGES Legislation, amending chapter 25A)  
 Legislation effective (~~March 2021~~)

<b>Provision</b>	<b>Key Elements</b>
Goals	This Legislation sets a minimum percentage of non-carbon emitting energy sold by MLPs (retail sales): 2030 - 50% non-carbon emitting energy sales 2040 - 75% non-carbon emitting energy sales 2050 - net-zero greenhouse gas emissions energy sales
Sources	In this Legislation, “non-carbon emitting” is defined as energy generated from: (1) solar photovoltaic; (2) solar thermal electric; (3) hydroelectric, including imports (4) nuclear; (5) marine or hydrokinetic energy; (6) geothermal energy; (7) landfill methane; (8) anaerobic digester gas; (9) wind energy; (10) biomass (The RMLD Board of Commissioners approves the exclusion of future wood burning biomass as an acceptable <b>renewable non-carbon</b> or greenhouse gas reduction resource of generation under this Policy); and (11) any other generation qualifying as special cases per this Legislation.
Make / Buy	MLPs may either purchase or generate non-carbon emitting energy. Existing energy supply contracts that meet Legislation requirements count as compliance.
Certificates	Qualification requires the MLP retirement of certificates for these energy retail sales. These certificates consist of <b>renewable non-carbon</b> energy credits, emission-free energy certificates, or other evidentiary non-carbon emitting documentation.
Reporting / Alternative Compliance Payment	MLPs shall file an annual report demonstrating compliance. If an MLP fails compliance, it shall make an alternative compliance payment (ACP). This ACP shall not exceed \$0.010 / kWh. This ACP shall be deposited into an MLP maintained and administered fund and shall be used by the MLP to fund greenhouse gas emissions reduction and related programs in its service territory. RMLD shall establish this fund effective the date of the Legislation.

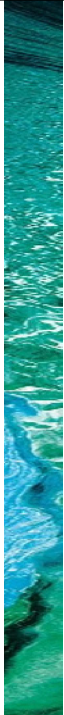


**RMLD POLICY 30**

ATTACHMENT 2 – Update History of Attachment 1

<i>Update</i>	<i>Effective Date</i>	<i>Exclusion/Change</i>	<i>Description</i>	<i>Recommended by General Manager and approved by BOC and CAB (vote and date)</i>
0	02/24/2021	New	Attachment 1 created to reflect MLP GGES pending Legislation that will apply to MLPs.	02/24/2021
1	02/24/2021	Exclusion	Insert under Sources Provision, Item 10, next to the word biomass (The RMLD Board of Commissioners approves the exclusion of future wood burning biomass as an acceptable <del>renewable</del> <u>non-carbon</u> or greenhouse gas reduction resource of generation under this Policy)	02/24/2021

**ATTACHMENT 5**  
**GENERAL MANAGER'S REPORT**



# General Manager Update

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

13 December 2023

## RMLD Team

New Director of Operations starting January 8<sup>th</sup>

Actively recruiting Director of Engineering

Director of Enterprise Data recruitment - mid 2024

Refining 4x10 work schedule for line and substation crews

- Current pilot ends 24 Dec 2023
- 6-month extension – though 19 May 2024
- Solidifying coverage on Friday

Extending limited flex time for balance of employees

- started July 2022
- Extended customer window hours Mon – Thu, closed Friday



*Team remains energized*

## More Highlights

Annual 2023 load forecasted to be just under 3% less than 2022 (2020 level)

- Mild past year; temperature drives load and load is core element of monthly bills
- Mild upcoming winter forecast; downward pressure on wholesale power vs 2022 and 2023

Carbon capture fuel cell update in January (steady progress)

RFP for broad new electric utility concepts in process

Ash Street campus

- updated concepts in 2024 in coordination with Town of Reading

Rt 125

- Owner prefers LOI to proceed P&S (both will include due diligence items)

Maple Meadows energy park

- MA DEP meeting in January; ongoing discussions with current owner trust to resolve speed bumps

Reading Select Board Nov 21<sup>st</sup> (general update presentation)

- 3 Commissioners attended; positive reception and ongoing support

Lynnfield Board Water Dept Nov 27<sup>th</sup> (solar and battery on Glenn Road)

- Commissioner and CAB Board member attended; well received; follow-up meeting mid-Dec

Thank You

