



**Date:** June 6, 2024  
**To:** Municipal Light Board: Warren Leon (Chair), John Dalton, Brian Foulds, Alice Kaufman, and Bianca Taylor  
**From:** Jason Bulger, CTO, Interim CMLP Director  
**Subject:** Agenda for Virtual Light Board Meeting **June 12, 2024, 7:30 A.M.** (Zoom link below)

- 7:30 AM 1. **Call to Order**
- 7:30 AM 2. **Meetings and Minutes** 5 Minutes Chair  
 Vote to accept the minutes of Nov 15, 2023, Nov 29, 2023, Dec 20, 2023, May 8, 2024  
 Upcoming Meetings:  
 Jul 10, 2024, Aug 14, 2024, Sep 11, 2024, Oct 9, 2024, Nov 13, 2024, and Dec 11, 2024, Jan 8, 2025, Feb 12, 2025.
- 7:35 AM 3. **Chair’s Update** 5 Minutes Chair Information
- 7:40 AM 4. **CMLP Permanent Director Search** 30 Minutes Town Mgr. Discussion  
Background: In January of 2024, the Director of CMLP left for another opportunity, and the position has been filled by an Interim Director since then.  
Purpose: To hear an update on the current state of recruitment efforts and get feedback from the Light Board on the desired attributes and any process recommendations.
- 8:10 AM 4. **Directors Update** 10 Minutes Director Information
- 8:20 AM 5. **Broadband Update** 5 Minutes Director Information
- 8:25 AM 6. **Middle School Project Bid Process** 25 Minutes Director Discussion/Vote  
Background: CMLP is developing a solar and battery storage project at the site of the new middle school.  
Purpose: To hear updates on the project progress and offer feedback and recommendations on the path forward to project success.
- 8:50 AM 7. **Suspend regular meeting and open rate hearing** 10 Minutes Director Vote  
*Requires a motion, a second, and roll call vote*  
Donate your REC \*2\* Program rate  
Background: The Light Board previously voted to create a new rate that would compensate customers \$9/mo if they donate their Renewal Energy Certificates (RECs) to CMLP after they are no longer being compensated by an aggregator (usually 10 years + after inception).  
Purpose: The Light Board wished at a previous meeting to create an identical rate that did not compensate customers at all for donating their RECs to CMLP.
- 9:00 AM 10. **Liaison & Public Comments** 5 Minutes Chair Information



# CONCORD MUNICIPAL LIGHT PLANT

ELECTRIC | BROADBAND | ENERGY MANAGEMENT

9:05 AM 11. **Adjourn**

Distribution: Select Board (1 copy)

Kerry Lafleur

Jan Aceti

Jason Bulger

Carole Hilton

Laura Scott

Karlen Reed

Joe Repoff

Chris Carmody

Michael Hale

Matt Cummings

Eric Simms

Cameron McKennitt

Join Zoom Meeting

<https://us02web.zoom.us/j/83853970051?pwd=akVzemJRQk8vNTJRUnNlOS9NNDFuQT09>

Meeting ID: 838 5397 0051

Passcode: 661712

One tap mobile

+16469313860,,83853970051#,,,,\*661712# US

+13017158592,,83853970051#,,,,\*661712# US (Washington DC)

Find your local number: <https://us02web.zoom.us/u/kbA1MReajb>

**Link to view recordings of previous Light Board Meetings:**

<https://www.youtube.com/@MinutemanMediaNetwork/search?query=Concord%20Light%20Board>

**Link to view the Director's Updates:**

<https://concordma.gov/1106/Municipal-Light-Board>

**Link to view the Broadband Monthly Updates:**

<https://www.concordma.gov/3148/Monthly-Updates>



**TOWN OF CONCORD**  
**HUMAN RESOURCES DEPARTMENT**  
55 CHURCH STREET  
CONCORD, MASSACHUSETTS 01742

TEL: 978-318-3025  
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[hr@concordma.gov](mailto:hr@concordma.gov)

TO: Concord Municipal Light Plant Board  
FROM: Jessica Porter, Assistant Town Manager/Interim HR Director JP  
DATE: June 10, 2024  
RE: Permanent Director Recruitment Process

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At your meeting of June 12, 2024, we will be presenting to you an overview of our proposed recruitment strategy, process and timeline for the next Director of the Concord Municipal Light Plant (CMLP).

In preparation for our discussion, enclosed for you are the following items:

1. Position Profile
2. Proposed Recruitment Timeline
3. Job Description for the Director

The position profile is intended to be a marketing piece for the position. You will see it discusses the Concord community, including demographics and features, goals of the organization as a whole, and characteristics of the ideal candidate.

You will see that the proposed timeline includes several rounds of interviews, which includes two rounds of panel interviews. The panel interviews will be comprised of a variety of stakeholders.

Pre-screening will be done by Human Resources and the Town Manager. Dependent upon availability, the first round panel will consist of the Town Manager, a current member of the Light Board, members of the Senior Management Team who closely interact with the Light Plant, and a current or recently retired Light Plant Manager or Director.

The second round panel will consist of the Town Manager, Deputy Town Manager, Assistant Town Manager, Chief Financial Officer, Chair of the Light Board, and the Select Board Liaison to the Light Board.

Once a finalist has been identified, there will then be an opportunity for the finalist to meet with the Staff at the Light Plant.

We welcome the Light Board's thoughts on questions they would like to see asked of the candidates, as well as feedback on the proposed process.

We look forward to meeting with you on Wednesday.

# Director of Concord Municipal Light Plant

## The Opportunity

The historic Town of Concord, Massachusetts (18,491) is seeking qualified candidates for Director of the Concord Municipal Light Plant, who are passionate about progressive professional municipal management, serving this historic and engaged community and being part of a committed municipal organization. The Director of the Concord Municipal Light Plant will focus on providing strategic leadership and vision in planning, organizing, and directing the operations of the Municipal Light Plant to ensure customers are provided with electric service of the highest quality at a reasonable cost. Several exciting initiatives in progress include the:

- Recent approval at Special Town Meeting of a grid-scale energy storage project;
- Advanced Metering System upgrade - an essential component of modernizing our local grid to strategically meet the challenges of a changing climate and an evolving energy landscape; and
- Solar project, included in the construction of the new Middle School.

Concord is seeking a knowledgeable, and talented leader with excellent communication, economic and community engagement skills, and superior project management and personnel management skills to serve as its Director of the Concord Municipal Light Plant. Preferred candidates should have an advanced degree in public or business administration, engineering, or a related field and ten or more years of progressively responsible related experience. Candidates should be proactive and strategic thinkers, who are able to prioritize and to build collaborative relationships with government officials, business owners, residents, and employees.

**Annual Salary: \$170,955 to \$239,325** depending on qualifications. The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. Concord is an Equal Opportunity Employer. We value diversity and welcome candidates of all backgrounds to apply.

## The Community

Concord is a historic and picturesque quintessential New England community with handsome and historic residences, preserved open spaces, family-owned farms, and thriving commercial centers. The Town is widely known as the site of the first battle of the American Revolution which occurred at the Old North Bridge which is located just outside the Town Center. Concord also has a rich literary and philosophical history being the home of notable authors including Ralph Waldo Emerson, Henry David Thoreau, Nathaniel Hawthorne, Bronson Alcott and Louisa May Alcott as well as more contemporary authors.

Concord is located in Middlesex County, approximately 20 miles northwest of Boston covering 26 square miles and surrounded by the Towns of Lexington, Carlisle, Acton, Bedford, Lincoln, and Sudbury. The Town is served by several roadways including Routes 2, 2A, 62, 119 and 126; and two MBTA commuter rail stations. The Town is primarily a residential community with three vibrant business districts including Concord Center, on Thoreau Street near one of the train stations and in West Concord at the second rail station. In addition, there are commercial parks in the Town with a number of businesses located on Route 2. The Town is also the home of Emerson Hospital and numerous medical providers.

The Town is also well known for its educational institutions. The Concord Public Schools and the Concord-Carlisle Regional School District are regarded as amongst the best schools in the Commonwealth. In addition, Concord is home to four highly regarded private educational institutions: The Fenn School and The Nashoba Brooks School which are elementary and middle schools; and Concord Academy and the Middlesex School which are preparatory high schools.

The Town has numerous publicly owned historic properties and recreational and cultural assets including Minuteman National Historic Park, Walden Pond, Concord Museum, The Robbins House, The Wayside, Ralph Waldo Emerson House, Concord Center for the Visual Arts, Great Meadows National Wildlife Refuge, Bruce Freeman Rail Trail, and a network of conservation lands and open space. The Concord Free Public Library is considered the heart of the community and is a year-round hub of activity as well as a resource for the educational, vocational, and recreational needs of all its patrons.

All of these assets and amenities contribute to the culture and character of this unique community which boasts a strong local economy built around its diverse business sector and annual tourism activity of approximately 1 million visitors, a vibrant quality of life, great civic pride and residents that are connected, engaged, and care greatly for their Town.

## **The Municipal Organization**

Concord has a five-member Select Board-Town Manager form of government, with Open Town Meeting as the legislative body. The town government offers a full array of services including education, libraries, police and fire protection, public works, solid waste and recycling services, water and sewer services including a secondary treatment facility, parks and recreation, a community center, a swim and exercise facility, land conservation and open space, and municipal electric services through the Concord Municipal Light Plant. The Concord Housing Authority provide low-income and elderly housing.

Concord holds a Aaa bond rating from Moody's Investor Services and for the last thirteen years received the Distinguished Budget Presentation Award from the Government Finance Officers Association. The Town's complete spending plan for FY25 is approximately \$137.7 million. The details regarding the Town's finances will be contained within the FY25 General Fund Budget Book and the FY25 Enterprise Fund Budget Book.

The Concord Select Board does establish annual goals and objectives which guide the town administration in its activities based upon the Town's guiding principles:

- A. Effective Governance, Board Organization, and Communication** – Improve responsiveness, accountability, and transparency. Maintain a high level of town services for Concord citizens. Promote dignity and respect for all individuals and utilize best practices for the health and safety of all.
- B. Financial Stability** – Promote fiscal responsibility, financial sustainability, town-school collaboration, and integration.
- C. Diversity, Equity, Inclusion, and Belonging** – Support economic, social, racial, and cultural diversity and inclusion. Generate more affordable housing and reduce barriers faced by lower income residents. Balance divergent individual, neighborhood, and town-wide interests.
- D. Historic and Cultural Heritage, Recreation, Agriculture and Natural Resources** – Maintain Concord's unique character.
- E. Sustainable Infrastructure** – Develop and maintain sufficient and reliable utilities, transportation, and communication infrastructure, while managing energy resources to reduce carbon emissions, and regenerate our natural environment to meet the Town's climate objectives.
- F. Economic Vitality** – Protect the vitality of the town and businesses and reduce obstacles to their success.
- G. Regional and State Interests** – Advance Concord's interests in the region and the commonwealth

The Town has a long history of proactively planning for its future through comprehensive long-range plans. The most recently adopted plan is Envision Concord: Bridge to 2030, which was prepared from 2016-2018. The process followed the principles for comprehensive long-range plans as set forth by the American Planning Association and included active participation by members of the community in developing aspirational goals for the Town based on core values that reflect the wishes of the citizens, and accountable implementation strategies which can be measured and evaluated.

The efforts of the members of the Concord municipal organization are appreciated by the citizens of the Town who regularly provide positive feedback in a Town Government Survey about their satisfaction with municipal services and the utilization of their tax dollars. These results reflect the confidence of the residents in their local government and establish a standard that the municipal organization seeks to maintain or improve.

## **The Director of Concord Municipal Light Plant Position**

The Director of the Concord Municipal Light Plant (CMLP) currently serves under the general direction of the Town Manager and is a member of the Town's Senior Management Team, providing strategic leadership and vision in planning, organizing and directing the operations of the Municipal Light Plant to ensure customers are provided with electric service of the highest quality at a reasonable cost. The structure of this role is under review, and it is possible that the role will become that of General Manager of the Concord Municipal Light Plant.

The position has the following additional functions within the Town organization:

- ◆ Provides collaborative, forward thinking and responsive leadership in developing CMLP objectives, plans and goals in alignment with those of the Town Manager, Select Board and Light Board; Develops, coordinates and prioritizes annual and long-range goals and objectives with the CMLP division heads.
- ◆ Manages the financial health and resources of CMLP. Develops and manages operating and capital budgets in compliance with FERC and DPI regulations and Town policies and procedures. Directs the implementation of the department's adopted budgets; monitors the Plant's financial condition regularly, paying special attention to sales trends; makes recommendations concerning rates that are fair and adequate; ensures sufficient working capital to cover monthly operating needs. Monitors rates and provides recommendations for changes based on cost of service, public policy issues, conservation, customer impact and other considerations.
- ◆ Provides leadership to enhance the activities and performance of all CMLP personnel. Makes provisions for adequate and effective staffing and resources. Ensures that training and supervision for CMLP staff is focused on optimal customer services and staff safety. Develops objectives with plant professional and supervisory staff members, ensuring that department staff are advised of programs, plans and services. Demonstrates and enforces equitability and inclusivity. Determines and assesses standards of performance to ensure attainment of operational and financial objectives.
- ◆ Provides general oversight of system modification and construction activities as prepared and undertaken by the Plant Engineering division. Oversees present and future management of power supply operations; monitors availability, cost and quantity of power; administers contracts and evaluates cost effectiveness.
- ◆ Oversees customer service programs and relations in order to provide the highest level of service. Ensures staff are trained and equipped to receive and respond appropriately to a variety of inquiries, requests and complaints related to operations and services. Directly responds to the more complex and sensitive customer relations matters referred by the staff.
- ◆ Ensures the transmission and distribution systems are planned and upgraded well in advance to support the goal of reliable service.
- ◆ Analyzes service needs and changes in State and Federal laws, regulations and programs impacting CMLP. Participates in sponsoring and supporting legislation favorable to the provision of quality service and cost-effective rates; works with regional, professional and other associations in support of related activities. Collaborates with attorneys and consultants on regulatory matters and may testify before commissions and courts.
- ◆ Ensures that CMLP develops and implements broad energy conservation initiatives and services addressing all forms of energy consumption.
- ◆ Ensures that CMLP develops and implements innovative initiatives that anticipate future business opportunities related to the needs of citizens and businesses.

- ◆ Collaborates with the Municipal Light Board, attends Board meetings and recommends agenda topics to ensure they have the information they need to carry out their responsibilities.
- ◆ Performs special projects and other related duties as required, directed or as the situation dictates.

## The Ideal Candidate

- Advanced degree, in a field related to public administration, business administration, or the engineering field.
- Ten or more years of progressively responsible related experience.
- Electric utility experience is preferred but not required. Possession of a Professional Engineer's License is helpful.
- Superior and demonstrable leadership and interpersonal skills.
- Skilled at working with boards and committees, and effectively interacting with all members of the public in a courteous and tactful manner.
- Skilled in project management, economic and community engagement, strategic planning, communications, and personnel management.
- Proficient in financial management, budgeting, procurement, negotiations, and municipal law.
- Analytical with ability to observe operations and successfully develop and implement systems as needed to enhance service and efficiency through data-driven decision making.
- Ability to identify and analyze complex issues and to develop appropriate recommendations.
- Knowledge and experience writing, and administering various State, Federal and local grant programs, and initiatives.
- Demonstrates and supports a welcoming and inclusive environment.
- Ability to build trust and respect; politically neutral.
- Ability to build relationships with citizens and the business community.
- Able to build and maintain employee morale.
- Ability to lead diverse teams and groups.
- Supports environmental sustainability.
- Recognizes and appreciates the historic nature of the community.
- Ability to communicate effectively, verbally and in writing.
- Ability to work with a high level of detail; prioritize multiple tasks and deal effectively with interruptions.
- Ability to prioritize and to effectively communicate those priorities.

## **Recruitment Timeline CMLP Director**

June 12	Light Board Meeting - Input into Recruitment
Week of June 18	Release Recruitment
Week of July 15	Pre-Screening Interviews of Qualified Candidates
Week of July 22	First Round Panel
Week of July 29	Second Round Panel
Week of August 5	CMLP Employee Meet & Greet Finalist
Week of August 12	Contingent Offer of Employment Pre-Placements
September 2	Employment Start Date



## **Director of Concord Municipal Light Plant**

Department:	Concord Municipal Light Plant (CMLP)	Salary Grade:	LP-17
Reports To:	Town Manager	FLSA Status:	Exempt
Appointed By:	Town Manager	Date:	July 2023

### **GENERAL SUMMARY:**

Under the direction of the Town Manager, plans, organizes, and directs the operations of CMLP in a manner which ensures that the department functions smoothly and that customers are provided with electric service of the highest quality at a reasonable cost. This involves power supply, personnel, CMLP and Town policies, financial management, forecasts, contracts, customer service, monitoring other utilities and the industry, strategic planning, construction, and capital assets. Works collaboratively with all Town departments; federal, state, and local regulatory agencies; community groups; and other agencies to meet the needs of the Town's citizens.

The Director is responsible for maintaining and improving the efficiency and effectiveness of all areas under the direction and control of the position. Performs varied and responsible duties requiring a thorough knowledge of departmental operations and the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures.

### **ESSENTIAL JOB FUNCTIONS:**

*External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.*

- ◆ Provides collaborative, forward thinking and responsive leadership in developing CMLP objectives, plans and goals in alignment with those of the Town Manager, Select Board and Light Board; Develops, coordinates and prioritizes annual and long-range goals and objectives with the CMLP division heads.
- ◆ Manages the financial health and resources of CMLP. Develops and manages operating and capital budgets in compliance with FERC and DPI regulations and Town policies and procedures. Directs the implementation of the department's adopted budgets; monitors the Plant's financial condition regularly, paying special attention to sales trends; makes recommendations concerning rates that are fair and adequate; ensures sufficient working capital to cover monthly operating needs. Monitors rates and provides recommendations for changes based on cost of service, public policy issues, conservation, customer impact and other considerations.
- ◆ Provides leadership to enhance the activities and performance of all CMLP personnel. Makes provisions for adequate and effective staffing and resources. Ensures that training and supervision for CMLP staff is focused on optimal customer services and staff safety. Develops objectives with plant professional and supervisory staff members, ensuring that department staff are advised of programs, plans and services. Demonstrates and enforces equity and inclusivity. Determines and assesses standards of performance to ensure attainment of operational and financial objectives.
- ◆ Provides general oversight of system modification and construction activities as prepared and undertaken by the Plant Engineering division. Oversees present and future management of power supply operations; monitors availability, cost and quantity of power; administers contracts and evaluates cost effectiveness.
- ◆ Oversees customer service programs and relations in order to provide the highest level of service. Ensures staff are trained and equipped to receive and respond appropriately to a variety of inquiries, requests and complaints related

## *Director of Concord Municipal Light Plant*

to operations and services. Directly responds to the more complex and sensitive customer relations matters referred by the staff.

- ◆ Ensures the transmission and distribution systems are planned and upgraded well in advance to support the goal of reliable service.
- ◆ Analyzes service needs and changes in State and Federal laws, regulations and programs impacting CMLP. Participates in sponsoring and supporting legislation favorable to the provision of quality service and cost-effective rates; works with regional, professional and other associations in support of related activities. Collaborates with attorneys and consultants on regulatory matters and may testify before commissions and courts.
- ◆ Ensures that CMLP develops and implements broad energy conservation initiatives and services addressing all forms of energy consumption.
- ◆ Ensures that CMLP develops and implements innovative initiatives that anticipate future business opportunities related to the needs of citizens and businesses.
- ◆ Collaborates with the Municipal Light Board, attends Board meetings and recommends agenda topics to ensure they have the information they need to carry out their responsibilities.
- ◆ Performs special projects and other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

### **SUPERVISORY RESPONSIBILITY:**

Supervises the activities and performance of, and provides functional oversight to, all CMLP staff. Carries out supervisory responsibilities in accordance with town policies and applicable laws. Responsibilities include interviewing and recommending candidates for hire; demonstrating and enforcing equitability and inclusivity; planning, assigning and directing work; addressing complaints and resolving problems; training, evaluating performance and making recommendations concerning employee rewards or discipline.

### **EDUCATION, EXPERIENCE & SPECIAL REQUIREMENTS:**

- ◆ Knowledge equivalent to a Master's Degree in a field related to public administration, business administration, or the engineering field, plus ten or more years of progressively responsible related experience; or any equivalent combination of education and experience.
- ◆ Valid motor vehicle operator's license, with a safe driving record.
- ◆ Electric utility experience is preferred but not required. Possession of a Professional Engineer's license is helpful.

### **KNOWLEDGE, SKILLS & ABILITIES:**

- ◆ Superior and demonstrable leadership and interpersonal skills.
- ◆ Skilled at working with boards and committees, and effectively interacting with all members of the public in a courteous and tactful manner.
- ◆ Ability to plan, assign and supervise the work of groups of employees engaged in a variety of department construction and maintenance operations.
- ◆ Ability to prepare, present and administer budgets and capital expenditure/projects.
- ◆ Ability to recognize town-wide priorities and work cooperatively to support their accomplishment.
- ◆ Ability to direct the work of attorneys and consultants. Ability to work effectively in the regulatory arena.
- ◆ Ability to analyze complex issues and to develop relevant and realistic plans, programs and recommendations. Ability to work with a high level of detail, prioritize multiple tasks, and deal effectively with interruptions.
- ◆ Excellent public relations skills to deal with people effectively and appropriately. Superior oral and written

*Director of Concord Municipal Light Plant*

communication skills. Strong budgetary, financial management, leadership, planning and supervisory skills. Flexibility in order to adapt to constantly changing technology.

**WORKING CONDITIONS & PHYSICAL DEMANDS:**

*External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the physical demands (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.*

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a moderately noisy work environment, with frequent interruptions. Frequently subjected to the demands of other individuals and the volume and /or rapidity with which tasks must be accomplished. Attendance at meetings requires regular travel.

Operates computer, printer, video display terminal, keyboard, calculator, telephone, copier, facsimile machine and all other standard office equipment requiring eye-hand coordination and finger dexterity. Balancing, crouching, grasping, pulling, reaching and stooping may also be required.

*The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.*

*This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.*

# Concord Municipal Light Plant Updates

June 12, 2024

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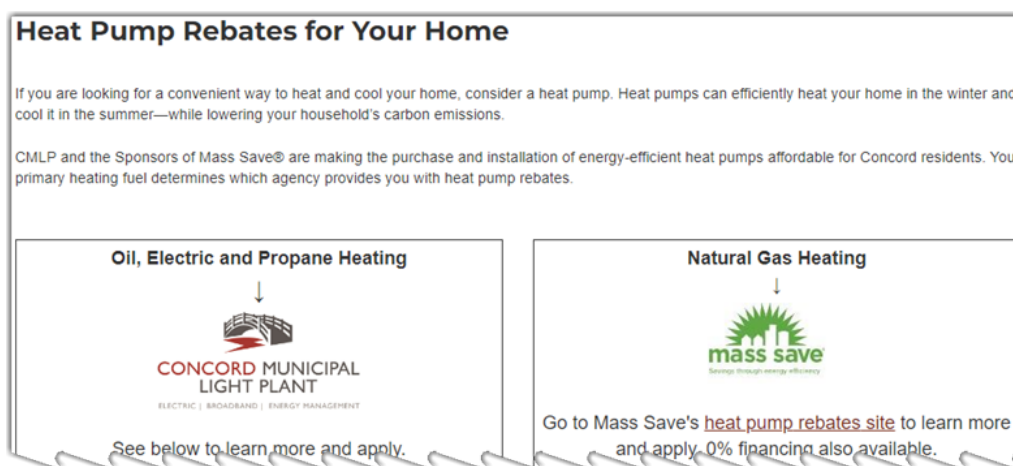
## Organization, Transition, and Industry

- The Town Manager will be speaking with the Light Board at the June 12, 2024 meeting about the recruitment plan for the permanent Director with the hope of gathering input from the Board members.
- The Federal Energy Regulatory Commission (FERC) issued Order 1920, which addresses the need for long-term transmission planning. Read more here: <https://ferc.gov/news-events/news/ferc-takes-long-term-planning-historic-transmission-rule>
- ISO New England has released updates on their preparedness for the summer season to balance the load and meet demand of an anticipated 30,000 megawatts. Of note, last year’s annual peak was on September 7, 2023, the first time the peak was outside of the summer months. Learn more here: [https://www.iso-ne.com/static-assets/documents/100012/20240603\\_pressrelease\\_summeroutlook\\_2024.pdf](https://www.iso-ne.com/static-assets/documents/100012/20240603_pressrelease_summeroutlook_2024.pdf)
- Some Light Board Members attended the [Climatech](#) convention in Boston, which featured over 60 sessions over three days in and around Boston. Governor Healey and Boston’s Mayor Wu were both speakers at the event, which included talks on infrastructure, influence, and innovation.



## Energy Management



- As one of the final steps in bringing heat pump program administration services in-house, CMLP will be discontinuing use of the heat pump and weatherization participating contractor lists that had been hosted by Abode, who previously managed the program. Instead, CMLP is preparing to post on its website lists of contractors who have installed heat pumps or completed weatherization projects in Concord. The lists will display the number of heat pump or weatherization projects completed by each installer that have received CMLP rebates over the last several years. The lists will be one of a number of resources that our customers can use to find contractors, if they wish. The contractors will not be pre-vetted by CMLP, and customers needn't use the contractors on the list to complete a project or be eligible for a rebate.



**Heat Pump Rebates for Your Home**

If you are looking for a convenient way to heat and cool your home, consider a heat pump. Heat pumps can efficiently heat your home in the winter and cool it in the summer—while lowering your household's carbon emissions.

CMLP and the Sponsors of Mass Save® are making the purchase and installation of energy-efficient heat pumps affordable for Concord residents. Your primary heating fuel determines which agency provides you with heat pump rebates.

<p><b>Oil, Electric and Propane Heating</b></p> <p>↓</p>  <p><b>CONCORD MUNICIPAL LIGHT PLANT</b> ELECTRIC   BROADBAND   ENERGY MANAGEMENT</p> <p>See below to learn more and apply.</p>	<p><b>Natural Gas Heating</b></p> <p>↓</p>  <p>Go to Mass Save's <a href="#">heat pump rebates site</a> to learn more and apply. 0% financing also available.</p>
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- Energy Management staff revised its heat pump rebate eligibility policy to clarify that customers may be eligible for a \$10,000 whole home rebate in cases in which supplemental heat from electric baseboard (resistance) heat is used in small spaces that are difficult to serve with heat pumps, like bathrooms, mudrooms or a small basement bedroom or utility room, or in cases where an existing heat pump already serves a room or two, as long as the new heat pump has the capacity to meet 90% – 120% of the home's total heating needs.

## Battery Storage Project Updates

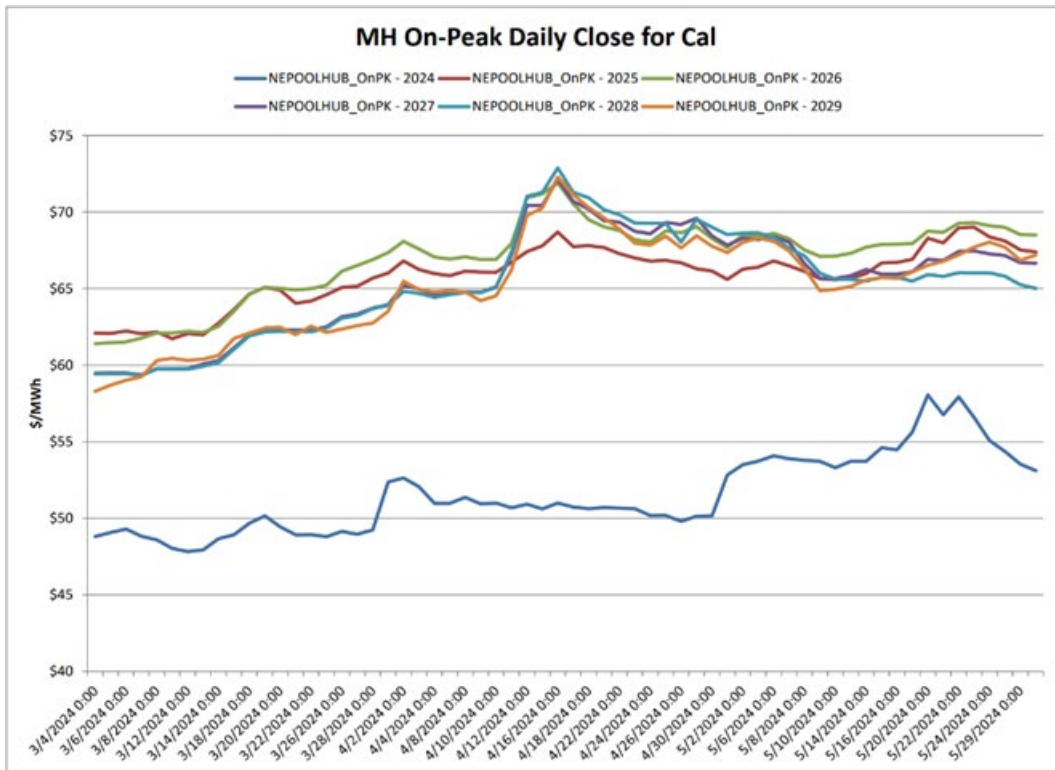
- On May 15, staff met with representatives from [Cordelio Power](#) to understand their role in energy storage and to learn more about their past and planned projects.
- Following up on our April meeting with representatives from [Citizens Energy](#), which built Wellesley's 5MW/15MWh battery (due online in the next 2-3 weeks), we continued to learn more about these projects and get feedback on how pricing structures work (and if our primary use of addressing solar saturation could work in a cost-sharing model). We also

have been speaking to Energy New England about financial arrangements with energy storage companies due to them having previous experience in this area.

- We continue to discuss a potential ISO New England level 3 study for this project with Dave Cavanaugh from Energy New England.

## Power Supply and Rates

- CMLP has concluded its REC purchases for 2023. We achieved 100% non-emitting for all sales. We expect to have enough collected in rates to again meet 100% of 2024 sales.
- Power prices are up about 8% since March of this year:



- We have received approval from the Town House to move forward with a proposed agreement with Baker Tilly to work on setting up elective pay to maximize the benefits from the IRA for the middle school and energy storage projects.
- We got an update from TRC on the landfill scope, and we expect a report in coming weeks.

## Middle School Solar/Energy Storage

- On May 9, 2024, the Zoning Board of Appeals issued a variance for the canopies and their foundations, which extend about 15' into the 40' setback on that property. The mandatory

20-day appeal period began on May 21, and the final certified original decision will be issued to us on June 10, 2024.



- CTA, the general contractor overseeing construction at the middle school, returned an estimate of over \$2 million just for the canopy foundations. We are told this figure, even in today's inflation-high climate, is 2-3 times higher than it should be. Our plan is to reject this bid from CTA and bid this ourselves along with the canopies and solar panels for that project. We will continue adding the

necessary conduit and drainage for the canopies, and if the anticipated cost or the scope changes, we will return to the Light Board for support to continue with this phase of the project.

- Staff are working on the RFPs for the canopies, battery, and rooftop solar. The plan is to make sure the roof is complete and does not leak before adding rooftop solar; the amount of time necessary to determine that could be a few to several months, but should not exceed a year.
- This week, Laura worked with SDA to identify a microgrid controller that would be a good fit for the middle school building project. Multiple staff will attend a demonstration of that soon.
- We continue to discuss a potential ISO New England level 3 study for this project with Dave Cavanaugh from Energy New England.

# Advanced Metering Project Updates

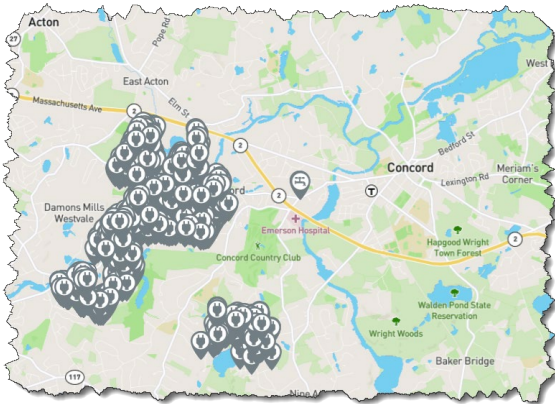


Figure 1: Advanced meters installed - March 2024

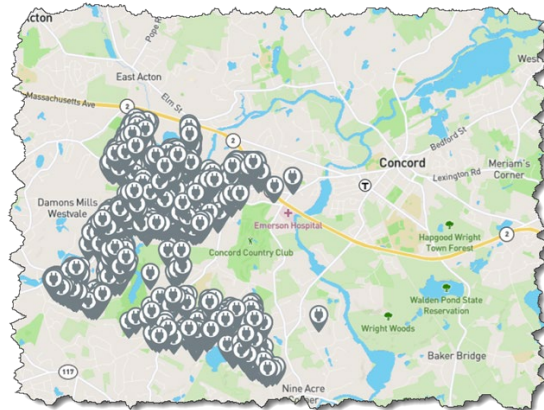


Figure 2: Advanced meters installed - April 2024

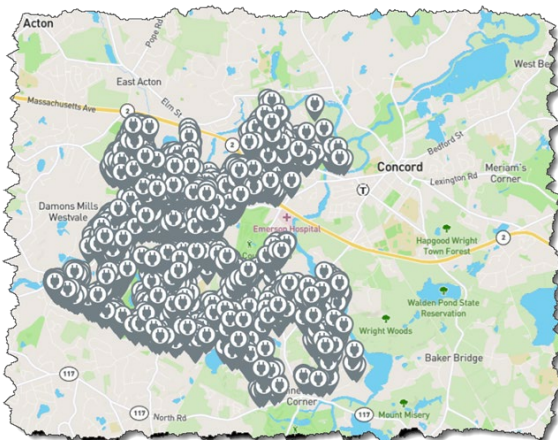


Figure 3: Advanced meters installed - May 2024

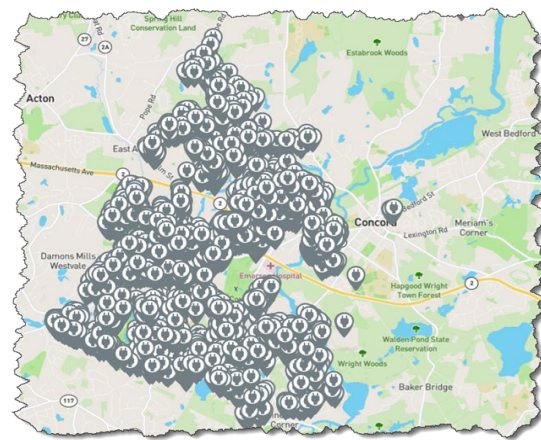
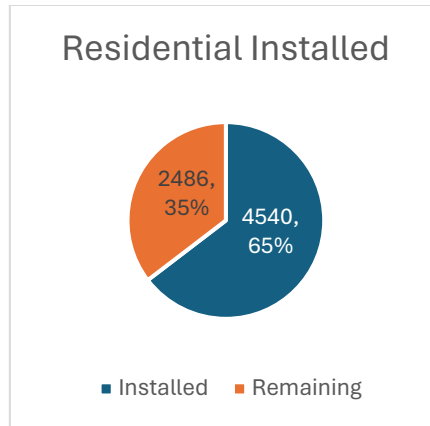
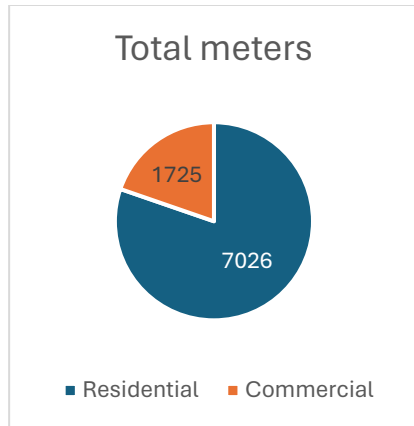


Figure 4: Advanced meters installed - June 2024

- We have between one and two external crews of two electricians installing advanced meters.
- Our Electrician Marty has installed about 180 load control relays in participating customers' homes.
- We have installed over 945 meters since the May 8, 2024 Light Board meeting.



## Engineering and Operations

- Residents and visitors have been using the new electric vehicle charging station in the Stow Street parking lot between the main library and the Umbrella Arts building.
- Second Class Lineworker Matt McNamara participated in the New England Public Power Association’s Apprentice Lineworker RODEO this week, and he was accompanied by First Class Lineworkers Rich Fedele and Matt McDonough, who were both judges in the competition. This event allows apprentices to demonstrate their knowledge and ability in pole climbing, crossarm replacement, personnel rescue, and more.



Everyone did a terrific job.



- The Engineering team prepared documentation to get quotes for replacement and spare reclosers after the outage in May. Having these on hand will allow us to more quickly return power protections to service after a failure.
- We have received a formal SCADA proposal from SEL. The team will be reviewing it with other vendors (like PLM and UPG) to determine what else might need to be altered before moving forward with procurement. This project was planned to be paid for from depreciation.
- The team responded to two separate outages on Saturday night initiating first from a vehicle that struck a pole near Oxbow Rd, and then from a failed underground conductor at 300 Baker Ave. It was a very long day, and we appreciate the assistance and professionalism from the team.
- The team updated the remainder of the job descriptions with Human Resources staff ahead of the planned June goal of having all positions approved by the Personnel Board.
- Working with Line Supervisor and Assistant Director, new attention has been focused on trying to fill the vacant lineworker positions. We have a recruiter working on this with us, and we are trying to post on various job boards.

# Customer Service / Metering

## Customer Survey

- Our customer survey has been live for a little over a month, and we have 940 completed surveys. We are hoping to get as much feedback as possible, so we appreciate you spreading the word! View it here: <https://concordma.gov/cmllpsurvey>

WE WANT YOUR FEEDBACK  
**TALK TO US**  
*We're listening*  
We value your opinion.

**CMLP CUSTOMER SURVEY**

CMLP is conducting digital surveys of our customers to gather opinions, perceptions, and satisfaction with CMLP, customer service experiences, communication preferences and interest in programs and services. The survey takes about 10 minutes to complete.

You may receive an e-mail with the survey link from GreatBlue Research, Inc., our partner for this survey. You can also find the digital survey link on the CMLP website and SmartHub.

Use the QR code or link below to take the survey now:  
<https://concordma.gov/cmllpsurvey>

CONCORD MUNICIPAL LIGHT PLANT  
ELECTRIC • BROADBAND • ENERGY MANAGEMENT  
<https://concordma.gov/cmllp>



# TOWN OF CONCORD MUNICIPAL UTILITIES

ELECTRIC | WATER | SEWER | TELECOMMUNICATIONS

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## May 2024 – Broadband Updates

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Concord Broadband is pleased to share the following updates and information from the past month. Please do not hesitate to contact us at [broadband@concordma.gov](mailto:broadband@concordma.gov) should you have any questions, concerns, or feedback.

### Operations

We are excited about the prospect of adding a new Internet Service Provider (ISP) to our current compliment of bandwidth providers. Concord Broadband currently contracts three separate ISPs for redundancy, and we are looking at a new provider to replace one of our more expensive providers. Notably this new contract would allow for “burstable” bandwidth, which would mean we’d pay for a fixed amount but could access additional bandwidth if our subscribers needed it.

Our Broadband Manager has been methodically creating business accounts for all of our service ONTs so they can be tracked and managed on our new cloud operations platform. During power outages last month, it was incredibly helpful to have this functionality to better understand the impacted area since not all advanced meters are installed yet.

### Residential Retrofit Program

From the Massachusetts Broadband Institute’s (MBI) website:

*The Residential Retrofit Program is to deploy state of the art broadband infrastructure at approximately 22,000 Public & Affordable Housing properties across Massachusetts. MBI intends to increase low-income residents’ opportunity to access high-quality, reliable, and affordable broadband service in their homes by addressing deficient wiring and infrastructure through grants for the deployment of fiberoptic cabling to the unit to qualified Internet Service Providers (ISP’s) who will install, own, and maintain equipment.*

Our Broadband Manager Dale Hartling has been in touch with the MBI, attended webinars and prepared quotes for the work required to get high-speed Concord Broadband service to our low-income housing.

Unfortunately, the MBI announced earlier in June that they were limiting the scope of the first eligible areas that doesn’t include Concord. (The full list can be found [here](#).)

We have been told they are going to expand the program, so we will continue to prepare our submission so that when we are eligible, we will be ready. The current price to expand Broadband in these areas exceeds \$300,000.

For more information on this program, visit this site: <https://broadband.masstech.org/retrofit>

### Upcoming Maintenance

No scheduled service-impacting maintenance is planned for the month of June.

We continue to test our next-generation equipment to prepare for future procurement and projects.

You can learn more about maintenance windows here:

<https://concordma.gov/3144/Broadband-Maintenance>

## Dark Fiber

Many people might not know this, but Concord Broadband leases dark fiber to several customers small and large. Some are medium or large business; others are government agencies or carriers that resell access to entities outside of Concord that either terminate in town or pass through.

Concord Broadband is also exploring the option of leasing dark fiber outside of town to get us closer to a regional hub, like Boston, where bandwidth rates are incredibly cheaper than they are here.

As customers request more higher-speed plans and consume more data, it will be more economical to scale if we have a direct connection to a datacenter in a hub. We continue to explore new ways to provide competitive rates and speeds.

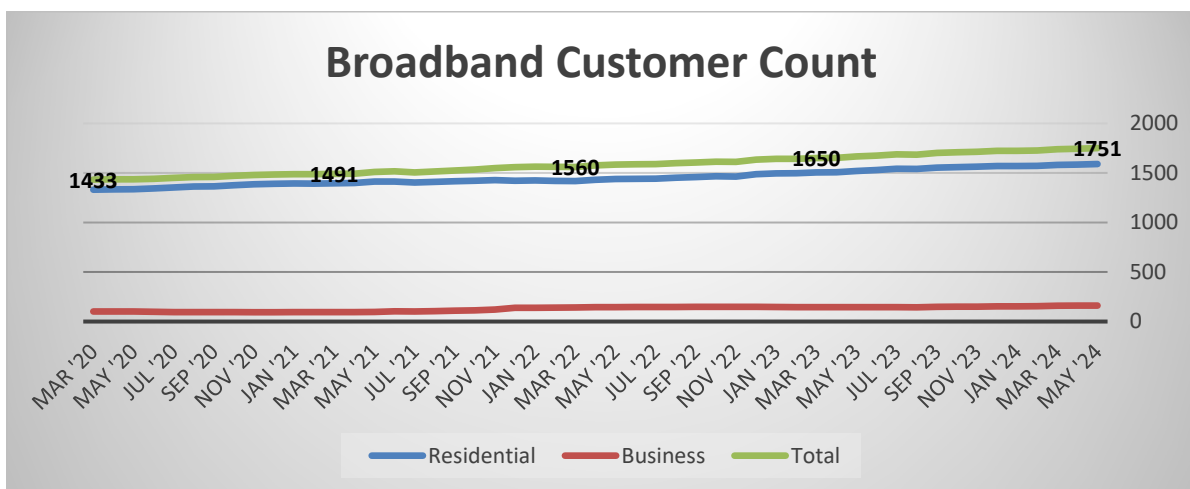
## Affordable Connectivity Program

There is still no identified funding of the Affordable Connectivity Program and the program is closed to new applicants.

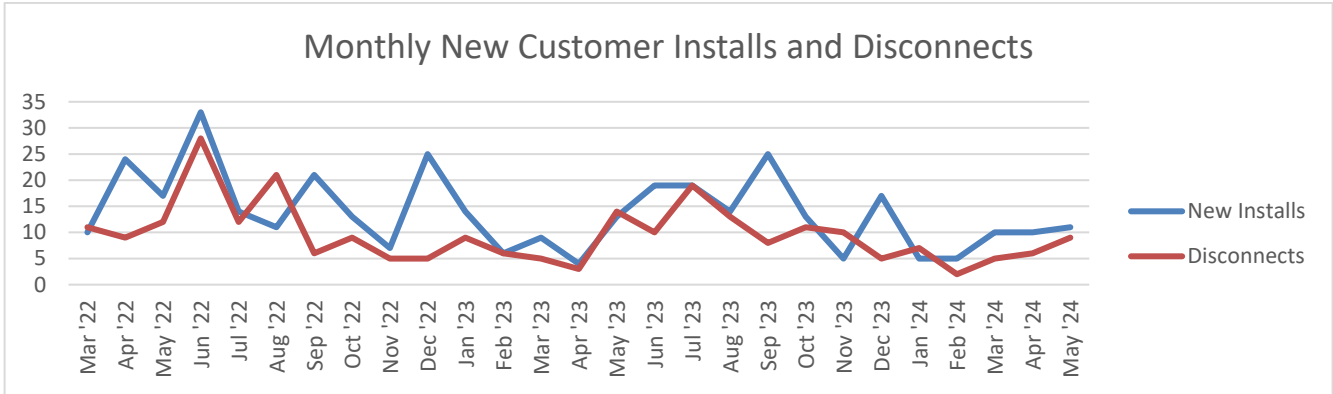
The Light Board has approved a flat \$20 per month credit for any customer that is eligible for the electric rate assistance program. We have identified those customers and are finishing up installing the credit as a miscellaneous charge, and soon our software provider will have completed the process of adding a line for the charge on bills. Customers will soon be notified that their credit has gone into effect.

To wrap up this change, we will be contacting electric customers who are on the rate assistance plan but currently do not have Concord Broadband service to let them know of the new discount. No one has to fill out any additional forms to receive this credit, and if they have questions, they can reach out at (978) 318-3101.

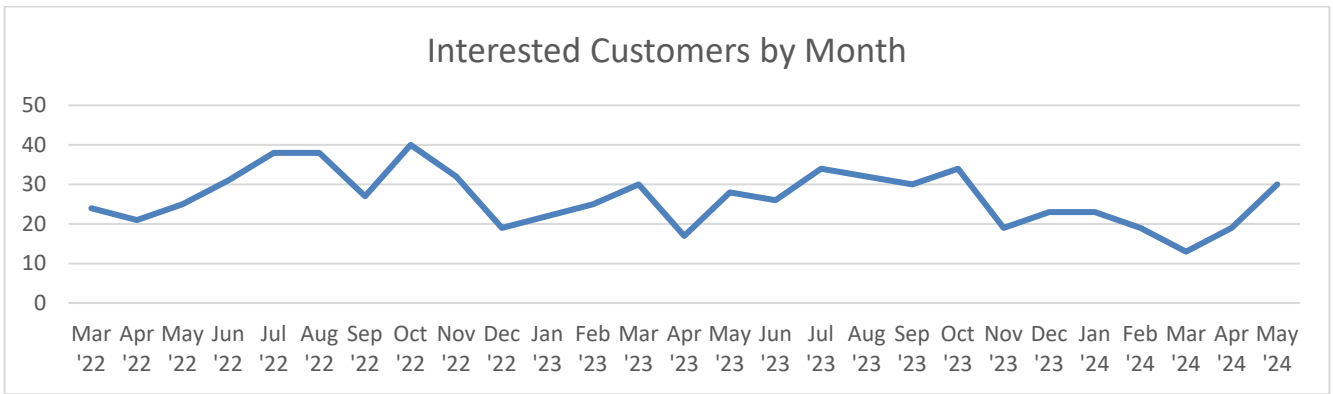
## Monthly Metrics and Business Data



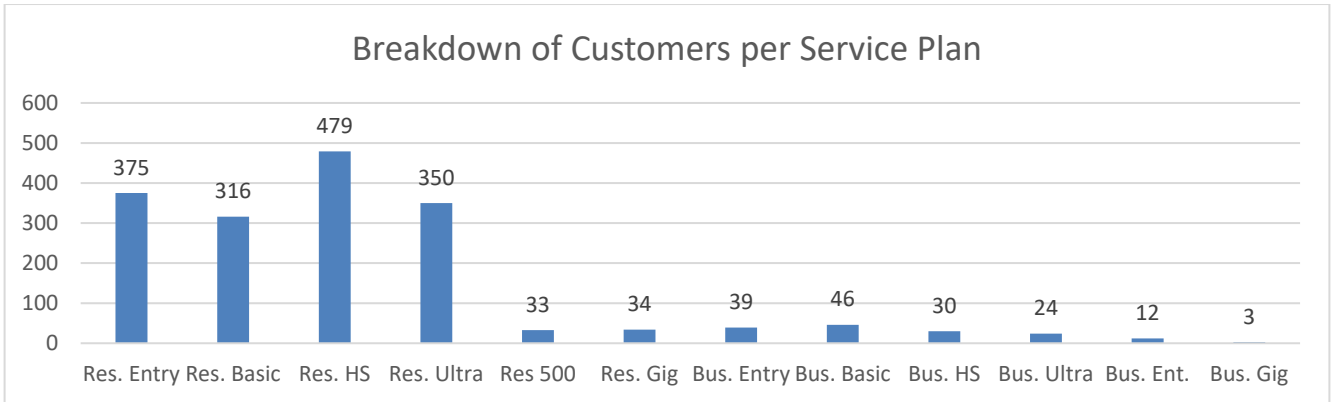
(Customer count: March 2020 – May 2024)



*(The number of new installations and disconnects completed each month.)*

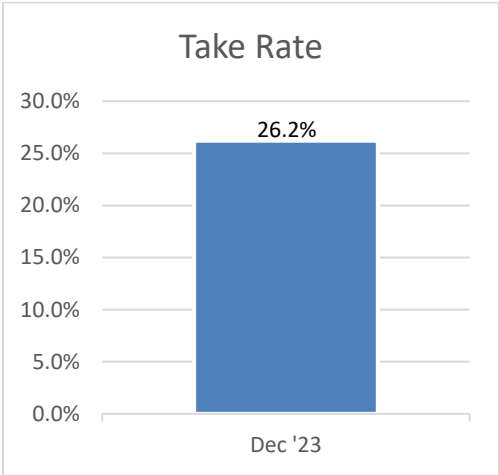
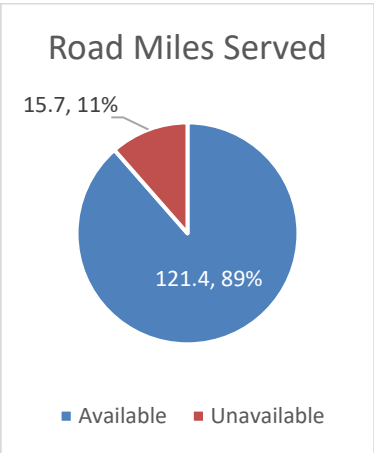
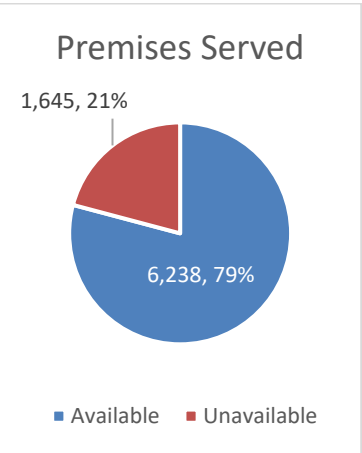
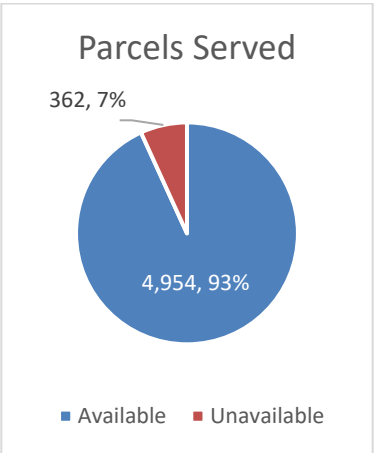


*(This is the number of individuals who submit the Broadband interest form, whether they are in the current service area or not.)*



*(This is the number of each customer on our different service plans as of 5/31/2024.)*

Other Metrics



(As of 12/1/2023)

## Appendix

### Fiber Broadband Completion Task Force's Draft Report Goals

Goal	Type	Priority	Responsible Party	Additional Info.
<b>Policies (p.39)</b>				
<ul style="list-style-type: none"> <li>Universal Access</li> </ul>	Policy	Highest	Select Board/Town Meeting	
<ul style="list-style-type: none"> <li>Expansion outside current territory</li> </ul>	Policy	Low	Select Board/Town Meeting	Conversations happening
<ul style="list-style-type: none"> <li>Support Economic Vitality, Sustainability, Equity &amp; Inclusion</li> </ul>	Policy	High	Select Board/Light Board/TM Economic Development	Rate subsidy planned
<ul style="list-style-type: none"> <li>Affordable Housing</li> </ul>	Policy	Medium	Select Board/Housing Groups	Rate subsidy planned; working on Concord Housing Authority properties
<ul style="list-style-type: none"> <li>Public Safety</li> </ul>	Policy	Medium	Select Board/Town Manager	
<ul style="list-style-type: none"> <li>Education</li> </ul>	Policy	Medium	Select Board/School Dept.	
<ul style="list-style-type: none"> <li>Government Access (PEG)</li> </ul>	Policy	Medium	Select Board/PAAC	
<b>Recommended metrics for tracking (p.41)</b>				
<ul style="list-style-type: none"> <li>Parcels served</li> </ul>	Metric	Medium	Town Staff/Light Board	Complete; will report quarterly
<ul style="list-style-type: none"> <li>Premises served</li> </ul>	Metric	Medium	Town Staff/Light Board	Complete; will report quarterly
<ul style="list-style-type: none"> <li>Road miles served</li> </ul>	Metric	Medium	Town Staff/Light Board	Complete; will report quarterly
<ul style="list-style-type: none"> <li>Subscribers</li> </ul>	Metric	High	Town Staff/Light Board	Complete; will report monthly
<ul style="list-style-type: none"> <li>Take rate</li> </ul>	Metric	Medium	Town Staff/Light Board	Complete; will report quarterly
<ul style="list-style-type: none"> <li>Churn</li> </ul>	Metric	High	Town Staff/Light Board	Complete; included in monthly report
<ul style="list-style-type: none"> <li>Installations</li> </ul>	Metric	Highest	Town Staff/Light Board	Complete; will report monthly
<b>Governance (p.39)</b>				
<ul style="list-style-type: none"> <li>Track progress against completion</li> </ul>	Metric	Highest	Light Board/Town Staff	We have been cleaning up the Master Address Table and will have something new to report soon. (3/2024)
<ul style="list-style-type: none"> <li>Rate of return policy</li> </ul>	Policy	High	Light Board/Town Staff	
<ul style="list-style-type: none"> <li>Financial goals with regular reporting</li> </ul>	Policy	High	Light Board/FinCom	Working on this
<ul style="list-style-type: none"> <li>Retained earnings and reserve policy</li> </ul>	Policy	High	Light Board/FinCom	

Goal	Type	Priority	Responsible Party	Additional Info.
<b>Strategic Planning Goals (p.43)</b>				
• Marketing and growth	Metric	High	Light Board/Town Staff	
• Business return	Policy	High	Light Board/Town Staff	Working on this
<b>Budgeting Process for Fiber Expansion (p.41)</b>				
• Expand to fill existing opportunities	Planning	High	Light Board/Town Staff	
• External funding sources	Research	Medium	Light Board/Town Staff	Working on this
• ARPA Relief Funds Allocation, incl. Lost Revenue	Finance	Highest	Select Board/Town Manager	Complete
• Review/Confirm Internal Loan Findings	Finance	Highest	Financial Audit Comm/Staff	Complete
• Review and Rescind PILOF to MMN	Finance	High	Select Board/Town Manager	Complete
<b>Capital Planning Process (p.42)</b>				
• Review/Revise Debt financing schedule	Policy	Highest	Light Board/Town Staff	In progress; due to positive financial situation, anticipating being able to repay faster.
• Quantifying cost of expansion	Planning	Medium	Town Staff	Working on this
• How to fund expansion	Planning	Medium	Light Board/Town Staff	Working on this
• Revise/refine methods for computing ROI	Planning	Medium	Light Board/Town Staff	
<b>Construction and Logistics (p.42)</b>				
• Vibratory plow – direct buried fiber cables	Operations	Medium	Town Staff	Working on this
• Revise/Refine Communication conduit construction standards and guidance	Policy	Medium	Town Staff	
• Integrate Fiber construction with the Roads Program – focus on Streets without fiber that already have underground electric	Planning	High	Town Staff	Working on this

**CONCORD MUNICIPAL LIGHT PLANT  
ELECTRIC RATE SCHEDULES**

**RATE REC-2  
RESIDENTIAL SERVICE – RENEWABLE ENERGY CREDIT DONATION PROGRAM**

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Mass DPU No. 490

Effective: July 1, 2024

New

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The Concord Municipal Light Plant ("**CMLP**") shall accept Massachusetts Class 1 Renewable Energy Credits voluntarily given by its customers on the basis of this rate schedule. The CMLP Rules and Regulations are incorporated by reference as a part of this rate schedule.

**Availability**

Service under this rate schedule is available throughout the entire territory served by the CMLP Electric System (the "**CMLP System.**")

**Applicability**

Service under this rate schedule is available for residential customers served by the CMLP that generate Renewable Energy Credits ("RECs") and wish to donate them to CMLP. CMLP's REC Program permits customers to voluntarily assign their RECs to CMLP. Customers receive no compensation for the donated RECs. This is a voluntary program and will assist CMLP and the Town of Concord in meeting its climate change goals.

**Participation**

Customers may sign up for this Rate REC-2 by contacting CMLP's Customer Service Department. By signing up for the Rate REC-2, the customer is voluntarily assigning all of the customer's RECs minted from the sign-up date forward to CMLP.

**Effective Date**

This rate schedule is effective for all assignments occurring on or after the effective date shown above.

**Term of Contract**

CMLP may discontinue this Rate REC-2 by giving thirty (30)-day written notice to all customers who have elected to participate. Customers can elect to discontinue participation under this rate by providing written notice to the CMLP and thereafter ownership of the RECs generated by customer will revert to customer upon Account Holder reassignment in the NEPOOL-GIS accounting system.