

MUNICIPAL LIGHT PLANT

David Wood, Director

Concord Light (“CMLP”) is a community-owned electric utility, created for and by the citizens of Concord in 1898. The goal then, as now, was to provide reliable and reasonably priced service in a responsive and thoughtful manner. Our mission is to partner with our customers, civic institutions, and employees to foster a vital community, in the near and in the long term, in which to live, raise a family, work, and operate a business. Our 2018 – 2025 Strategic Plan, available at www.concordma.gov/cmlp, describes our goals:

- Maintain service reliability at a very high level;
- Maintain or increase customer satisfaction and perception of value;
- Provide energy-related services to as many customers as possible;
- Increase revenue and net operating income modestly;
- Reduce greenhouse gas emissions

Our work in 2023 focused on several initiatives designed to achieve those goals.

The Town Manager appoints a five-member, volunteer Light Board comprised of local residents. Current Light Board members include (in alphabetical order) John Dalton, Brian Foulds (Chair), Alice Kaufman, Warren Leon (Clerk) and Bianca Taylor. The Board meets monthly to discuss and/or vote on topics such as rates, power supply and renewable energy options. The Board encourages customers to attend.

The Concord Municipal Light Plant (CMLP) operates as an Enterprise Fund within the Town government. No property tax money is required or used to operate the Light Plant. All operating expenses including electricity purchases, capital investments, and debt service are paid by the Light Plant customers. In addition, the Light Plant contributes to the Town’s operating budget via a Payment-in-Lieu-of Taxes (PILOT). For 2023, this formula-based payment was \$459,000.

Power Supply

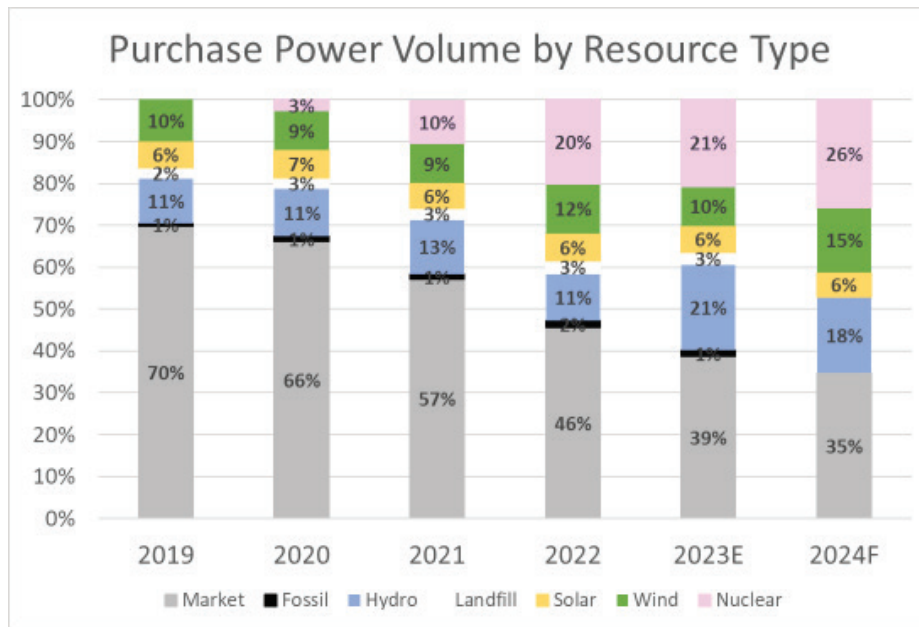
All power supply expenses are passed to CMLP’s customer-owners at cost. Power supply includes the cost of energy, capacity, and transmission. Capacity and transmission are two market services provided by the regional Independent System Operator at Federal Energy Regulatory Commission regulated rates. Energy supply, including the reliable provision of electricity and its price, are managed by CMLP. CMLP has developed a power supply portfolio from multiple sources under a power supply strategy that best suits our community’s needs. The power supply selection strategy included the following tenets:

- Diversified energy supply sources and fuel diversity
- Short- and long-term agreements to mitigate risk
- Peaking and base load supply sources to match needs
- Inclusion of cost competitive renewable energy sources
- Competitive bids for partial energy agreements on a rotating basis to minimize differences between our cost of power and current markets.

As a result, CMLP has developed a diverse power supply portfolio with a wide variety of suppliers and resources. The chart below shows the sources and fuels that make up the generation portion of CMLP’s supply portfolio.

Non-Carbon Emitting

CMLP is actively replacing fossil-based generating resources with carbon-free sources in a fiscally responsible manner. Below is a list of recent power purchases from non-carbon emitting sources.



Between last year and this year, two suppliers backed out of signed contracts for future renewable production. One was NextEra who said they would not build the 50 MW Chariot Solar project in Hinsdale, New Hampshire, which was to begin production in January, 2024. Chariot Solar would have provided approximately 2.7% of CMLP’s needs.

The second supplier to cancel a project was DE Shaw Renewables. They declined to build a 121 MW solar facility that was to be located in Connecticut, Massachusetts or New Hampshire. The guaranteed commercial operation date was 12/31/2023. Gravel Pitt Solar would have provided about 1.9% of CMLP’s needs.

Fortunately CMLP was able to sign two new contracts in 2023 for renewable power that include Renewable Energy Certificates (RECs). CMLP led the effort to bring a 10 MW wind facility located in Jonesport, Maine to commercial fruition. The new facility will provide 5.1% of CMLP’s needs and comes with Massachusetts Class I RECs. The second new contract is for hydro power from two existing facilities: one located in Brunswick, Maine and the other in Deerfield, Massachusetts. Together they will supply about 4.7% of CMLP’s needs. They come with Maine Class II RECs.

Non-Carbon Emitting Sources

Project	Location	Year Purchased	% of needs
Canton Mountain Wind	Canton, ME	2017	2%
Seabrook Nuclear	Seabrook, NH	2017	20%
Granite Wind	Coos County, NH	2018	1.5%
Existing Hydro	Housatonic River, CT	2019	3.4%
Cabot/Turners Falls	Connecticut River, MA	2020	12.5%
Seabrook Nuclear	Seabrook, NH	2020	15%
Rox Wind	Roxbury, ME	2020	3.6%
Nuclear Energy & Capacity	Seabrook, NH	2020	8.0%
Broadleaf Solar	CT, MA or NH	2020	1.9%
Spruce Mt Wind Extension	Woodstock, ME	2022	3.1%
Mason Bay Wind	Jonesport, ME	2023	4.3%
Brookfield Hydro	Brunswick, ME & Deerfield, MA	2023	4.7%

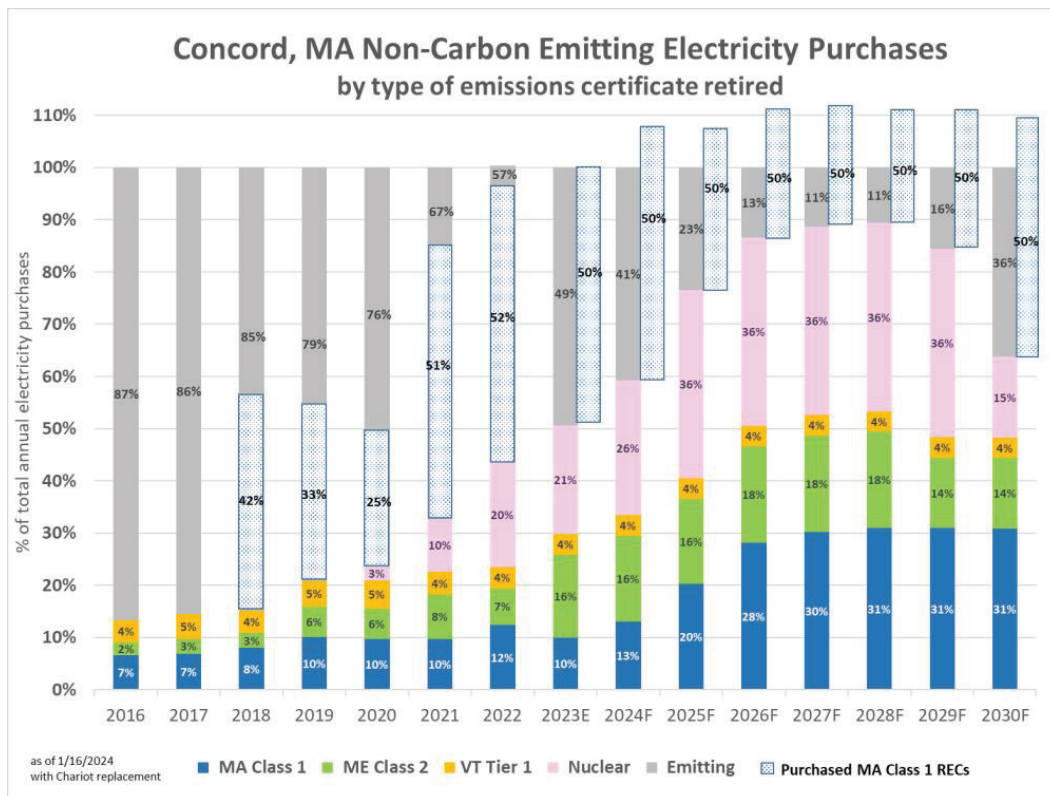
Generation Year	Associated RECs Retired	Purchased RECs Retired	Total RECs Retired	% of Sales
2023	80,049	84,033	164,082	100%
2022	74,074	91,231	165,305	98%
2021	56,756	84,623	141,379	84%
2020	39,519	42,475	81,994	51%
2019	35,620	55,703	91,323	56%
2018	26,658	74,256	100,914	58%

In 2018 CMLP began collecting an extra \$0.01 per kilowatt hour from customers on all energy sales to establish a fund to pay for the purchase of Massachusetts Class 1 RECs (“MA Class 1 RECs.”) In September 2020, the charge was increased to 0.015 per kilowatt hour, and on January 1, 2021 the charge was increased to 0.02 per kilowatt hour. The table below shows how many RECs were retired by generation year and where the RECs came from – whether they were associated with the purchase of physical energy or purchased separately. Note, CMLP will not complete the purchase of non-associated 2023 RECs until June 15, 2024. The figures provided for 2023 are only estimates.

CMLP’s REC purchase strategy purposefully sets

the cost of the program at a fixed level while letting the amount of RECs purchased in any year to float based upon the market price of RECs. That program feature prevents the attainment of carbon neutral power from significantly increasing rates. Like commodity prices, REC prices fluctuate with supply and demand. REC prices increased from less than \$0.01 per kilowatt hour in 2018 to \$0.039 per kilowatt hour today.

Despite the increase in REC prices, it is forecasted that CMLP will achieve a fully 100% non-emitting power supply seven years earlier than the originally stated 2030 goal. In 2024 new wind, hydro and nuclear supply contracts will increase the total amount of associated RECs – reducing the volume



CMLP will continue expanding its percentage of non-carbon emitting power as market economics allow without increasing rates substantially.

Energy Management

CMLP's energy management services help our customers manage their energy costs and reduce their carbon emissions through electrification, improved efficiency, and generation of carbon-free solar power at their home or business.

Electric Vehicles

The state's Department of Transportation launched the Massachusetts Vehicle Census website in 2023, providing each municipality in the state with the number of fossil fuel-powered, hybrid, plug-in hybrid and full battery electric vehicles garaged there.

The Census indicates that there were 930 plug-in hybrid or full battery electric vehicles in Concord as of January 1, 2023, 6.4% of all vehicles garaged in Concord. Statewide, plug-in hybrid and full battery electric cars make up 1.3% of all active vehicles. Concord has the 3rd highest percentage of plug-in hybrid and full battery electric vehicles in the state, exceeded only by Lexington and Weston, which are both at 6.5%, compared to Concord's 6.4%.

CMLP organized an EV Test Drive Event on October 1st in the parking lot at CCHS. One hundred twenty-eight people test drove EVs provided by 17 area car dealers. Most people were test driving an EV for the first time. Another 29 people rode along on those test drives. Seventeen local EV owners were also on hand to display their vehicles and talk with event attendees about their experience of driving electric. CMLP staff and EV Specialists answered questions from attendees about our energy efficiency and electrification rebates and services. The Concord Bridge covered the event, and their article appeared in the October 6th issue of the newspaper.

CMLP's free Electric Vehicle Toll-Free Support Line and Email, which allows Concord residents to ask questions about all things EV, handled 90 requests from 47 unique customers in 2023, 20% more requests than in 2022.



A Concord resident prepares for an electric vehicle test drive.

In 2023, the DriveEV Rebate Program's second full year of operation, 69 rebates were distributed through program, compared to 27 paid out in 2022. CMLP's DriveEV Rebate Program offers rebates ranging from \$350 to \$1,000 upon purchase or lease of a new or pre-owned EV. This range includes higher rebates for Concord families earning less than 80% or 120% of Boston metropolitan area median income. Eight of the rebates distributed in 2023 were provided to households earning less than 120% of Boston Metropolitan Area Median Income, and two were provided to households earning less than 80% of Boston Metropolitan Area Median Income. Finally, in 2023, CMLP expanded the pool of full battery electric vehicles that are eligible for the DriveEV rebate by increasing the sale price eligibility level from \$50,000 to \$55,000. This change makes our DriveEV rebate eligibility criteria consistent with the state's criteria for their MOR-EV rebate.



Emergency Response to crash on Lexington Road

Eighty-five (85) customers received a \$250 Level 2 home charging system rebate in 2023 – an increase of 49% over 2022. Three hundred-thirty (330) CMLP customers have programmed 347 EVs to charge off-peak since the EV Miles Program began in 2018. The growth rate for 2023 was a 22% increase over 2022. The EV Miles Program customers qualify for monthly credits on their electric bills.

In 2023, two condominium associations, Riverwalk and Center Village, completed installation of dedicated EV charging infrastructure for each of 10 and 12 condominium owners respectively. Both associations had participated in CMLP's EV Ready Pilot Program, through which CMLP provided engineering design services and funding to advance the installation of convenient charging facilities in each owner's garage.

Heat Pumps

Residential Sector

CMLP offers \$10,000 air source heat pump rebates and \$15,000 ground source heat pump rebates to Concord households that switch from oil, propane, electric resistance or ETS to heating their whole home with heat pumps. For households that switch partially to heat pump heating from those same fuels, CMLP offers rebates of \$1,250 or \$2,000 per ton of capacity for air source or ground source heat pumps respectively. Mass Save offers the same rebates to gas-heating households that switch to heat pump heating.

In 2023, CMLP documented 165 residential heat pump installations in homes switching from any fuel, including natural gas, down from 180 installations in 2022. Eighty-five of this year's heat pump projects received rebates from CMLP.

The Concord Clean Comfort Program continues to offer our residential customers a list of participating heat pump installers and heating/cooling coaches, who help customers decide if a heat pump is right for their home and make the process of switching to heat pumps easier. The Concord Clean Comfort Program received 292 coaching requests in 2023, averaging almost one per day, but representing about 6% fewer coaching requests than received in

2022. Almost 80% of those who requested coaching services followed through and meet with a coach, for 232 coaching engagements in 2023. 72% of the heat pump installations in 2023 involved assistance from a coach, up from 60% in 2022. An article about CMLP's heating/cooling coaching service appeared in the August 18th edition of The Concord Bridge.

The two part-time heating/cooling coaches who have been serving Concord residents since 2021 as employees of Abode Energy Management came on board as CMLP employees in 2023. We also completed arrangements to carry out rebate eligibility reviews of heat pump projects in-house, a task that Abode had been performing for us. An optional pre-approval review provides a homeowner with assurance that their project qualifies for a CMLP heat pump rebate before they sign a contract with an installer. Post-installation quality assurance reviews evaluate whether any changes to the project affected rebate eligibility and help ensure that installation best practices were followed.

In 2023, CMLP rebates also supported installations of 27 heat pump water heaters in Concord homes, a 60% increase over the 17 rebates distributed in 2022.

Commercial Sector

In June 2023, CMLP began offering rebates to businesses and larger multi-unit residential properties switching from oil, propane or electric heating to heat pumps. The rebates range from \$2,500 to \$4,500 per ton of cooling capacity, depending on the type of heat pump equipment installed. Customers are eligible for up to \$50,000 in heat pump rebates in a 3-year period. Mass Save offers the same rebate amounts to gas-heating businesses that switch to heat pumps, absent the rebate cap. In 2023, two small businesses took advantage of CMLP's rebates to offset the cost of replacing older heat pumps with higher efficiency models.

Electric Lawn Mower Rebates

Thanks to funding from a generous Concord

resident, CMLP continues to offer rebates to residents who replace gas-powered lawn mowers with electric ones. Twenty-six residents each received a \$100 electric lawn mower rebate in 2023, the first full year of the program. The average monthly number of electric mowers rebates distributed in 2023 was about the same as in 2022, when the program was launched mid-year.

Home Energy Assessments

163 customers received home energy assessments from CMLP in 2023, a slight increase over 2022.

Residential Energy Efficiency Rebates

CMLP makes larger weatherization rebates available to lower income households. While standard income households are eligible for up to \$1,000 per calendar year, lower income households are eligible for \$1,500 to \$2,000 per year, depending on household size and income. Forty-three weatherization rebates were distributed to customers in 2023, a 39% increase over the number distributed in 2022. Seven households earning less than 120% of the Boston Metropolitan area median income received the larger rebates.

CMLP also continued to make a Participating Weatherization Contractor List available to our customers. It consists of seven contractors who are active in the Mass Save program but are willing to do projects for non-gas heating households in Concord, at standard Mass Save pricing. These contractors have appropriate insurance, licenses and building science expertise.

Commercial Energy Efficiency Rebates

In 2023, six business customers received a total of \$20,000 in rebates through CMLP's High Efficiency Lighting Program.

Solar Photovoltaic (PV) Rebates

Twenty-five customers received CMLP's solar rebate in 2023. There are now a total of 481 PV systems on residential and commercial rooftops in Concord with a combined capacity of 4.9 MW DC.

Customer and Community Service

CMLP celebrated our 125th Anniversary in 2023. CMLP celebrated 125 years of service and innovation during 2023. In late March 2023, the Town of Concord Select Board presented CMLP with a proclamation acknowledging its continuous operation and outstanding public service for 125 years. On April 4, State Representative Simon Cataldo presented Dave Wood, CMLP Director, with a proclamation from the Massachusetts House of Representatives recognizing Concord Municipal Light Plant for its 125 years of service.

In addition to these and other employee events to celebrate the anniversary, CMLP held an open house



Michael Hyland, Executive Director, Northeast Public Power Association, also presented a proclamation to Dave Wood.

for Concord customers and their families on Saturday, October 14th. Approximately 130 Concord residents joined us for fun activities and events including bucket truck rides, hands on excavator experience, Broadband demos, electric circuit building, bicycle generator, and more.

Annual holiday tree lighting

CMLP line crew decorated trees with energy-efficient LED lighting for the holidays in the West Concord business district and at Monument Square.



CMLP held an open house for Concord customers and their families on Saturday, October 14th.

Residential Rate Assistance

CMLP offers a Residential Rate Assistance program to Concord residents in financial need. On this rate, customers can receive a credit of \$0.13809 per kilowatt hour on their first tier of usage. Eligible customers can lower their bills by as much as 50% if they qualify for this rate. Customers must complete an application and be re-certified annually to remain in this program. As of December 2023, there were 177 customers enrolled in the program – 148 Electric and 29 Water customers.

Concord Municipal Utilities Customer Service

The Concord Municipal Utilities Customer Service team is centrally housed at the CMLP Operations Center and provides service and support to residential and commercial services for electric, water, sewer, and broadband. Customers can contact Customer Service at 978-318-3101 or concordutilities@concordma.gov.

Enterprise Software

CMLP partnered with NISC (National Information Solutions Cooperative) to implement their enterprise software in May 2019 and completing the implementation in 2021. The enterprise solution included new financial and accounting, customer information and billing, work management, and outage management systems.

CMLP also implemented SmartHub®, the customer self-service portal, for customers to manage their

utility accounts. Customers can register for a SmartHub account or download the free web application for their smartphone or tablet to access information, receive updates, pay bills and more.

Customers can report an outage, line down or any other power-related emergency using SmartHub. Customers can opt for paperless billing and our payment options including making a payment via SmartHub, credit card, Internet banking, or with our automated phone system as well as choose to receive one bill for all their utilities or to have multiple accounts mailed together in one envelope.

The SmartHub portal will be upgraded in January 2024. The new web application will have a simplified, enhanced menu structure to make navigation on the site easier, while the application provides fast access to customers' usage and payment details to improve ease of use.

Advanced Metering System Project (AMS)

Concord Municipal Light Department (CMLP) and Concord Public Works (CPW) are replacing their existing obsolescing meter systems with a system that will allow two-way communication with customers for improved reliability, efficiency, billing, and customer service. The new metering system will also support Town-wide conservation goals.

More specifically, CMLP and CPW anticipate the Advanced Metering System will:

1. Reduce the frequency and duration of outages by allowing CMLP to isolate outages faster, dispatch repair crews more precisely, and detect equipment in need of repair or replacement.
2. Improve operational efficiency by 1) reducing meter reading costs from a mixed system spanning software and support; 2) ensuring accurate meter readings especially for water meters by replacing older, end-of-life meters in the field; 3) reducing labor and vehicle costs for meter reconnects, meter checks, move in and out for final billing; 4) improving detection of tampering and theft to capture unbilled revenue; 5) reducing the need for estimated bills due to inaccessible meters; 6) avoiding expensive power purchases during peak pricing periods by

expanding energy management and rate programs to all customers; 7) reducing the cost of vegetation management by targeting areas with voltage issues using voltage alerts; and 8) improving safety for employees at risk with on-site premise visits.

3. Reduce greenhouse gas emissions by 1) decreasing distribution losses (energy waste) through the rightsizing of transformers and voltage management; 2) promoting solar by enabling net metering; 3) promoting electric vehicles with the option to charge at off-peak rates; 4) reducing the use of non-electric company vehicles with fewer visits to customers; and 5) enhancing the value of customer-sited battery storage from Time-of-Use rates.
4. Improve customer service by 1) providing a self-service portal to customers containing detailed electric and water usage data for better insight to manage bills, 2) offering Customer Alert Services such as a high bill alert, high usage alert, water leak alerts or usage exceeding a customer set threshold; 3) enabling customers to schedule start and stop service at customer-directed dates and times since a service visit from a technician will not be needed; 4) delivering better outage services by getting targeted notifications from all meters and providing up-to-date outage information on a web portal or mobile application
5. Enable Direct Load Control, automated load control, and customer-driven load control of heating systems, hot water heaters and electric vehicles to lower customer bills and reduce greenhouse gas emissions.
6. Enable time-of-use rates that will: lower customer bills through the improved utilization of infrastructure; promote fairness in revenue recovery; enhance the economics of battery installations; and encourage the charging of electric vehicles during low-cost time periods.

Communication equipment and software began to arrive in March 2023 with the first set of residential meters arriving in late May 2023. Due to delays with the supply chain and project resource issues with the vendor, CMLP was not able to begin integration testing until September 2023. Testing of residential meters, meter data files, bill print programming,

and load management devices was underway and completed late October. From the initial test meters installed, technicians reviewed lessons learned in late November, then began installing new meters and load control switches.

For more information about the Advanced Metering System project, the RFP evaluation process, expected benefits of the new system, and project status, go to: <https://concordma.gov/ams>.

Operations

In 2023, we took delivery of our first hybrid bucket truck. This truck uses a large storage battery, instead of the internal combustion engine, to operate the truck's hydraulics. This helps to lessen the overall emissions impact of the bucket truck. We also introduced another all-electric vehicle to the fleet. We added two new DC fast car chargers to our system, bringing the total number of charging ports to sixteen – fourteen Level 2 and two Level 3 electric vehicle charging ports. Operations is a 24/7 commitment for the staff at the Light Plant. Our personnel regularly respond to emergencies and outages, day or night, without hesitation or complaint. The past year threw some unique challenges at us, but we tackled them as best we know how. CMLP Operations' focus was, and continues to be, providing safe and reliable electric power and broadband service to our customers. Below is a list of some of our other highlighted items.

Underground Direct Buried Upgrades

To enhance the reliability and resiliency of our distribution system, CMLP routinely reviews any potential direct-buried areas and determines if replacement is required. Several factors, such as location, complexity, age, breadth, physical condition, and cost, are considered when determining where to focus our efforts. CMLP continues to collect data and has started preliminary planning for the conversion of Wright Farm Road. Of note, the associated direct-buried services are privately owned and are the responsibility of the owner to maintain and replace at their expense.

Underground Conversion Projects

As part of the Cambridge Turnpike Improvement Project (CPW Project), CMLP has committed to converting Cambridge Turnpike's electrical distribution from overhead to underground. Currently approximately half of the house services have been converted. This conversion, along with the entire Cambridge Turnpike Project, greatly improves electric reliability, expansion of broadband services and visual impact in the area. CMLP plans to continue work on Cambridge Turnpike this year, converting the remaining overhead section from overhead to underground.

Overhead Reconductoring

CMLP engineers routinely assess overhead conductors to ascertain overall conditions. Due to the age and condition of the existing primary conductors along Strawberry Hill Road Area, CMLP plans to start the strategic replacement. This project will give CMLP engineering the opportunity to update this section to current industry standards. These improvements will increase the resiliency and



Level 3 Electric Vehicle Charger

reliability of the overhead distribution system, resulting in fewer outages for customers. It is important to note that this work will require the coordination of several utilities such as Verizon and Comcast, as well as the coordinated effort of tree trimmers, public works and police details.

Level 3 Electric Vehicle Charger

As part of the Mass Electric Vehicle Incentive Program for Direct Current Fast Chargers, CMLP

purchased, installed, and commissioned two Level 3 Chargers in 2023. These chargers were installed at the Rideout Playground Municipal Parking Lot for the purpose of reducing NOx and greenhouse gas emissions in Massachusetts. The new charging stations were partly funded by the Volkswagen Diesel Emissions Environmental Mitigation Trust for State Beneficiaries, and the Climate Protection and Mitigation Expendable Trust. The grant process was created to assist in recouping some of the costs associated with procurement and installation. Each charging station has the output capacity of 100 kW and has the ability to charge both CHAdeMO and CCS connector protocols.

CMLP Pole Inspection, Maintenance and Replacements

In direct response to the comprehensive pole inspection that CMLP conducted in 2022, CMLP engineers were able to identify end-of-life and near end-of-life utility poles. Identified poles were prioritized based on the overall condition and criticality to the distribution system. This information was then shared with CMLP line crews, who carried out the repairs or replacement of poles and upgrade electrical facilities as required. This work began in 2023 and will continue into 2024, as poles with lessened degrees of problems are addressed. Of note, this work typically requires coordination with multiple entities. All this work continues to add resiliency to our distribution system.

Verizon Pole Inspection, Maintenance and Replacements

Verizon is responsible for maintaining approximately half of the utility poles in Concord. In 2022, they conducted a utility pole inspection survey. Many of the poles that were scheduled for replacement have been replaced. Verizon pole replacements require the utilization of CMLP line, and occasionally broadband, crews to accomplish. CMLP, at the request and scheduling of Verizon, transfers the electric primary wires, electric secondary wires, and broadband fiber on each pole. This work will continue for the foreseeable future, in coordination with Verizon.

Substation Equipment Maintenance: During 2023, basic routine maintenance was

performed as part of normal operations at both of our substations. In 2023, CMLP performed a more comprehensive maintenance at Substation 223. This maintenance evolution encompassed circuit breaker maintenance, relay testing and repairs of any deficiencies discovered. This type of deep maintenance is very important and required for a safe and reliable distribution system. CMLP will also be performing comprehensive maintenance at Substation 219 in 2024. At that time, we will address any deficiencies found.

Infrared Inspection

The use of infrared technology for electrical inspections is common practice amongst electrical utilities to identify potential issues before they become large problems. Identifying issues preemptively increases reliability, resiliency and

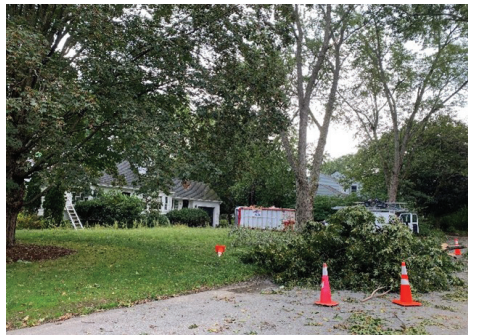
safety, while also reducing repair costs and outage times. CMLP conducted a comprehensive infrared inspection of the overhead distribution system and some select underground areas identified by engineering staff in 2023. The report data will be analyzed and prioritized to address any areas of concern.

Tree Trimming

Utilizing our updated specification, we began large-scale tree trimming in 2023. The first phase of which covered approximately one quarter of CMLP's overhead distribution system. Vegetation management is an integral part of any electric system and has become even more important with the increase in dependency on electricity. In 2024 we intend to continue with our tree trimming maintenance, and vegetation management. Of note, line crews will perform tree trimming and removal



CMLP responded to numerous emergencies in 2023. These emergencies included severe storms, motor vehicle crashes, wildlife-caused outages, as well as several other unforeseen events.



of branches and trees as necessary throughout the year. This is done to keep our system safe and reliable, and to reduce outage times and repair costs.

SCADA: In working with SEL (Schweitzer Engineering Laboratories), a proposal for a SCADA (supervisory control and data acquisition system) has been completed. This proposal includes project management, design and drafting services, equipment, metering, and data collection. CMLP will be working along with SEL and UPG (United Power Group) on the installation and commissioning of the SCADA equipment. Installation is anticipated to begin in 2025 due to the extensive relay lead times required for this project. This system will replace CMLP's antiquated substations meters which are no longer supported by their manufacturers. The installation of this system will provide several benefits including critical circuit data and the afford engineers the ability to analyze that data.

Emergency Response: CMLP responded to numerous emergencies in 2023. These emergencies included severe storms, motor vehicle crashes, wildlife-caused outages, as well as several other unforeseen events. This year proved to be more challenging than usual due to more destructive weather events and staffing shortages. Below are some photographs of planned and unplanned events.

Training: Due to the dangerous nature of operations at any electric utility, continuous safety training and employee evaluation is required. In any given year, CMLP conducts monthly safety training with operations staff. The training is varied to provide statutory compliance and information on the latest industry standards. Our training can cover topics from first aid to green energy, and everything in between. We also supplement this training with other opportunities for professional development. In 2023, we decided to incorporate more leadership training for our supervisory personnel. This has worked very well, especially given the current challenges that our leadership team faces. We plan to continue with this type of training and add other valuable classes as they become available.

Telecommunications

2023 was the ninth full year of operation for the CMLP's Broadband service. Operating today as Concord Broadband, the demand for service has remained steady, and community support and feedback has been excellent.

CMLP launched the Broadband service in March 2014 after the 2013 Annual Town Meeting passed Article 48, which authorized borrowing to fund startup expenses. The 2017 Annual Town Meeting renewed support for the service by passing Article 24, which authorized CMLP to borrow an additional \$1 million to fund additional expansion of telecommunications service offerings. The principal and interest expense from this borrowing will be repaid exclusively from future telecommunication revenue.

Service continues to be in demand with subscription growth to 1,723 residential and business accounts between January and December 2022, a net increase of 88 subscribers for the year. Revenues in 2023 exceeded \$1.5 million, with an 8.1% increase over 2022. Since the end of 2016, Concord Broadband has been generating sufficient operating income to cover the expected operating expenses.

Concord Broadband has continued to offer no-nonsense pricing with no hidden fees or unexpected price hikes. Our pricing has remained steady in 2023 with no price increases since 2014. In January of this year, we added 3 additional high-speed tiers with over 40 customers choosing those speeds. Residential service starts at \$49.95 per month for 45 Mbps while offering a true symmetrical service. Our business offerings provide speeds from 70 Mbps to 1 Gbps. Information about the offerings is on the Town's web site at www.concordma.gov/broadband. Concord Broadband has a staffed helpdesk that answers calls and provide technical assistance 24 hours a day, seven days a week.

Concord Broadband is committed to Net-Neutrality and the privacy of our customers. We do not monitor, collect or maintain any of our customer's information for marketing or resale purposes.

In 2023, we continued to provide additional dark fiber leases to third parties for point-to-point services. These lease agreements provide access to CMLP fiber telecommunication providers or businesses who wish to gain access to premises in Concord. CMLP earns revenue from the fiber leases and customers benefit from faster, less-expensive installations and access to advanced telecommunication services.

Concord Broadband looks forward to additional improvements as we continue to provide a straightforward service to the community.