



# ANNUAL SUSTAINABILITY REPORT

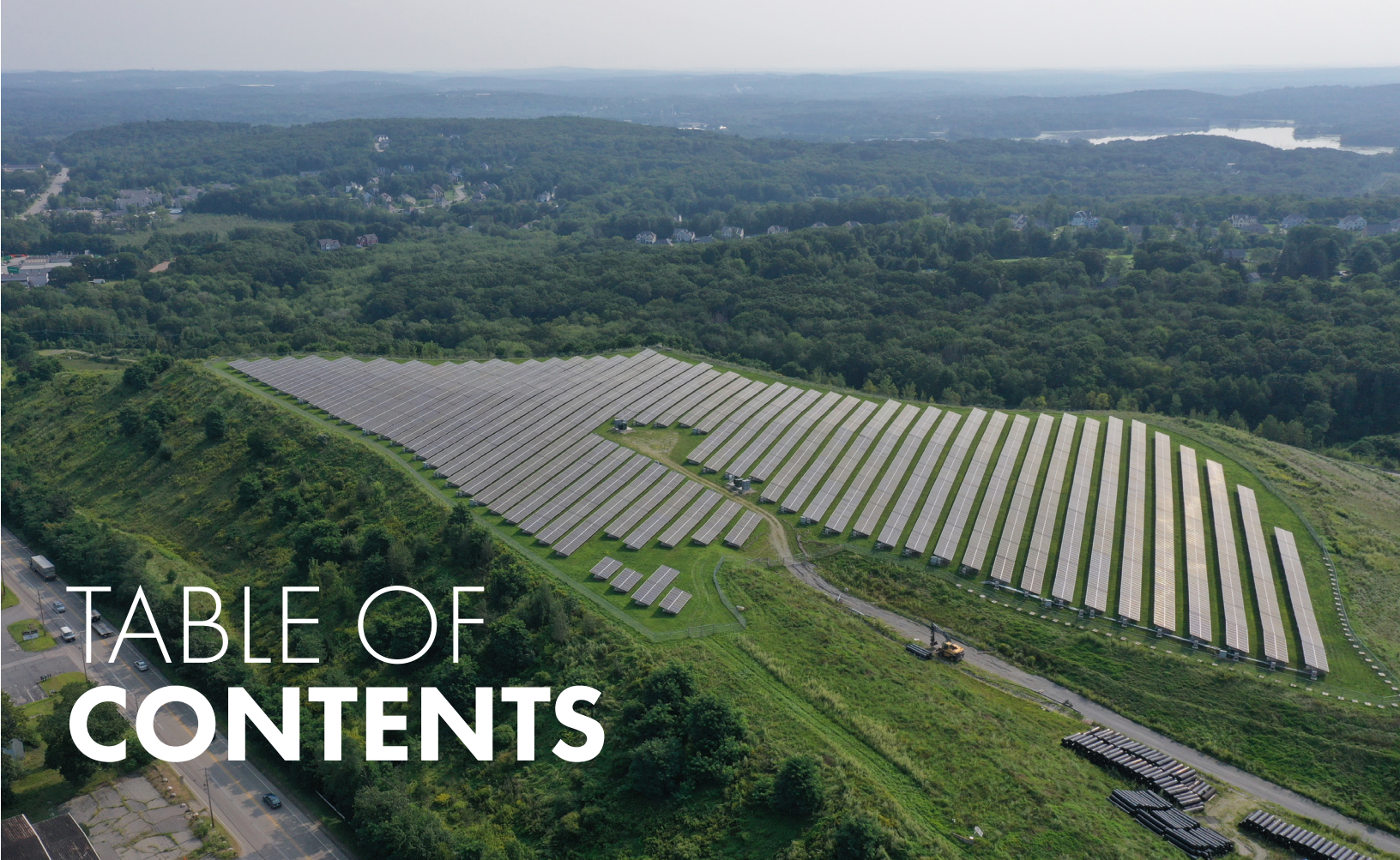
Shrewsbury Electric & Cable Operations

# 2021

## IMPACT THROUGH **ELECTRIFICATION**

LEADING THE TRANSITION TO OUR  
SHARED CLEAN ENERGY FUTURE





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# IN THIS REPORT

This Annual Sustainability Report consists of three main areas: Energy & Environment, Social Responsibility, and Governance & Management. The report details progress made toward SELCO's goal of net-zero carbon emissions in alignment with our Power Supply Policy, establishes baselines for performance in a variety of areas, and identifies goals for future improvement. An update of this report will be released annually to showcase SELCO's progress and goals relating to sustainability, decarbonization, and electrification as well as governance, transparency, social responsibility, and environmental justice.



## ENERGY & ENVIRONMENT

SELCO is committed to making next generation investments today that will support the net-zero energy systems of tomorrow. This includes investment in wind and solar projects, deployment of AMI "smart meters," plant upgrades and investments, as well as electrification incentives and demand response programs. Our road to net-zero carbon emissions by 2032 helps lay the groundwork for Shrewsbury to achieve decarbonization by shifting from fossil fuels to electricity for transportation, HVAC, and all other energy needs.



## SOCIAL RESPONSIBILITY

SELCO's role as a community leader is built on our commitment to working cooperatively with diverse stakeholder groups for the overall benefit of our customers. We seek to have a positive economic, social, and environmental impact on our community through good corporate citizenship and a focus on environmental justice issues.



## GOVERNANCE & MANAGEMENT

SELCO is your community owned electric and broadband utility. As a public power provider, it is critical that we understand and are accountable for performance on the issues most important to our stakeholders. SELCO is overseen by a Commission, which consists of five members appointed by the Shrewsbury Town Manager to directly represent the best interests of Shrewsbury consumers. SELCO operates under the Commonwealth of Massachusetts General Laws Chapter 164.

# LEADERSHIP MESSAGE

*SELCO has long been viewed as a leader among Massachusetts municipal utilities. A history of integrity, outstanding service, low rates, and strong customer satisfaction are hallmarks of the SELCO brand. As the electric utility industry as a whole tackles new challenges such as achieving net-zero carbon emissions by 2050 and overseeing electrification of the transportation and building heating and cooling sectors, SELCO is seeking to lead the charge. Our goal is to establish SELCO as “THE role model utility” in blazing a trail to our clean energy future. We intend to do this through cost effective innovation, stakeholder engagement, and our ongoing dedication to providing affordable, reliable, resilient electric service to customers in a fiscally and environmentally responsible way.*

The ongoing transformation of the energy industry coupled with shifts in consumer expectations have increased calls for improved transparency and accountability from both public and private utilities. In an effort to measure performance in all areas of sustainability, set goals, and track progress in achieving a carbon free power supply, SELCO’s new Annual Sustainability Report will provide a one-stop reference and overview of the many activities and efforts underway within the organization. Some of our most notable achievements highlighted in the 2021 report include:

- **Integrated Resources & Communications Department** - This new division, established in March 2021, oversees billing, collections, customer service, public communications, power supply, demand response, efficiency, and electrification programs.
- **Power Supply Policy & Roadmap to Net-Zero** - Adopted in July 2021 by the SELCO Commission, this policy establishes a framework for evaluating the appropriateness and value of every potential generation source as well as the purchase, sale, or retirement of RECs. SELCO’s Power Supply Policy establishes a roadmap for achieving 100% carbon free power supply by 2032 – well ahead of the 2050 goal set by the state. The accelerated net-zero timeline positions SELCO to serve as the bedrock for a clean energy transition across all other sectors within the town of Shrewsbury.
- **Connected Homes** - Connected Homes leverages the technology of smart appliances and devices into cost savings for participating utilities and their customers. The program allows utilities to better manage electric loads, and reduce costs. SELCO joined the Connected Homes program in January 2021, a full year after most other utilities, and was the number-one participant in the program, boasting more enrolled devices and customers than any other utility by December 2021.
- **EV Rebate Program** - SELCO is leading the way as the only utility in Massachusetts to offer EV rebates on new or used electric vehicles with an income-qualified component to better serve Environmental Justice communities. This program launched in September 2021.



**Christopher Roy**  
General Manager



**Jackie Pratt**  
Director of Integrated Resources &  
Communications

# LEADERSHIP TEAM

Throughout our 113-year history, SELCO's leadership has worked to benefit the people of Shrewsbury. Our actions are guided by what is best for the community as a whole and we strive to make our community sustainable and resilient while providing the best service at a fair price.



**Christopher Roy**  
*SELCO General Manager*



**Robert Holland**  
*Chair, SELCO Commission*  
*Term Expires 6/30/2023*



**Michael Refolo**  
*Vice Chair, SELCO Commission*  
*Term Expires 6/30/2022*



**Anthony Trippi**  
*Secretary, SELCO Commission*  
*Term Expires 6/30/2022*



**Maria Lemieux**  
*SELCO Commission*  
*Term Expires 6/30/2024*



**Matthew Beaton**  
*SELCO Commission*  
*Term Expires 6/30/2023*

## DIRECTORS

**Ralph Iaccarino**  
*Electric Engineering & Operations*

**Jackie Pratt**  
*Integrated Resources & Communications*

**Joel Malaver**  
*Broadband Technologies*

**Jim Zocco**  
*Finance & Administration*

**Greg Onorato**  
*Information Technology*

ENERGY &  
**ENVIRONMENT**



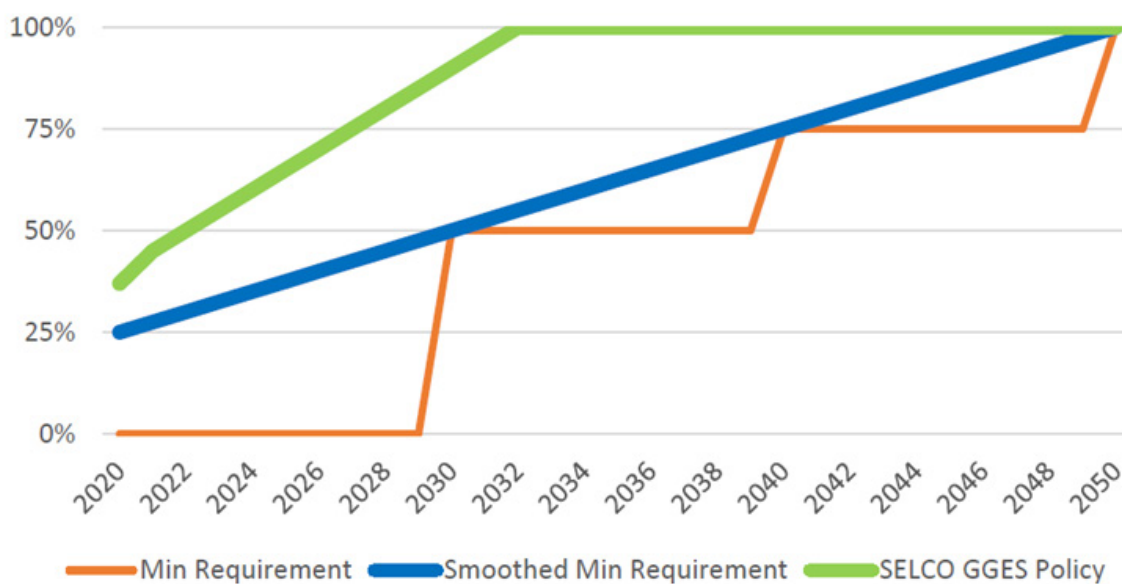
# ROADMAP TO NET ZERO

In July 2021, Shrewsbury Electric & Cable Operations adopted a plan to achieve net-zero carbon emissions by 2032. The SELCO Commission voted unanimously at the July 26, 2021 meeting to adopt a power supply policy that provides a roadmap to 100% carbon-free power by 2032 – well ahead of state goals. The policy establishes a greenhouse gas emissions standard (GGES) for the utility and provides a clear framework for future power supply contracts as well as acquisition and retirement of Renewable Energy Certificates (RECs) in pursuit of net-zero emissions.

The accelerated net-zero timeline positions SELCO to serve as the bedrock for a clean energy transition across all other sectors within the town of Shrewsbury. SELCO's approach balances both fiscal and environmental responsibility. We believe this accelerated schedule is in alignment with customer priorities, meets or exceeds community goals for net-zero emissions, and helps establish SELCO as an industry leader.

SELCO's power supply policy will be reviewed annually by the SELCO Commission to confirm the utility is meeting benchmarks in alignment with established goals. The annual review will also ensure market fluctuations, industry trends, changes in regulatory requirements and/or public policy are reflected in the utility's roadmap to net-zero carbon emissions.

### Minimum Requirement vs. SELCO GGES Policy





# POWER SUPPLY

SELCO owns a portion of Seabrook and Millstone 3 nuclear power plants, which are the foundation of our non-carbon portfolio, providing 29% of non-carbon sales in 2021. The other significant part of our non-carbon portfolio is hydro power, which provides about 12% of our non-carbon electrical sales. Carbon-free resources represented 45% of SELCO's overall power supply in 2021.

SELCO signed a five year deal to buy hydro power from Québec in 2020. This project increased our non-carbon sales by 17,520 MWh or 6.32% in 2021, the first full year of the contract. Additionally, SELCO retired RECs associated with solar production from the DOER MLP solar rebate program as well as retiring RECs from the self-funded SELCO solar rebate program. The MLP solar rebate program was a joint rebate program with the Massachusetts DOER to offer a cash rebate for the installation of residential solar panels. SELCO self-funded additional rebates once DOER funding was expended due to high customer demand. SELCO also voluntarily retired all RECs for production received from Berkshire Wind, representing 1.4% of non-carbon sales.

## CARBON FREE SALES

MWh / RECs	Percentage of Non-Carbon Sales	Name	REC Type
3,877	1.40%	Berkshire Wind	MA Class 1
250	0.09%	MLP / DOER Solar Rebate	MA Class 1
32	0.01%	MLP Solar Rebate	MA Class 1
205	0.07%	Green Light Program	MA Class 1
7,277	2.63%	ME Class 2	ME Class 2
17,520	6.32%	Hydro Québec	Hydro Québec System Mix
15,131	5.46%	NYPA Hydro	NYPA Hydro
80,647	29.11%	Nuclear	EFEC / CES-E
124,939	45.10%	<b>TOTAL</b>	
<b>276,997</b>	<b>Total Shrewsbury Electrical Sales</b>		
<b>45.10%</b>	<b>Shrewsbury Carbon Free Electrical Sales</b>		

## 2021 kWh PURCHASES BY FUEL SOURCE



● Hedged (MIX) 32.63%   ● Nuclear 28.79%   ● Open Market (MIX) 20.96%  
 ● Hydro 9.19%   ● Wind 4.37%   ● Solar 3.2%   ● Gas/Oil 0.86%

# POWER SUPPLY

As the development of renewable energy resources becomes increasingly important for a regional and national energy transformation, SELCO is on track to reach net-zero carbon emissions by 2032. This commitment to championing change through procurement of renewable energy in place of fossil fuels on an accelerated schedule sets the stage for SELCO to act as the bedrock for Shrewsbury's clean energy future.



## SOLAR PROJECTS

The SELCO Landfill Solar Project is a joint effort of SELCO, MMWEC, the Town of Shrewsbury, Wheelabrator, and many others. The solar array provides clean power to Shrewsbury residents. In addition to contributing carbon-free electricity, this project is an excellent reuse of the capped portion of the ash monofill. SELCO has long embraced a mission of providing the most reliable service at the best price possible. The project provides power at or below the current market rate. In 2021, it generated 4.81 GWh of clean energy. We are selling the highly valuable SRECs per our power supply policy, in an effort to reach a wider array of renewable investment credits that not only cover this project but also some spot market purchases as well. There is value of "steel in the ground" investment in solar projects despite the sale of SRECs, as motivation for undertaking the project was not solely in pursuit of SREC revenue. Generating assets within the town like this project, can help offset transmission purchases by SELCO, which keeps rates low.



## WIND PROJECTS

The Berkshire Wind project is a 12-turbine, 19.6MW clean generation source atop Brodie Mountain in Hancock, MA. Commercial operation commenced on May 28, 2011. Berkshire Wind is owned and operated by 16 MLPs within MMWEC. According to the Berkshire Wind Power Cooperative, of which SELCO is a member, it is the second largest wind farm in the state, capable of producing enough electricity to power nearly 8,000 homes while offsetting nearly 800,000 metric tons of CO<sub>2</sub>, or the use of 1.45 million barrels of oil. Wind speeds average about 18.3 mph atop Brodie Mountain, one of the best inland wind sites in Massachusetts. It has produced 3.3 GWh of clean energy in its lifetime. Pursuant to our Power Supply Policy goals, SELCO retired nearly 3,900 MWhs of MA Class I RECs produced by the Berkshire Wind project in 2021.

# NET-ZERO EMISSIONS

## CARBON SEQUESTRATION

An essential component of achieving net-zero emissions is capturing or sequestering carbon, because a small amount of emissions is inevitable even in 2050. Offsetting these emissions with afforestation is a great mechanism to do this. Trees absorb CO<sub>2</sub> (carbon dioxide) and release O<sub>2</sub> (oxygen). SELCO has given away more than 12,000 free tree seedlings to customers since 2005, which has sequestered an estimated 1,000 metric tons of CO<sub>2</sub>. The shade that trees provide during the summer can reduce the need for air conditioning energy use and improve overall home energy efficiency. Customers can save up to 20% on their energy bills by strategically planting trees. SELCO did not distribute trees in 2020 and 2021 due to cancellation of public events during the pandemic. SELCO instead donated several larger trees that were planted in Shrewsbury Parks. We will resume this important program in 2022.



## RESIDENTIAL SOLAR REBATES

Originally launched in 2019, funding for MA DOER's MLP Solar Rebate Program ran out in the summer of 2021. In response to our community's increasing desire for solar, SELCO launched a 100% internally funded SELCO Solar Rebate Program, offering rebates up to \$1,200/kW system capacity. We also eliminated the 10kW size limit for residential systems, to allow customers to install systems that produce enough power to meet their growing energy needs.

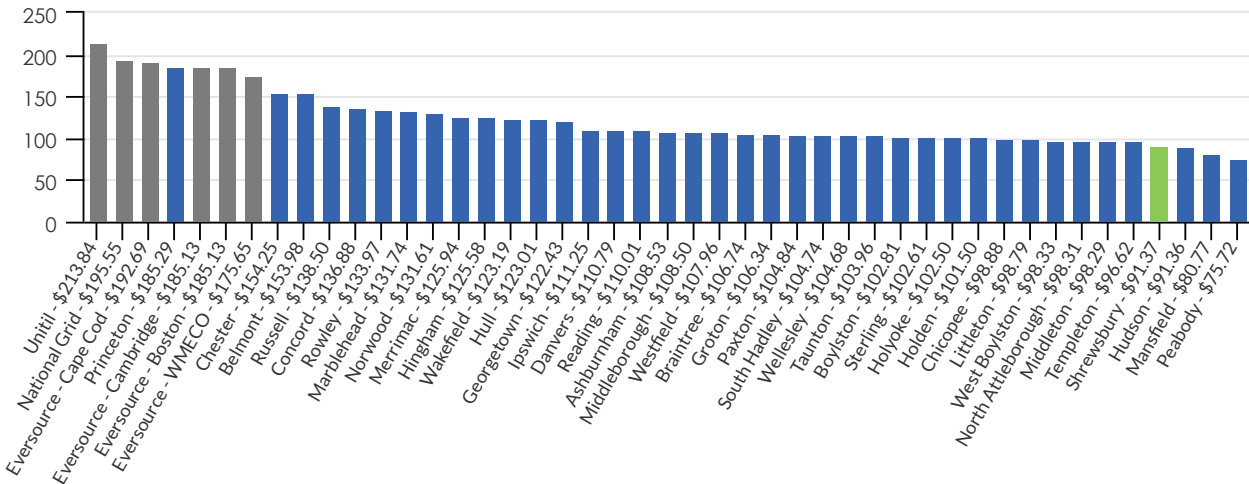


### 2021 SOLAR REBATES AT A GLANCE

- *Solar Rebates Awarded:* 31
- *Solar Rebate Dollars Awarded:* \$192,571.60. SELCO Program: \$ 150,979.60. MLP Program: \$83,184
- *Total kW of Rebated Systems (aggregate capacity):* Over 400 kW DC
- *Total clean energy produced by solar systems that received a rebate:* 435,887 kWhs

# MASSACHUSETTS UTILITY BENCHMARKING

## 2021 AVERAGE COST 750 kWh RESIDENTIAL

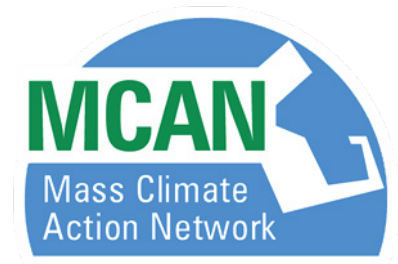


## RCS RANKINGS

The state requires 0.25% of a utility’s total retail revenue to be spent on “residential conservation services” or RCS. In 2020, SELCO was 11th out of the 41 public MLPs in the state for both RCS budget and RCS% of retail revenue. The 2021 numbers have not been processed nor reported yet, but it is expected that SELCO will appear in the top 10 ranking once the 2021 analysis is complete.

## MCAN MLP SCORECARD

The Massachusetts Climate Action Network (MCAN) published their second version of the MLP Scorecard “A Comparative Analysis of Massachusetts Municipal Light Plants’ Clean Energy and Climate Action Performance” in 2021. Points were awarded for four categories: energy transition, energy efficiency, transparency and community engagement and policy context. SELCO was ranked 11th with 53 points total. Specific recommendations were made to focus on areas that MCAN saw the need for improvement and SELCO already addressed nearly all of them in 2021. For example, in the area of energy transition, MCAN recommended SELCO meets or exceed the Renewable Portfolio Standard over time, which SELCO fulfilled with adoption of the Power Supply Policy. Another recommendation, in the area of energy efficiency, was to provide increased rebates for low/moderate income residents, which SELCO does with our EV rebate program and plan to include in more programs in 2022. Because the legwork required to produce this report in early 2021 was performed in 2020 and based on 2020 data, SELCO’s recent efforts in the year of 2021 were not captured. The next iteration will very likely place SELCO higher in the ranks and will be based on our feedback and collaboration to improve the scorecard methodology and data collection process. SELCO acknowledges the value in evaluating all utilities in their efforts to decarbonize.



**SHREWSBURY**  
ranks  
**11th**  
on environmental & climate action  
in MCAN's 2021 MLP Scorecard.

# EMERGING TECHNOLOGIES

Like many industries, the utility industry is currently undergoing rapid change and technological disruption. The development of affordable, effective home solar generation technology as well as the proliferation of “smart home” connected devices and electric vehicles are changing what consumers expect from their utility. Battery storage, smart meters, distributed generation, demand response, electrification and other next generation technologies are driving SELCO’s efforts to modernize our infrastructure and explore innovative new technologies to support the utility of the future.



## BATTERY STORAGE

SELCO is pursuing a leased utility-scale battery energy storage system (BESS) to assist in our peak shaving efforts. This will save SELCO an estimated \$9 million over 20 years, which will assist in keeping electric rates low.



## SMART HOME

Buildings and the assets within them are becoming increasingly connected and controllable with new technology that integrates users, their homes, and the internet. The process of electrification and increasing “smart” integration of home assets requires a shift in mindset and behavioral changes in how we interact with the grid, not only as consumers but as producers or energy partners. In a fully electrified energy system, for optimal grid reliability and power quality, households will have to time energy use to stabilize grid load.

## PLANT UPGRADES & INVESTMENTS

SELCO has been upgrading our primary distribution system throughout town for several years to a higher capacity and higher voltage 13.9 kV. This will enable our system to handle the increased demand from electrification and new developments within Shrewsbury. These upgrades will also reduce the likelihood of grid outages during high usage periods



# HELPS PROGRAM

HELPS is the leading residential electrification, demand response and energy conservation service for Massachusetts municipal utility customers managed by MMWEC. HELPS provides energy education, free home energy audits, assistance with home energy improvements, and rebates on ENERGY STAR® appliances, electric assets like heat pumps, mini-splits, electric lawn equipment EV chargers and smart thermostats. The total amount of rebates awarded to customers through our HELPS program in 2021 was \$87,043.73. Estimated energy savings due to increased efficiency from all residential HELPS rebated assets in 2021 to be 456 MWh. Estimated the peak demand savings associated with these assets to be 0.24 MW.

## ■ NEW ELECTRIC YARD EQUIPMENT REBATE

SELCO launched a new rechargeable electric yard equipment rebate program in 2021 offering residential customers rebates on a wide range of equipment from \$25 on leaf blowers to \$100 on lawn mowers. The program was popular, with a total of 175 devices approved, totaling \$9,730 in rebates. MMWEC has adopted SELCO's model for all participants in 2022.

## ■ AIR SOURCE HEAT PUMP PROGRAM

In partnership with MMWEC's NextZero Program and CET (Center for EcoTechnology), SELCO offers Gold Program assessment services and incentives for heat pumps, including consultations with CET's heat pump specialists, energy load calculations (manual J's), evaluation of weatherization needs, contractor design reviews, and quality assurance inspections.

HELPS Clean Comfort combines the program's High Efficiency Air Conditioning and Heat Pump Rebate Program and its Home Efficiency Incentive Program, which both offer cost savings on heating and cooling measures as well as home efficiency updates.



## ■ THE FUTURE

SELCO staff played a major role in MMWEC's year-long 2021 efforts to retool the long-running Home Energy Loss Prevention Service (HELPS) program. The end result of this project was creation of a powerful new program serving both residential and commercial customers which will launch under the NextZero brand in early 2022. NextZero's mission is to "provide the most efficient, innovative, and equitable path to energy decarbonization for our communities." A standing strategic planning subcommittee was established to ensure the NextZero program continues to pursue new and innovative programs for MMWEC member utilities as electrification, decarbonization, and environmental justice become major touchpoints for our industry.





# DEMAND RESPONSE

Demand Response, or “DR” for short, is an essential component of a clean and sustainable energy system. All SELCO customers have a role to play in reducing energy use, especially at critical peak times. These peak periods, often during the hottest days of the year, cause stress on grid infrastructure and extremely high prices for electricity, which impacts costs for all SELCO ratepayers. Reducing consumption during these times will save money, reduce emissions from fossil fuel peaker plants, and reduce grid stress.

## CONNECTED HOMES PROGRAM

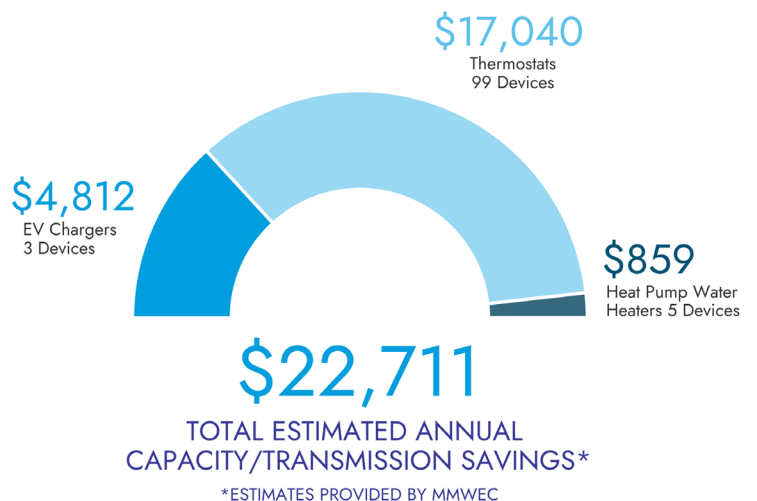
SELCO customers can earn monthly incentives for participating in our Connected Homes program. Customers enroll their eligible smart / wifi-enabled electric devices like thermostats, EV chargers, batteries, heat pump hot water heaters, and mini-split controllers to make brief, limited adjustments to their devices during peaks. For example, increasing the temperature setting by a few degrees on AC thermostats and temporarily reducing the charging rate of an electric vehicle during peak hours. Customers can opt out of these adjustments if they choose, but they won’t receive an incentive for that month. Customers can expect only a handful of “dispatches” per month.

SELCO is leading the charge in DR with the highest number of devices enrolled (108), compared to other MMWEC member utilities. This includes 99 smart thermostats, 5 hot water heaters, 3 EV chargers and 1 battery. This is an impressive accomplishment considering that SELCO entered the program a full year after most other municipal members. Our targeted marketing efforts and innovative community outreach has driven participation.

## 2021 CONNECTED HOMES BY THE NUMBERS



- 108 TOTAL DEVICES
- 62 TOTAL HOMES
- 34 PEAK EVENTS
- \$1,950.00 TOTAL INCENTIVES REWARDED



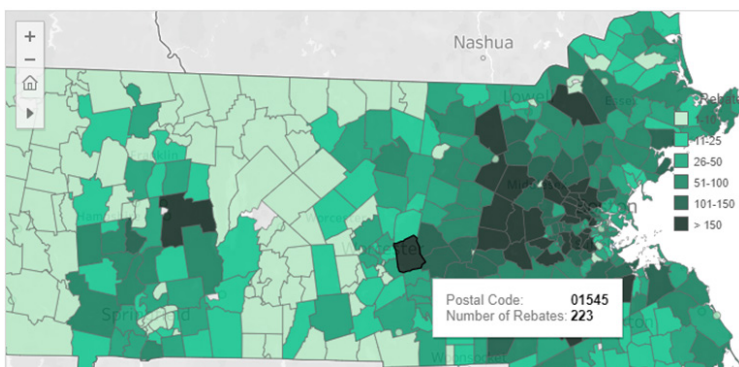
## ADVANCED METER INFRASTRUCTURE

SELCO will begin rolling out new AMI smart meters in 2022 that will eventually allow implementation of time-of-use rates. Time-of-use rates enable customers to manage their energy bill based on when they choose to use electricity. Electricity will cost less during non-peak hours and more during on-peak hours. This is another mechanism of demand response.

# ELECTRIC VEHICLES

In the US, the transportation sector is currently the largest source of greenhouse gas (GHG) emissions and various air pollutants, as over 90 percent of the fuel used is petroleum based. This is an enormous problem that is significantly contributing to climate change and public health issues like asthma, bronchitis, and certain forms of cancer. Shifting from fossil fueled vehicles to electric vehicles removes direct emissions, and utilizes the clean, renewable energy that is available from the grid. EV adoption by the public is slower than our state and federal government goals. There are many challenges with electrifying the transportation sector and utilities like SELCO can play an important role in lowering barriers, supporting adoption, and mitigating grid stress with inevitable increased load. Lack of public charging infrastructure, higher sticker prices for EVs, consumer misunderstandings and lack of awareness about EVs, lack of coordinated policies, and an aging grid are all barriers to electrifying transportation. SELCO's EV Programs are addressing these challenges and supporting our community with this transition. In conjunction with these programs, SELCO participates in a variety of community outreach and education opportunities for our customers, to raise awareness of the benefits of EVs and act as a resource for advice and guidance. SELCO has a dedicated EV web page that provides program info, applications, links, and further resources.

## MOR-EV PARTICIPATION



Shrewsbury is a stand-out community with regard to EV adoption. Our community has the highest number of MOR-EV state rebates in Worcester County at 223. SELCO believes that our EV programs will accelerate this adoption even further.

## SELCO EV REBATE PROGRAM

The SELCO EV Rebate Program is designed to drive adoption of EV's over gas-powered vehicles. SELCO also addresses the higher barrier lower income customers face, by providing an additional rebate for income qualified customers. Qualification is based on income thresholds determined by household size. Purchases and leases, new and used, model years not older than five years are eligible (2016 MY or newer in 2021). Thirteen rebates were awarded, totaling \$14,362.50 since the program launched in September 2021 through the end of the year.



# ELECTRIC VEHICLES

As part of SELCO's commitment to maintaining low cost, reliable electric service for our customers while fostering clean energy usage, we are always looking for new and innovative ways to help manage our electricity supply while simultaneously supporting electrification. One such way to achieve these objectives is to manage the impacts of new EV charging load through scheduled EV charging and peak curtailments. SELCO offers residential customers a free or discounted Wi-Fi equipped Level 2 Electric Vehicle (EV) home charger capable of 7.7KW maximum output (a \$650 value) in exchange for participation in our scheduled charging program. Scheduled EV charging during non-peak hours helps with our DR and EV adoption. Customers can charge at the full Level 2 rate (7.7kW) during all hours except between 5PM-9PM on weekdays and during peak events when the charging rate will drop down to ~1.25kW. Since the program began in 2017, a total of 66 free chargers have been given to Shrewsbury residents. In 2021 alone, 26 chargers were issued, evidence of growing EV adoption.

## PUBLIC EV CHARGER DEPLOYMENT

An important aspect of a successful EV transition is supporting the development of EV charging infrastructure so that it becomes commonplace, not a rarity. There is a classic "chicken or the egg" scenario the US is facing currently with the challenge of EV adoption, where consumers are reluctant to transition to EVs due to a lack of charging infrastructure, while at the same time, there is reluctance to create charging stations due to a lack of EVs. In October 2021, SELCO was awarded a grant through the Massachusetts Electric Vehicle Incentive Program (MassEVIP) Public Access Charging to support the installation of a dual-port Level 2 electric vehicle charging station at Shrewsbury's Town Hall. The grant will cover just under \$50,000 of installation and deployment costs for the publicly accessible charging station that will be owned and operated by SELCO. Installation of the charging station should be complete no later than the second quarter of 2022. This project is just one of several public charging station deployments SELCO is planning in 2021-2022. Other public EV charging station projects underway include locations at the High School and Dean Park. This initiative is SELCO's attempt at breaking this gridlock, easing range anxiety, and raising awareness of EVs.



## LOOKING AHEAD

### ■ NEW EV INCENTIVES

SELCO is launching two new EV incentive programs in 2022 to support our commercial customers. The EV Charging Station Rebate Program provides rebates for EVSE based on charging level capacity and number of units. The EV Fleet Rebate Program provides incentives for the purchase of electric vehicles for commercial or municipal fleet use.

# PUBLIC POWER RECOGNITION

## SMART ENERGY PROVIDER

SELCO was named a Smart Energy Provider in October 2020 by the American Public Power Association. Utilities keep the SEP designation for two years. The APPA's Smart Energy Provider program recognizes utilities for demonstrating commitment to and accomplishment in smart energy program planning, energy efficiency and distributed energy resources, environmental and sustainability programs, and communication and customer experience. Currently 94 Public Power utilities in the United States are designated as Smart Energy Providers by the APPA.



**SMART  
ENERGY  
PROVIDER**

American Public Power Association

## CARBON ACCOUNTING DEED GRANT

In late 2021, MMWEC was awarded a grant for carbon accounting through the APPA's deed program. SELCO is playing a supporting role in this project by providing the staff time to assist with data analysis. A grant of \$25,050, for the project "Incorporating Carbon as the Driver of MMWEC's Energy Efficiency Program," will help MMWEC build the tools MLPs will require to focus decarbonization efforts on measures that provide the most carbon savings for their customer end-uses and help direct resources to where they can have the most impact.

MMWEC is partnering with the Center for EcoTechnology (CET) to execute the study. The project will help MMWEC and its member MLPs adequately assess the decarbonization benefits of energy efficiency, building electrification, transportation electrification, renewable energy, demand response and energy storage, to shape the clean energy future. This project aligns with commitments by MMWEC's member MLPs to reach net zero carbon emissions in energy sales by 2050 and SELCO's 2032 Net-Zero goal, in support of the Commonwealth's decarbonization roadmap.

This project will undertake the critical steps necessary to develop the underlying assumptions, calculations, and tools for quantifying carbon emissions associated with the evolving energy portfolios of MMWEC's members, and the measures that MLPs incentivize. This is leading-edge work for utilities and a key step toward aligning energy efficiency program design and market signals with the state's decarbonization goals. The study is expected to be completed in 2022.





# SOCIAL **RESPONSIBILITY**

# COMMUNITY ENGAGEMENT

SELCO is community owned and community focused. We support local events and organizations. Our commitment to our community can also be seen in community outreach, educational, and school programs we engage in each year.

## SHARE THE WARMTH

Each year SELCO asks the community to support Share the Warmth, a program that assists Shrewsbury residents in need with funding to maintain electric service for heat, light and hot water through the cold winter months. Each year the community responds kindly.

SELCO has partnered with local social service agencies to ensure Share the Warmth applications are available at a variety of locations, including Shrewsbury Youth and Family Services, St. Anne's Community Services, the First Congregational Church, St. Mary's Church, and at the Shrewsbury Council on Aging Senior Center.

At the November 2020 SELCO Commission meeting, the board appropriated \$10,000 in surplus funds to bolster the Share the Warmth program. The widespread financial impacts of the COVID-19 pandemic hit a number of industries hard, affecting many Shrewsbury residents in significant ways. In November, concerns about the possibility of fewer Share the Warmth donations and increased need among the community prompted the Commission to make a direct donation to the Share the Warmth program to ensure sufficient funding would be available during these challenging times.

While our 2020 Share the Warmth campaign got off to a slow start, we ultimately received donations from customers sufficient to meet the need of approved applicants for distribution in March 2021. In an unexpected turn of events, we received far fewer Share the Warmth applications than usual. While need continued to grow due to the financial impacts of the COVID-19 pandemic, access to in-person interactions through local partner agencies was limited during the 2020-21 application period. This resulted in fewer applications and significant need going unmet for customers who may have been eligible for assistance.

Nearly 100 SELCO customers received \$285 each in Share the Warmth funding in 2021. This assistance was distributed as a credit on each customer's electric bill in March to offset current, future, or past-due electric costs.

## COVID ELECTRIC RELIEF FUND

As SELCO prepared to resume electric disconnections in July 2021 for non-payment of services, it became clear there were a large number of customers in need of assistance. Our staff contacted our local partner agencies (Shrewsbury Council on Aging, Shrewsbury Youth and Family Services, and St. Anne's Human Services) to establish criteria for a special COVID Electric Relief (CER) program. The CER program was designed to follow similar eligibility requirements as Share the Warmth, but with the added stipulations that applicants must not have received Share the Warmth funding in 2021 and could demonstrate direct financial impacts related to the pandemic (e.g. Unemployment or extended illness).

The SELCO Commission voted in May to establish a one-time COVID Electric Relief (CER) program to assist customers who were financially impacted by the COVID-19 pandemic. This important financial assistance came at a time when vulnerable residents needed it most.

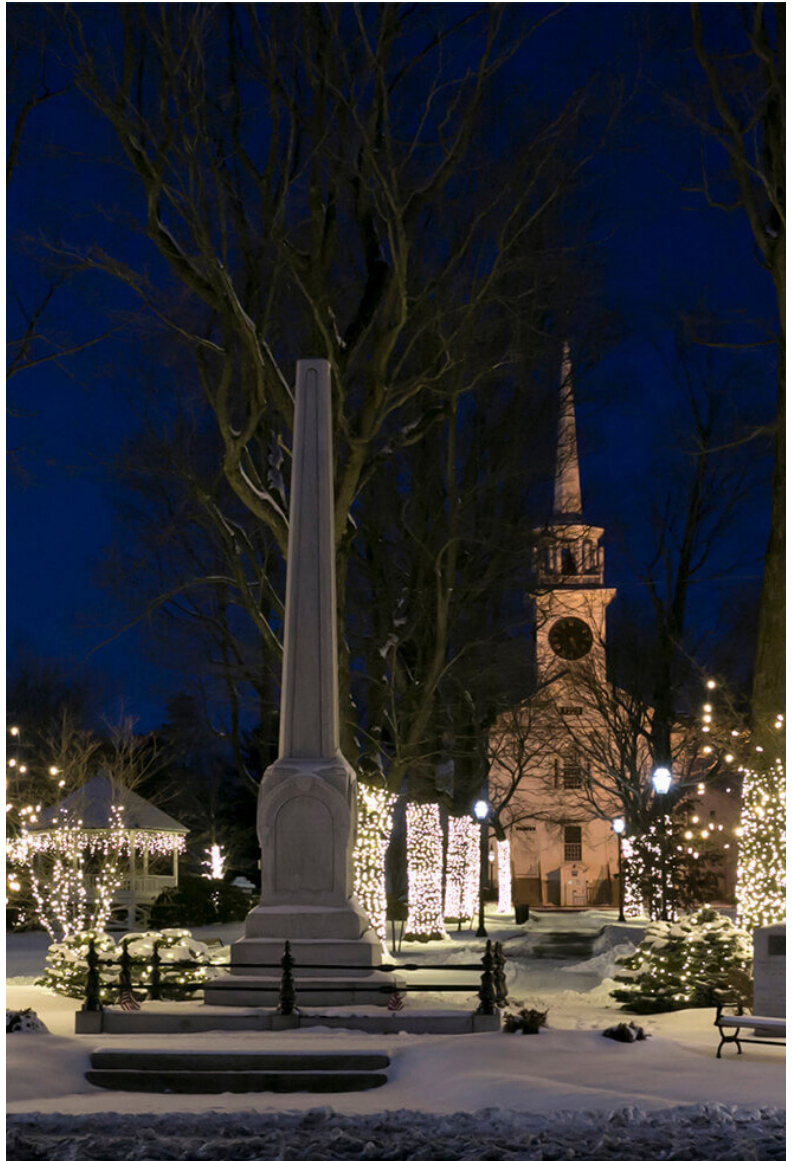
SELCO's CER program was an important tool to help keep the power on for many customers in need. SELCO's partner agencies were able to process all applications and SELCO distributed funding as an on-bill credit to approved recipients prior to the July 2021 round of electric shutoffs. 15 customers received \$200 each in COVID Electric Relief funding. Any remaining funds were rolled over into the Share the Warmth program for distribution in March 2022.

# COMMUNITY PARTNERSHIPS

## COMMUNITY PARTNER

SELCO participates in and sponsors a number of community events and programs throughout each year including:

- STCA Membership
- LBDA Membership
- Town Cleanup Day Sponsor
- Light the Common
  - Event Sponsor
  - Planning Committee Participant
  - Tech Assistance/Marketing Support
  - Light Up Shrewsbury Photo Contest
- Yuletide Market
  - Participant (STW Fundraiser)
  - Planning Committee Member
  - Provide Power to Event
  - Marketing Support
- Spirit of Shrewsbury
  - Participant
  - Technical Assistance
- Seasonal Banners
  - Spring
  - Summer
  - Spirit of Shrewsbury
  - Lakeway
  - Holiday Banners & Wreaths
- Community Bulletin Board (Ch. 26)
- Earth Day Celebration
- Outdoor Movie Night
- Shrewsbury Farmers Market
  - Sponsor
- Local Business Partnership
  - COVID TV Ads STCA & LBDA
  - Papa's Hardware Lawn Equipment
  - Special offers for STCA & LBDA





# ENVIRONMENTAL JUSTICE

Based on the state's Environmental Justice criteria, 22,928 or 60% of Shrewsbury's 38,325 residents live in EJ designated areas based largely on minority status and/or low income.

## PERCENTAGE OF 2021 REBATES ISSUED WITHIN EJ BLOCK GROUPS

- 38.5% of EV Rebates
- 50% of Solar Rebates
- 54% of Lawn Rebates
- 56% of HELPS Rebates

## SHREWSBURY EJ MAP INFORMATION

- Minority
- Income
- Program Participants

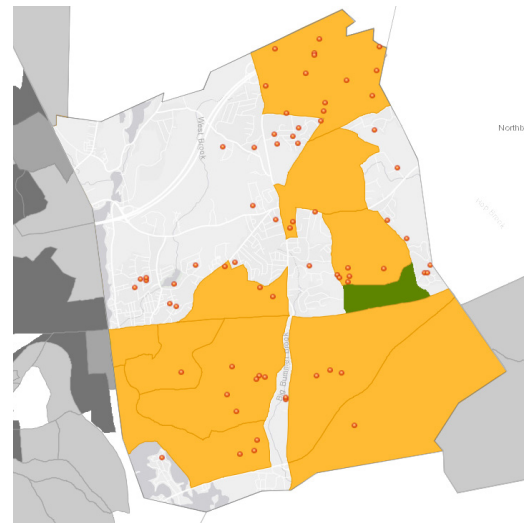
Minority: the block group minority population is  $\geq 40\%$ , or the block group minority population is  $\geq 25\%$  and the median household income of the municipality the block group is in is  $< 150\%$  of the Massachusetts median household income

Income: at least 25% of households have a median household income 65% or less than the state median household income

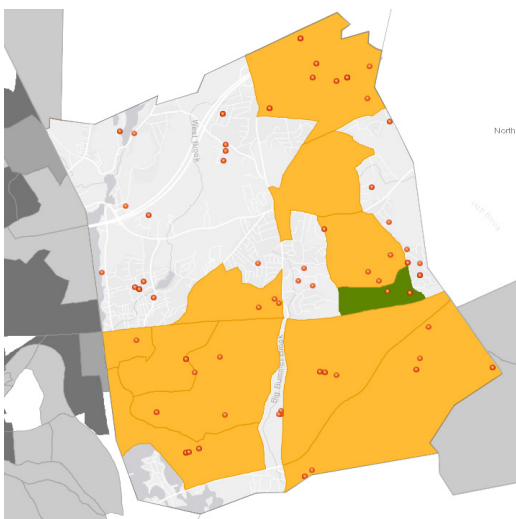
## SCHEDULED CHARGING PROGRAM

- 56.5% of all chargers issued since 2017 have been deployed in EJ Block groups
- 42% of Chargers issued in 2021 were deployed to EJ Block groups (11 out of 26 chargers)

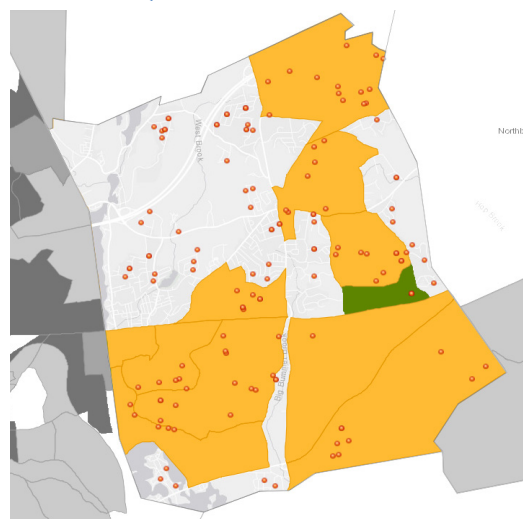
## ALL SCHEDULED CHARGING PARTICIPANTS



## CONNECTED HOMES



## HEATING/COOLING REBATES





WACHUSETT

KLEY

KLEY

5

5

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STOP

STOP

STOP

STOP

STOP

STOP

STOP

# BRIDGE TO BROADBAND

## ENSURING EVERY STUDENT HAS A CONNECTION

The COVID-19 pandemic changed the impact that access to reliable, high speed internet at home has on students' ability to perform and learn in a safe and consistent environment. As schools turned to broadband for remote learning, they faced the problem that some students lack broadband connections at home. School districts are obtaining funding from various sources to support these students, but they need the help of local broadband providers to identify which students lack connectivity and to provide the service.

SELCO, with ACA Connects and EducationSuperHighway, has partnered with Shrewsbury Public Schools to meet their students' broadband needs. The K-12 Bridge to Broadband Initiative is aimed at fostering these partnerships. Learn more about the DigitalBridgeK-12 at [www.digitalbridgek12.org](http://www.digitalbridgek12.org).

SELCO is committed to ensuring Shrewsbury K-12 students have the tools needed to further their education. Program eligibility and need is determined by the Shrewsbury Public Schools.

As a K-12 Bridge to Broadband participant, SELCO has committed to the follow these core principles:



### Sponsored Service

Companies will create a "sponsored" service offering for school districts or other entities.



### Identify Student Need

Companies will work together with school districts to identify which students need service.



### Standardize Eligibility

Companies will agree to a baseline set of eligibility standards.



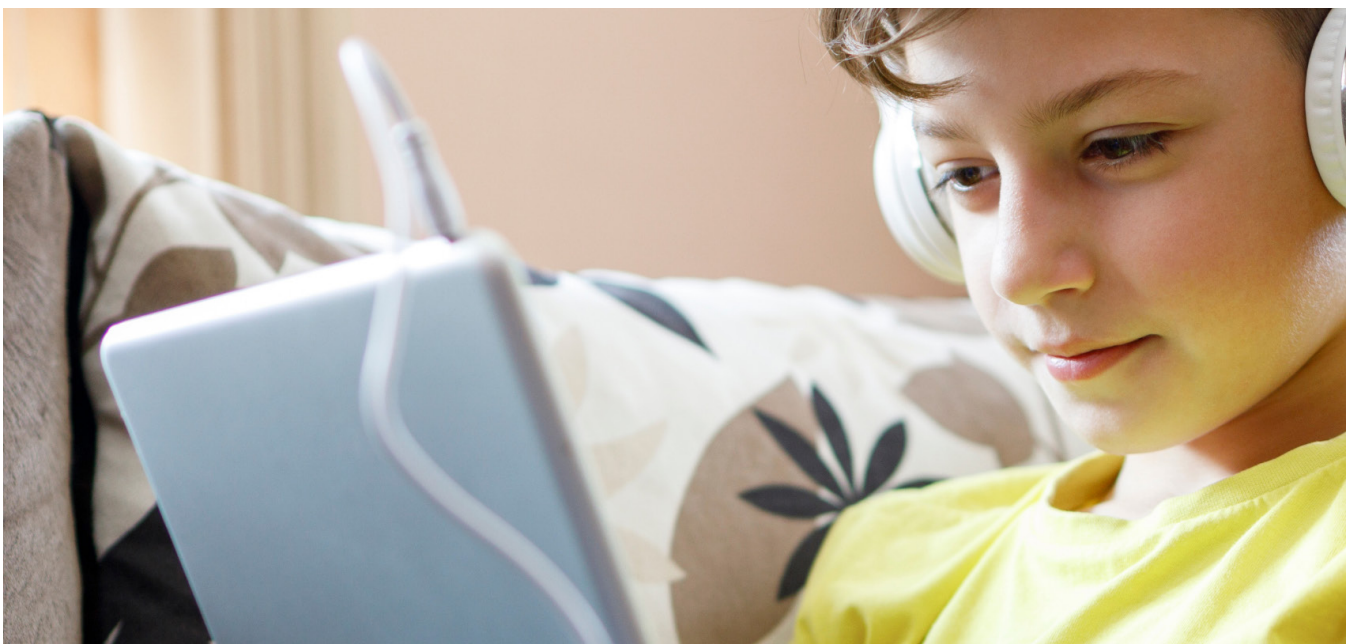
### Facilitate Enrollment

Companies will minimize the amount of information necessary to sign up families.



### Protect Privacy

Companies should not use school-supplied information for targeted marketing to families covered by the program.



## EDUCATIONAL PROGRAMS



### ANNUAL OPEN HOUSE

Each year SELCO invites 4th grade classes from Shrewsbury Public Schools and Shrewsbury Montessori School, as well as 3rd graders from St. Mary's School, to tour our electric garage and substation.

Students learn about electric generation, transmission, safety, and conservation. During COVID we transitioned to a Virtual Open House format. SELCO collaborated with Shrewsbury Public Schools to provide content that supports learning objectives and curriculum. We look forward to opening our electric garage and substation to students again in 2023.



### STUDENT PROJECTS

Each year Floral Street School sponsors a "Go Green" event where students spend the day learning about the environment and their impact on the world around them.

SELCO supports Floral's efforts by working with all third graders to create energy and water conservation public service announcements. The students create messages of conservation, and SELCO produces the ads.

Likewise, SELCO partners with Coolidge school fourth graders to produce Energy Efficiency PSAs. All elementary school PSAs are run on SELCO cable throughout the summer months.

SELCO had to pause this outreach program in 2020-2021 due to COVID. We anticipate resuming this program once the pandemic has subsided.

# COMMUNITY OUTREACH



## EDUCATIONAL VIDEOS

Throughout 2021, SELCO was asked to participate in both in-person and virtual educational events related to programs spearheaded by the Integrated Resources & Communications team. Our “Renewable Energy and EVs” video was produced in the spring as part of SELCO’s “Virtual Open House” field trip for Shrewsbury Public Schools’ fourth-grade students. In October, SELCO released “What is Strategic Electrification? Demand Response? Net-Zero Emissions?” This video discusses SELCO’s efficiency, electrification, demand response, and net-zero efforts. The video was released during Public Power Week. Both videos have been used by various community groups in conjunction with virtual and in-person educational programs pertaining to environmental and climate issues.



## LIVE PRESENTATIONS

In 2021, Integrated Resources Analyst, Patrick Collins gave in-person presentations to the St. Mary’s Social Justice Ministry group about electric vehicles and the Shrewsbury Senior Men’s Club about SELCO’s Net-Zero power supply policy, electrification and demand response. There was substantive and meaningful discussion at both events. We hope to continue to educate, inform, and connect with our customers through live educational events. SELCO management met several times in 2021 with local environmental activists from “Tipping Point 01545.” We discussed important policy and environmental issues.

GOVERNANCE &  
**MANAGEMENT**

# LOCAL CONTROL

Local control is the bedrock of public power. SELCO's Commission is appointed at the local level to serve community interests. That means customers get a higher standard of service and accountability. The voice of ratepayers is heard through their local representatives overseeing the public utility. Instead of profits going to remote shareholders, SELCO reinvests funds back into the Shrewsbury community through infrastructure improvements, PILOT payments to the town, and economic development.

Because SELCO is accountable to the Shrewsbury community, we focus on providing the best service at a fair price. That means lower rates and higher customer satisfaction when compared to investor owned utilities. We are especially attuned to the interests of our customers and promote innovation and efficiency to improve service, reduce customer costs, and help the environment.

SELCO relies on community feedback through customer surveys and public meetings to help guide strategy. Local control ensures that Shrewsbury is served by a utility that reflects customer needs and interests. Overall, public power utilities are far ahead of investor owned utilities in the percentage of carbon-free power in our portfolios. Local control also enables us to take on unique and innovative projects that will help drive the future of power generation and storage.

## PUBLIC POWER'S VALUE

- Create and keep local jobs
- Keep revenue local – reinvesting dollars into the community year after year
- Promote economic development through reliability, responsiveness to business needs, and attractive rates
- Care for the environment – doing what is best for our community's health and well-being
- Help the town save by sharing expenses for a variety of business and community services and achieving operational efficiencies
- Keep rates low to increase net income for local residents, businesses, and the town
- Ensure reliable electric service, which means fewer lost opportunities for our citizens



## DID YOU KNOW?

According to the American Public Power Association, one in seven Americans have a public power utility. There are more than 2,000 communities in 49 states and 5 U.S. Territories served by public power. In fact, 10% of electricity generated in the US is from public power facilities. As of 2019, 40% of that electricity was generated from non-carbon emitting sources. Learn more at [www.PublicPower.org](http://www.PublicPower.org)

## PUBLIC POWER MEANS

- *Local Control*
- *Fiscal & Environmental Responsibility*
- *Reliability*
- *Accountability*

# TRANSPARENCY & ACCOUNTABILITY

All SELCO Commission meetings are open to the public, broadcast live, replayed on Shrewsbury Media Connection's government access channel, and posted for online streaming the following day through Shrewsbury Media Connection. During the COVID-19 pandemic, the majority of our meetings moved to an online format, so live public attendance at meetings was not possible. Access through television and online streaming was available to the public for each meeting. Up-to-date agendas are available for public viewing at the Town Hall and Shrewsbury Police Department, and all agendas and minutes are available online through the Town of Shrewsbury website.

## LOCALLY CONTROLLED



Public power is distinctly different from the investor-owned utility sector because it is directly accountable to its customers. Public power is about serving the local community. Local control affords public power communities five distinct advantages: accountability and transparency in governance; financial support for the local government; more efficient municipal operations; the ability to tailor utility policies, programs and practices to serve the priorities of the local community; and the value of ownership.

## COMMUNITY OWNED



Public power utilities provide affordable, reliable electricity to the customers they serve. These community-owned utilities are not beholden to any shareholders and are driven only by the mission to serve customers and the community.

## NOT FOR PROFIT



In addition to providing affordable electricity, public power utilities provide a direct benefit to their communities in the form of payments and contributions to state and local government. These contributions come in many forms — payments in lieu of taxes, in-kind contributions, and free or reduced cost services provided to local government entities.

## FINANCIALS

SELCO's finances are discussed monthly at every public Commission meeting. The Commission approves SELCO's annual budget, sets rates, and establishes policies for the organization. Five years' of audited financial statements are available for viewing on the SELCO website at [SELCO.ShrewsburyMA.gov/financials](http://SELCO.ShrewsburyMA.gov/financials).

## PUBLIC RECORDS

As a Municipal Light Plant, SELCO is subject to the Massachusetts Public Records law and follows all guidelines for responding to public records requests. A guide to the Massachusetts Public Records law can be found at [www.sec.state.ma.us/pre/prepdf/guide.pdf](http://www.sec.state.ma.us/pre/prepdf/guide.pdf)



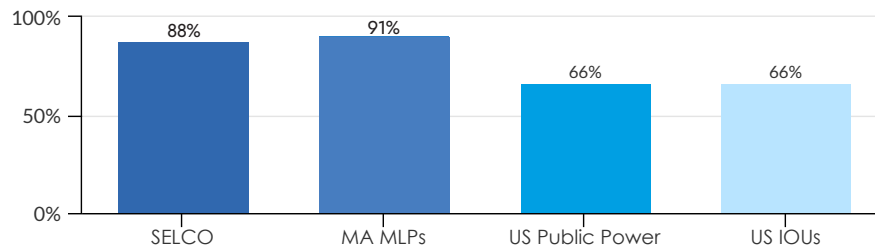




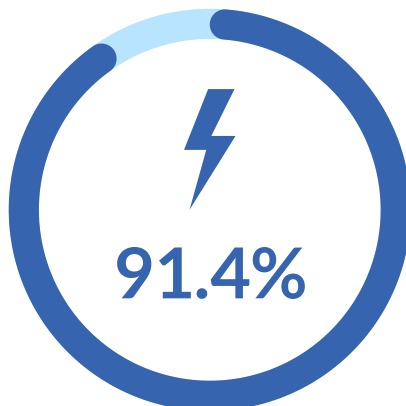
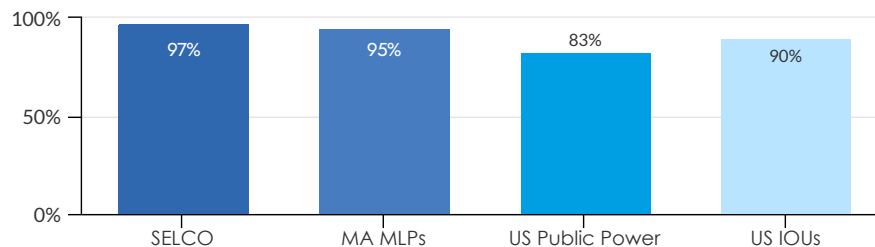
# CUSTOMER SURVEY

Great Blue Research conducts a customer survey every other year on SELCO's behalf. The primary goals for this research are to regularly assess SELCO's performance over previous years and identify areas for improvement in an effort to provide the best possible service to customers. The outcome of this biennial survey enables SELCO to more clearly understand and ultimately set customer expectations, act on near-term opportunities for improvement, and create a strategic roadmap to increase customer satisfaction. Surveys for electric and cable/broadband service are conducted separately. SELCO's 2021 Electric survey was completed in summer 2021 and results are included below. The Cable survey was completed in late 2021 and early 2022. Results have not yet been compiled and Cable survey will be included in the 2022 Sustainability Report.

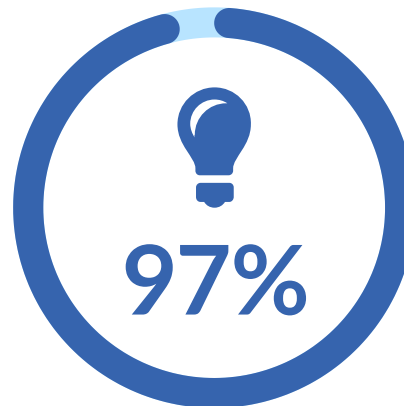
### Overall Satisfaction Rating - Electric



### Customer Service Ratings - Electric

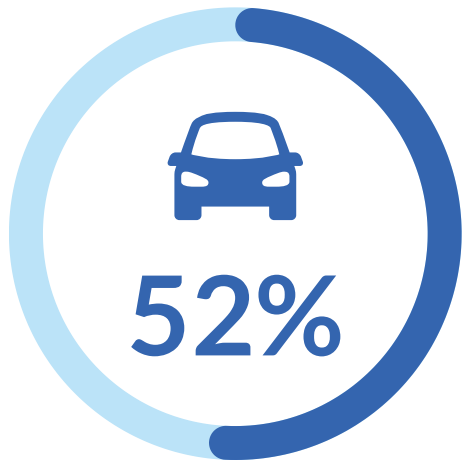
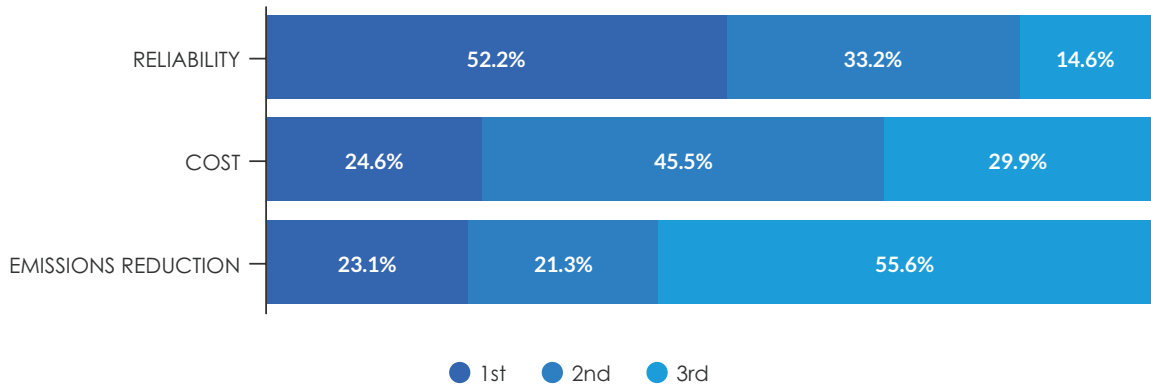


Net Positive Relationship  
(Advocate + Loyal + Satisfied)

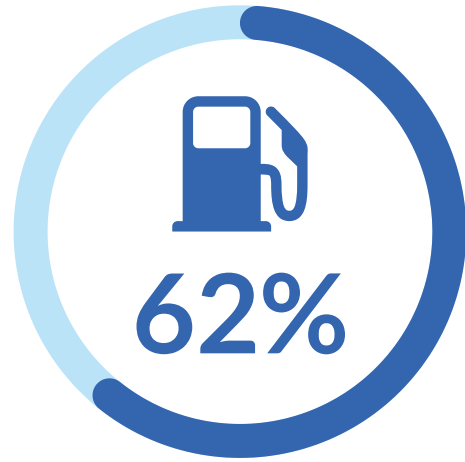


Responds Quickly  
During an Outage

### SELCO Customer Priorities



Say Their Next Car Will be an EV



Want Public EV Charger Incentives



Say it's Important to Maintain Local Control



Want Aggressive Emissions Reductions

# INTERNAL OPERATIONS

## EMPLOYEE EV CHARGING

An EV charger was installed at the SELCO Service Area on Municipal Drive in September 2021. This device is available to employees for on-site workplace charging and will be utilized in the future for charging SELCO fleet EVs.

## RECYCLING PROGRAM

SELCO utilizes single-stream recycling at the Service Area. Other SELCO facilities utilize recycling options provided through Public Buildings at each location. Hazardous materials, batteries, metering, and cable equipment is responsibly recycled through an electronic waste contractor. Precious metals from wires, conductors, and other various metal equipment are sold for scrap/recycling.

## REUSABLE DRINKWARE

SELCO provided each employee with a logo-branded reusable water bottle and mug in 2021. These items were presented to employees during Public Power Week in October in recognition of our employees' hard work. As a bonus, reusable drinkware has been shown to help cut down on single-use cups and bottles.

## LED STREET LIGHTING

In 2016 SELCO was one of 16 MLPs to secure an LED Street Lighting grant from the Massachusetts Department of Energy Resources (DOER). SELCO began converting all street lights to high-efficiency LEDs in 2017 and continued this project into 2021. The majority of street lights have been converted to LEDs, but the utility will continue to upgrade old fixtures until all lights have been swapped out. SELCO is slated to adopt a new LED Protective Lighting rate in early 2022. Under the new rate, SELCO will only provide high efficiency LED options for new or replacement Protective Lighting fixtures.

## INDUSTRY AFFILIATIONS & AWARDS

SELCO is involved in many industry groups and is helping shape the direction of Public Power for future generations.

### INDUSTRY GROUP PARTICIPATION

- NEPPA Education Development Committee
- NEPPA Customer Service Committee
- NEPPA Advocacy & Reporting Committee
- NEPPA Conference Oversight & Planning
- MEAM-CES Education & Training Committee
- MEAM-CES Demand Side Management
- MEAM-CES Conference Committee
- MEAM-CES Survey Committee

- MMWEC Next Zero
- MMWEC Board of Directors
- APPA DEED Board of Directors
- MEAM "Member at Large"

### AWARDS & DESIGNATIONS

- APPA SMART ENERGY PROVIDER
- APPA DEED MEMBER



SHREWSBURY ELECTRIC  
OPERATIONS CENTER

ELECTRIC  
OPERATIONS  
AND  
ENGINEERING

NO  
PARKING  
ANY  
TIME  
←

# CONCLUSION & **KEY TAKEAWAYS**

## PAST, PRESENT & **FUTURE**

In 2021, SELCO proved its renewed and committed leadership in environmental sustainability, solidifying climate action as a central value of SELCO's mission and vision. The efforts outlined in this report are in alignment with increased climate change mitigation legislation and funding at the federal and state levels, as well as increased grassroots climate action.

SELCO's sustainability efforts are in alignment with the needs and desires of the SELCO community. Local control and accountability - hallmarks of the Public Power model - have played a direct role in SELCO's strategy to accelerate electrification and 100% net-zero carbon emissions. Customers were loud and clear with their desires, as shown in our 2021 customer survey. Forty-four percent of survey respondents ranked "emissions reduction" as either their first or second priority for SELCO and 68% of participants indicated they wanted SELCO to be aggressive in its efforts to reduce carbon emissions. In fact, at the 2021 Annual Town Meeting, members declared a "Climate Emergency" and urged local officials and administrators to take action, specifically calling out SELCO's unique ability in the community to lead an energy transition. SELCO made significant progress in many important areas that serve as the building blocks for societal decarbonization.

Strategic electrification efforts were highly successful with new program launches, along with increased rebates and incentives. We saw increased adoption of clean and efficient demand-side assets. SELCO established a clear pathway to a 100% carbon-free power supply by 2032, prioritizing long term renewable energy contracts. Representation, equity, and justice are values that manifested in numerous programs to support Shrewsbury's environmental justice populations. These combined efforts will lead to a clean energy future for the Shrewsbury community and beyond.

Across all of these efforts, programs, and initiatives, SELCO set high standards and was steadfast in our commitment to providing high quality, affordable, responsible, and inclusive services. We faced challenges with the pandemic and supply chain shortages, but our adaptability and resilience prevailed, allowing continued success and progress. Utilities like SELCO are evolving, and play an essential role in serving as the foundation for a clean energy system transformation. This is a monumental challenge that will take many years of progress to implement, but we're up to the task and take pride in being a leader. With that said, improvements in certain areas are needed to fill current gaps. SELCO's future goals are designed to address areas where we see additional room for improvement.



# LEADING THE PACK

SELCO is working hard to position itself as “THE role model utility” for both public power and investor owned utilities. Our goal is to be on the leading edge of technology and policy adoption to drive effective decarbonization. We believe a 100% carbon-free power supply is key to supporting electrification of the Shrewsbury community in an environmentally-friendly and cost-effective manner. Our engineering and operations team is always evaluating system improvements and investments that will provide high reliability and resiliency as we move toward full electrification over the coming years.

SELCO is striving to reach several milestone achievements in the next few years, which include appearing in the “Top 10” MLPs for RCS investment, as well as being ranked in the “Top 10” of Massachusetts Climate Action Networks’ next MLP Scorecard ratings. SELCO will continue pursue recognition for innovative program offerings through programs such as the APPA’s DEED “Energy Innovator Awards” as well as through retention of the APPA’s “Smart Energy Provider” designation.

## FUTURE PLANS

Measuring and evaluating performance is essential to ensure successful program administration, results driven progress and goal setting. 2021 key performance indicators in program participation reveal that these programs are successfully serving our community and our 2022 targets strive for continued growth.

	2021	2022 Target
CONNECTED HOMES DEVICES	108	110
SCHEDULED EV CHARGER	26	35
HEI REBATES	10	20
APPLIANCE REBATES	339	400
HEATING/COOLING REBATES	147	175
THERMOSTAT REBATES	45	60
HOME ENERGY AUDITS	74	100
ASHP CONSULTS	23	112
LAWN EQUIP. REBATES	175	300
RESI. EV REBATES	13	80
COMM. EV REBATES	N/A	10
COMM. EVSE REBATES	N/A	3
SOLAR REBATES	31	30
POWER SUPPLY CARBON FREE	45%	50%
EJ PARTICIPATION	54.2%	60%
SELCO PUBLIC EV STATIONS	0	4
<p>Note on Connected Homes: metric is based on new device enrollments. We also have a target of 218 total devices actively participating by EOY 2022.</p>		





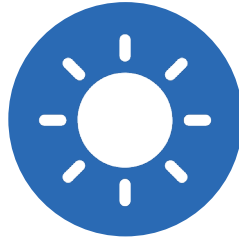
# LOOKING AHEAD



## COMMERCIAL

SELCO plans to expand commercial efficiency and electrification programs in 2022 to provide a clearer path to decarbonization for Shrewsbury businesses, with an initial focus on transportation electrification. New programs will include:

- Commercial Fleet EV Rebates
- Public EV Charger Rebates
- Commercial Battery Lawn Equipment Rebates



## SOLAR POWER

In 2022, SELCO will evaluate and update its Commercial Solar policies to accommodate increased interest in commercial solar installations. New policy changes may take into consideration retirement and ownership of RECs in alignment with SELCO's Power Supply Policy and Net-Zero Roadmap. Other potential 2022 projects could establish a streamlined process for solar PPAs to better facilitate deployment of renewable power generation within Shrewsbury.



## BATTERY STORAGE

SELCO plans to launch a new residential battery storage incentive in 2022. Program details have yet to be fully developed, but the goal will be to accelerate adoption of home battery storage systems both in conjunction with solar as well as stand-alone implementations. SELCO is also actively pursuing larger utility-scale battery storage projects both within Shrewsbury and outside of town to help shave peak energy usage and mitigate capacity costs.



## SMART ENERGY PROVIDER

SELCO originally achieved designation as a "Smart Energy Provider" by the American Public Power Association in October of 2020. SEP status is good for two years and will expire in October of 2022. Our SEP renewal application will be submitted to APPA in late April 2022 with official review occurring over the summer months. APPA will announce 2022 SEP utilities in October. The SEP designation is awarded to utilities committed to efficiency, distributed generation, renewable energy, and environmental initiatives.



## EFFICIENCY LOAN PROGRAM

The long-running SELCO "Energy Conservation Loan" program will undergo a face lift in 2022 to provide updated financing options with a focus on efficiency and electrification efforts. Eligible measures may include electric service panel upgrades, conversion to energy-efficient heat pump technology, and building insulation and weatherization. Our team will also evaluate opportunities to increase loan caps and extend payment terms for income-eligible customers to better serve EJ communities.



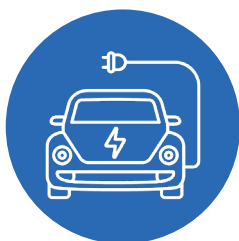
## ENVIRONMENTAL JUSTICE

SELCO is planning targeted marketing efforts in 2022 that will seek to educate EJ customers about a variety of programs and opportunities including rebates, monthly Connected Homes incentives, electric vehicles, and Share the Warmth assistance. We will continue to improve upon our community outreach and relationship building within EJ communities. SELCO will also consider adoption of an official Environmental Justice resolution that will solidify our commitment to equitable access and engagement for these under-served customers.



## POWER SUPPLY TRANSITION

SELCO is continuing to seek out competitively priced renewable and non-carbon emitting energy sources in New England and surrounding regions to add to its supply portfolio consistent with the layered and staggered approach laid out in the Power Supply Policy adopted by the SELCO Commission in July 2021. SELCO's Integrated Resources team is currently evaluating Power Purchase Agreement opportunities to replace hedged power contracts that include both energy and environmental attributes (i.e. RECs). Projects under consideration include solar both within and outside of Shrewsbury, utility-scale battery energy storage systems (BESS), and off-shore wind contracts.



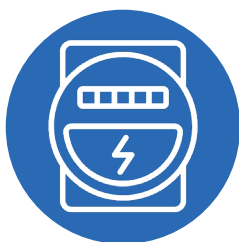
## ELECTRIC VEHICLES

Over the next several years, SELCO will continue to build out a community EV charging network by leveraging access to charging stations on Town-owned property as well as through incentives for privately-owned, publicly-accessible EV charging stations. We believe the success of our EV marketing efforts to-date are a driving force behind the large number of MOR-EV rebates issued to Shrewsbury customers. We hope to see continued growth of EV adoption through both SELCO's EV programs and the state's MOR-EV incentives.



## NEW ENTERPRISE SYSTEM

In 2022, SELCO will begin the transition to a new enterprise customer data management system. This software solution will provide SELCO with the tools needed to support Next Gen projects like AMI "smart" metering, time-of-use rates, outage mapping, and an interactive customer portal. These tools are key to managing a modern utility and will aid in deployment of new programs and systems to support SELCO customers.



## AMI "SMART" METERS

The next generation of smart meter infrastructure is coming soon! SELCO is building the future of smart energy use in our community and giving consumers the data they need to make intelligent decisions. This project is scheduled to kick off in late 2022. Benefits of the new smart metering system include real-time readings, improved billing efficiency, data analytics for load balancing and engineering, and more. SELCO will upgrade all electric meters to AMI over the next few years.



APPENDIX &  
**REFERENCES**

# APPENDIX

## DATA TABLES

### HISTORICAL DATA

TOTALS	2016	2017	2018	2019	2020	2021
Incentives	\$33371	\$44061	\$53027	\$80195	\$143249	\$343090
Loans	12	6	3	2	3	0
GO Program	NO DATA	\$29235	\$20450	\$12450	\$6000	\$6825

### HELPS PROGRAM PARTICIPATION

HEATING & COOLING REBATES	2021	SUM OF REBATES	HOME EFFICIENCY INCENTIVES	2021	SUM OF REBATES
Ductless Mini-split Multi Zone	26	\$6500	Air Sealing	3	\$1500
Central Air Conditioning	63	\$31500	Insulation	7	\$3500
Ductless Mini Split Single Zone	52	\$15600	TOTAL	10	\$5000
Heat Pump Tier 2	1	\$250			
Heat Pump Tier 1	5	\$2500			
TOTAL	147	\$56350			
ENERGY STAR REBATES	2021	SUM OF REBATES	SMART THERMOSTATS	2021	SUM OF REBATES
Air Purifier (20)	6	\$240	Bryant	1	\$125
Clothes Dryer	64	\$3200	ecobee	6	\$694
Clothes Washer	88	\$4400	Emerson Climate-Technologies	1	\$65
Dehumidifier	79	\$2370	Google LLC	34	\$3031
Heat Pump Water Heater	11	\$5500	Resideo Technologies	3	\$240
Pool Pump	7	\$1750	TOTAL	45	\$4154
Air Purifier (21)	12	\$480			
Refrigerator	72	\$3600	AUDIT SERVICES	2021	SUM OF REBATES
TOTAL	339	\$21540	Audits	74	\$17242
			Verification	30	\$3300
			TOTAL		\$20542

# APPENDIX

## DATA TABLES

### RCS RANKINGS

	Town	Retail Revenue	RCS Budget	RCS %	Agency
1	Concord	\$25,335,700	\$753,560	2.97%	ENE
2	Holyoke	\$67,664,293	\$691,867	1.02%	MMWEC
3	Reading	\$97,542,627	\$505,300	0.52%	ENE
4	Belmont	\$24,445,754	\$441,481	1.81%	ENE
5	Braintree	\$51,259,712	\$363,150	0.71%	ENE
6	Taunton	\$102,530,597	\$327,084	0.32%	ENE
7	Westfield	\$19,324,607	\$286,203	1.48%	ENE
8	Hudson	\$24,658,522	\$222,400	0.90%	ENE
9	Middleboro	\$38,668,824	\$215,700	0.56%	ENE
10	Danvers	\$40,051,417	\$213,057	0.53%	ENE
11	Shrewsbury	\$32,241,028	\$196,115	0.61%	MMWEC

### MCAN SCORECARD

	Municipalities by rank	Energy Transition 50 PTS	Energy Efficiency 25 PTS	Transparency & Engagement 15 PTS	Policy Context 10 PTS	Total Score 100 PTS
1	CONCORD	43	24	21	10	98
2	BELMONT	41	26	21	9	97
3	HOLYOKE	31	24	17	7	79
4	MIDDLEBOROUGH	33	21	17	4	75
5	BRAINTREE	37	16	12	4	69
6	IPSWICH	16	17	21	11	65
7	TAUNTON	29	15	17	4	65
8	WEST BOYLSTON	22	14	21	3	60
9	READING	15	21	13	5	54
10	WELLESLEY	31	9	9	5	54
11	SHREWSBURY	21	16	13	3	53

# APPENDIX

## REFERENCES

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## CONTACTS

Like what you see? Have questions about SELCO's 2021 Annual Sustainability Report? Contact members of our Integrated Resources & Communications team for more information.

### Jackie Pratt

*Director of Integrated Resources  
& Communications*

**[JPratt@ShrewsburyMA.gov](mailto:JPratt@ShrewsburyMA.gov)**

### Patrick Collins

*Integrated Resources Analyst*

**[PCollins@ShrewsburyMA.gov](mailto:PCollins@ShrewsburyMA.gov)**

### Rick Maksian

*Marketing Coordinator*

**[RMaksian@ShrewsburyMA.gov](mailto:RMaksian@ShrewsburyMA.gov)**









SELCO MAIN OFFICE  
100 Maple Avenue  
Shrewsbury, MA 01545  
508-841-8500



SELCO SERVICE AREA  
30 Municipal Drive  
Shrewsbury, MA 01545



SELCO HEADEND &  
HELPDESK  
15 Parker Road  
Shrewsbury, MA 01545  
508-841-8572







Shrewsbury Electric & Cable Operations  
[SELCO.ShrewsburyMA.gov](http://SELCO.ShrewsburyMA.gov)  
100 Maple Avenue  
Shrewsbury, MA 01545  
508-841-8500