



**AGENDA**  
**COMMITTEE OF THE WHOLE**

**City Hall – Council Chambers  
3600 Kirchoff Road  
Rolling Meadows, IL 60008**

**July 19, 2022 – 7:30 p.m.**

- 1) Emergency Backup Generator for Public Works Facility at 3900 Berdnick**
- 2) Council Chambers Improvements**
- 3) Assistant City Manager/Community Development Director Position Discussion**  
*(postponed at 7/20/21 COW)*
- 4) Municipal Aggregation Program Update**

## **Committee of the Whole – July 19, 2022**

### **1) Emergency Backup Generator for Public Works Facility at 3900 Berdnick**

#### **Background:**

The Combined Services Park District/Public Works Facility at 3900 Berdnick Street provides critical services to businesses and residents, as well as the City's Police and Fire First Responders on a daily basis. Rolling Meadows Public Works is responsible for fueling, maintaining, and servicing breakdowns of all City fleet vehicles and equipment, weekly refuse service, drinking and potable water supply and distribution, routine and emergency response to watermain breaks and other underground utility issues, street maintenance and snow plow operations, and providing emergency response to victims of flooding or other storm related damage. The delivery of these services is highly reliant on a reliable and uninterrupted supply of electricity. Without electricity, overhead doors to the bay where all the equipment is located cannot be opened and emergency repairs to fleet vehicles cannot be made. Additionally, crews and support staff are limited in their ability to communicate with each other or other City staff given that the City's telephone system cannot operate without power. Computer and internet services also go down. The Public Works facility functions as a core facility in the event of emergencies.

While all other critical buildings occupied by staff in the City, including City Hall and both Fire Stations are equipped with emergency backup power with a generator that activates immediately in the event of a power outage, the Public Works Facility is "out of service" until crew members gain manual access to vehicles in the storage bay, which requires lifting a very large and heavy overhead door manually, and then driving a truck and trailer to off-site locations where portable generators are stored, delivering them to the site, and making one or more connections with extension cords, potentially in the dark, where power in the building is most critical. This process takes considerable time and multiple staff thereby reducing the speed with which the City can respond to emergency situations in the field. Portable generators do not power the entire facility, so what gets powered and when depends largely on the event, its duration, and the demands being requested. Past power outages at the facility have documented an inability to power heat in the winter or air conditioning in very hot conditions, inadequate lighting, an inability to service broken down vehicles and equipment, and total reliance on cell phones to communicate with crews and receive critical calls from City Hall, and other major impediments to job performance. Planned future efforts to modify City buildings with keyless entries would further exacerbate Public Works crews' abilities to gain access to certain doors without power. Overseeing generator operations to ensure they remain properly connected, fueled, and with access to proper ventilation reduces the number of crews available to perform critical tasks out in the field. Performing all the tasks necessary to power critical equipment with portable generators results in employees being subject to high risk working conditions and negatively impacts our ability to provide timely critical services to the City's residents and businesses in emergency events.

The current 2022 budget identifies up to \$325K in funding for an emergency generator that can be installed at the 3900 Berdnick facility. Preliminary inquiries with vendors the City worked with in the past suggest it may be possible to acquire a generator closer to \$250K.

On April 26, 2022, Council reviewed a request that staff pursue grant funding that would reimburse the City for up to 75% of the costs to install the budgeted generator. Staff has since learned that efforts to secure that grant were not successful. The Capital Projects Committee also discussed the pending purchase of the generator for the Public Works Facility this year. Given the available budget in FY2022 for this project, staff is seeking Council concurrence to proceed with the budgeted purchase of the generator and to secure proposals for consideration at a future meeting.

Mick Fleming, Northwest Central Dispatch Joint Emergency Management System Director, will be on hand at the meeting to speak to the emergency response impacts presented by the absence of a generator at a Public Works facility and answer any questions the Council may have regarding the importance of ensuring reliable power to the City of Rolling Meadows Public Works critical facility.

## **Committee of the Whole – July 19, 2022**

### **2) Council Chamber Improvements**

#### **Attachments:**

- None

#### **Background:**

The Council Chambers is used weekly for City Council, Board, Committee, and Commission meetings. Additionally, the Chambers are used daily by City staff for meetings with the public, contractors, developers, intergovernmental meetings, and for any meeting to be held at City Hall which requires a larger room. The space is one of the most publicly utilized and recognizable spaces of all City facilities. Given that the City uses the room to meet with residents, prospective developers, business operators, and contractors, it is important that the room reflect the professionalism and forward-thinking nature of the organization. Staff have reviewed room features which are aged, outdated, not utilized, and can use aesthetic improvements to reflect a modern and professional municipal operation. At the July 19, 2022 COW meeting, staff will present an overview of possible and suggested room improvements that can be made to the Council Chambers.

The following are suggested improvements for Council's consideration:

- 1) Replace ceiling tiles for a clean appearance.
- 2) Replace lights with modern light fixtures and LED lights to reduce energy use.
- 3) Reconfiguration of COW table setup and replacement of microphones with low-profile table microphones and add a TV monitor to the east wall so that presentations can be seen easily by everyone at the table along with staff and public.
- 4) Paint window trim, chair rail, baseboards, and walls for a cohesive and fresh appearance. Painting the trim pieces will correct the mismatched colors between trim features in the room. Remove no smoking signs when painting. Remove unused window from A/V room into Council Chambers and install drywall, patch, and paint.
- 5) Replace carpeting in the room.
- 6) Remove the divider in the center of the room as it is not utilized and obstructs movement.
- 7) Install a screening film over the hallway windows which are in front of the bathrooms.
- 8) New staff tables to the sides of the dais with table fronts that block the view of legs and cables.
- 9) A presentation podium with the ability to plug in a computer at the podium to control PowerPoints from the Council Chambers (rather than from the A/V room) and for the presenter to be able to view their PowerPoint slides when presenting. Add monitors on the dais to improve visibility of PowerPoint presentations to the Council and reduce paper use. Increase size of presentation monitors to allow the presenter, public, and staff to view PowerPoint slides or presentation content.
- 10) Remove wood paneling, drywall as necessary, and repaint the wall behind the Dais and also remove paneling, drywall over, or paint the dais. Remove the telephone which is mounted on the wall behind the dais. Add sconces on the wall behind the dais.
- 11) Provide new trash and recycling containers.

In addition to improvements to the Council Chambers, the 230 Conference Room located on the 2<sup>nd</sup> floor of City Hall provides a large conference room which is used for various meetings. The wall of the 230 Conference Room is comprised of tack board material which are not utilized and outdated. To improve the functionality and appearance of the 230 Conference Room, the following improvements are suggested:

- 1) Remove tack board walls and repaint room and wall trim.
- 2) Replace ceiling tiles for a clean appearance.
- 3) Replace lights with modern light fixtures and LED lights to reduce energy use.
- 4) Replace window treatments.
- 5) Add a monitor with computer connectivity.

Lastly, it is recommended that the carpeting within the Mayor's Office be considered for replacement as the color is fading and the carpeting has degraded due to its age and use.

Based on feedback obtained at the July 19 COW from the Council, staff will begin obtaining quotes and cost estimates for those suggested improvements which receive preliminary support from the Council to be further evaluated for future consideration.

**Budgetary Impact:**

The FY2022 budget includes \$100,000 in account 33705050.60010 (Building Improvements) for City Hall interior building modifications and improvements. Staff will obtain and present quotes and cost estimates based on the feedback provided by the Council at the July 19 COW.

## **Committee of the Whole – July 19, 2022**

### **3) Assistant City Manager/Community Development Director Position Discussion**

#### **Attachments:**

- Exhibit 1: Draft Assistant City Manager/Community Development Director Job Description

#### **Background:**

Each year, as part of the budget preparation process, a review of staffing needs is conducted. The City currently does not have a Community Development Director position. Oversight of Community Development has been performed via a dual role by the Public Works Director who also oversaw Community Development. With the recent vacancy in the Public Works Director position, staff evaluated the structure and responsibilities of one individual serving as the Director for both Public Works and Community Development. Public Works and Community Development function are different disciplines with different professional backgrounds and experiences. While there are overlaps and interactions that occur regularly between Community Development and Public Works, Community Development's focus includes but is not limited to Citywide land use and development, zoning, building, Code enforcement, and construction and health inspection services; whereas, Public Works' focus includes but is not limited to the maintenance and upkeep of City infrastructure including roads, sidewalks, bridges, forestry, sanitary and storm sewers, water distribution, fleet and facility maintenance, natural areas, and more. With the potential redevelopment of Arlington Park along with the redevelopment opportunities which exist in the City, Community Development will be significantly used in those efforts. In most Chicago-land municipalities of Rolling Meadows' size and complexity, Community Development operates as its own department with a Director overseeing day to day operations.

In addition to evaluating the City's Community Development operations, the City has also been evaluating the creation of an Assistant City Manager ("ACM") position. The positions and duties for an ACM vary from community to community but typically focus on the day to day management of the general administrative functions of the municipality (such as human resources, risk management, leases for City-owned properties, emergency management, and franchise agreements) and serves as the backup to the City Manager in the event of an absence and also for succession planning purposes. In the current structure of the City Manager's Office, there is no role that serves as a dedicated back up to the City Manager. The creation of an ACM position within the City serves for the purposes of continuity of operations and to ensure the City is providing excellent City services in an effective, efficient, and fiscally responsible manner.

When analyzing the need and qualifications for a Community Development Director as well as an Assistant City Manager, overlaps in skillsets of both positions were identified. Given that there exists an increasing need for Director level work in Community Development balanced with a need for managerial level administrative work, it is recommended that the position of Assistant City Manager/Community Development Director be created as one position. This approach has worked successfully in communities of similar size such as Deerfield and Lincolnshire. Given the economic and land use development work that is anticipated to be forthcoming, the creation of this position will allow for the City to be thoughtful, deliberate, and proactive in pursuing and achieving economic development opportunities in the City.

Attached as Exhibit A is a Draft Assistant City Manager/Community Development Director job description that outlines the rules and duties that the proposed position would be responsible for. The job description was crafted based on a careful analysis of the current and future needs of the City along with input from comparable municipalities with the same or similar roles. At the July 19, 2022 Committee of the Whole meeting, City Manager Sabo will provide a brief overview of the proposed Assistant City Manager/Community Development Director position and seek Council support to move forward with the position in FY2023 as proposed.

**Budgetary Impact:**

This position is proposed to fill an existing budgeted but currently vacant Superintendent position. This position will not result in the addition of a new full-time position, rather, it will result in the re-titling of the vacant Superintendent position into the Assistant City Manager/Community Development Director position and utilize the funds which are currently included in the personnel budget. Should the Council support the creation of this proposed position, the position will be incorporated into the City's proposed FY2023 budget by replacing the currently vacant Superintendent position. If approved, the existing position of Interim Superintendent of Community Development would be retitled as the Deputy Director of Community Development and would serve as the backup to the Community Development Director.

# EXHIBIT A



## **CITY OF ROLLING MEADOWS**

### **Position Description**

Position Title: **Assistant City Manager / Community Development Director**

Department: **Administration / Community Development**

Reports to: **City Manager**

Supervises: **Community Development Department Personnel**

Job Status: **Full Time**

Pay Grade: **GM-2 (Salary Range: \$134,634 - \$178,385)**

FLSA Classification: **Exempt**

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#### **Essential Position Duties:**

##### **Administration**

- Provides general assistance to the City Manager related to professional, administrative, and managerial duties as needed.
- Assists the City Manager in developing the near- and long-term vision and goals for the City of Rolling Meadows.
- Assists with the implementation of policies, rules, and regulations affecting the City.
- Attends City Council meetings, Committee of the Whole meetings, and Board/Committee/Commission meetings as needed.
- Serves as the staff liaison to the Environmental Committee and oversees the implementation of sustainability initiatives across the organization.

- Coordinates the collection and reporting of performance metrics and customer feedback for all City departments.
- Assists with program evaluation including creation and administration of surveys, cost benefit analysis, review of existing programs and services, and identification of areas of improvement.
- Prepares reports for City Manager for proposed or recommended solutions or courses of action regarding City government.
- Analyzes, prepares, and drafts municipal contracts, ordinances, and resolutions.
- Researches, analyzes, and evaluates new service delivery methods, procedures, and techniques.
- Assists with planning and day of event activities for City special events.
- Assists with union negotiations and contract management.
- Coordinates the City's Electricity Aggregation Program.
- Assists with revising or establishing personnel policies and procedures. Participates in the employee interview, selection and discipline process.
- Serves as a member of the City's Emergency Management Team and responds to EOC in emergency situations.
- Manages and negotiates telecommunications equipment and facility leases of City-owned facilities.
- Oversees and manages franchise agreements and serves as the liaison to public utility companies serving City properties.
- Assists with responding to and resolving customer complaints which have been directed to the City Manager's Office.
- Serves as Acting City Manager in the absence of the City Manager.

### **Community Development**

- Supervise all personnel aspects of the Community Development Department including evaluating and establishing individual goals for department staff; interview and selection of new personnel as needed; overseeing departmental payroll and scheduling; establishing staff priorities.

- Responsible for zoning and land use planning in coordination with City departments, Boards and Commissions, and City Manager; including new developments within the City, coordinating technical review, publication notification, legal ads, permits, ordinances, and all reports and recommendations.
- Administers and enforces the Zoning Code, Subdivision regulations, and Comprehensive Plan with respect to property owners, tenants, developers and applicants, including site reviews and field inspections.
- Prepares amendments to Building, Zoning, Sign, Property Maintenance and Subdivision sections of the City Code.
- Oversees the preparation of agenda materials, reports, and recommendations for the Planning and Zoning Commission, Environmental Committee, City Council, and Committee of the Whole.
- Attends meetings of the Planning and Zoning Commission, Environmental Committee, City Council, and Committee of the Whole in order to assist and make recommendations. Attends Economic Development Committee meetings on occasion as assigned by the City Manager.
- Prepares the annual budget for the Community Development Department, including performance metrics and annual goals.
- Coordinates responses and inspections related to property maintenance concerns.
- Assists with economic development and revitalization efforts of the City including, but not limited to, identifying and negotiating incentive packages, negotiating development agreements, evaluating and recommending opportunities for tax increment financing or special service areas, preparing and implementing streetscape improvement plans and funding mechanisms, evaluating and recommending modifications to City Comprehensive Plan and Zoning based on evolving trends, and helping to facilitate redevelopment opportunities within the City.

**Minimum Qualifications:**

- Graduation from a four-year college or university supplemented by a Master's Degree with major coursework in Public Administration, Business Administration, Planning, or other related degree is required. Have a minimum of five years of

experience in local government administration, planning, zoning, and/or community development.

- Must have good written and verbal communication skills to convey information on complex matters in laymen terms.
- Must be customer service oriented to ensure the best possible service for City residents, businesses, and visitors.

**Environmental Conditions:**

- A majority of the work assignments are performed within an HVAC controlled office environment with some field work in various weather conditions which may include walking on uneven surfaces, climbing and descending on stairs, and lifting up to 30 pounds.
- The employee must have a valid Class “D” State of Illinois Driver’s License as the position will be required to drive to offsite locations to meet with other City personnel and attend job related meetings as directed or permitted by the City Manager.
- Employee frequently is required to stand and talk or hear; use hands and fingers to handle, feel, or operate objects, tools, or controls and reach with hands and arms. The employee is occasionally required to walk; sit; climb or balance; stoop, kneel, and crouch.

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This position specification should not be interpreted as all-inclusive. It is intended to identify the essential functions and requirements of this job. Incumbents may be required to perform job-related responsibilities and tasks other than those stated in this specification. Any essential functions of this position will be evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.

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## **Committee of the Whole – July 19, 2022**

### **4) Municipal Aggregation Program Update**

#### **Attachments:**

- Exhibit 1: Electricity Aggregation Procurement Memo
- Exhibit 2: Electricity Aggregation Indicative Pricing Proposals

#### **Background:**

The City of Rolling Meadows operates an electricity aggregation program whereby the City procures alternative electricity supply on behalf of residential and small business electricity accounts. The primary purpose of an electricity aggregation program is to provide residents with lower cost electricity supply rates than what is offered by ComEd. Electricity aggregation also enables municipalities to procure 100% renewable energy supply on behalf of eligible accounts, however, 100% renewable energy supply typically is more expensive than standard electricity supply and is a policy decision that municipalities can make. In addition, electricity aggregation programs also offer a municipality the ability to generate revenue, which many municipalities use to fund sustainability initiatives or utilize for general governmental purposes, while residents realize electricity supply savings versus ComEd. An overview of electricity aggregation from the Citizen's Utility Board can be seen at the following link: <http://citizensutilityboard.org/wp-content/uploads/2018/01/MunicipalAggregation.pdf>. Additional information on electricity aggregation from the Illinois Commerce Commission can be found at the following link: <https://www.pluginillinois.org/MunicipalAggregation.aspx>.

The City has historically worked with Good Energy to procure electricity supply for the City's Electricity Aggregation Program. The City's current contract with HomeField Energy (a Dynegy company) is set to expire at the end of 2022. The City can enter into a new electricity aggregation contract for a period of 12, 24, 36, or 48 months which would lock in an electricity supply rate for that period of time. Given the upcoming expiration of the current contract, staff asked Good Energy to provide indicative pricing for a new electricity aggregation contract. Good Energy has obtained and provided the City with indicative pricing which is outlined in the attached memos. Based on the indicative pricing proposals received, the City has an opportunity to provide electricity supply savings of 19% up to 23% depending on the length of the contract term based on the current ComEd electricity supply price to compare. Information on the indicative pricing has been attached to this memo. Additionally, the City's current electricity supply contract does not generate revenue for the City, however, the new contract presents an opportunity for the City to receive 1/10<sup>th</sup> of a penny per kWh (\$.001/kWh) of usage by aggregation customers which would provide an additional revenue source to fund City operations.

At the July 19, 2022 COW, staff will present information on the City's electricity aggregation program and seek Council support to obtain formal proposals for a new electricity aggregation contract, with the proposal which provides the highest electricity cost savings to be presented to the Council at a future City Council meeting for formal consideration.

#### **Budgetary Impact:**

Operating an electricity aggregation program does not present any costs to the City except for staff time setting up the program. The new electricity aggregation program does present a revenue opportunity for the City.

**Deliverable:** Memo Detailing ComEd Price to Compare and Supplier Quotes for Municipal Aggregation

**Date:** 7/12/2022

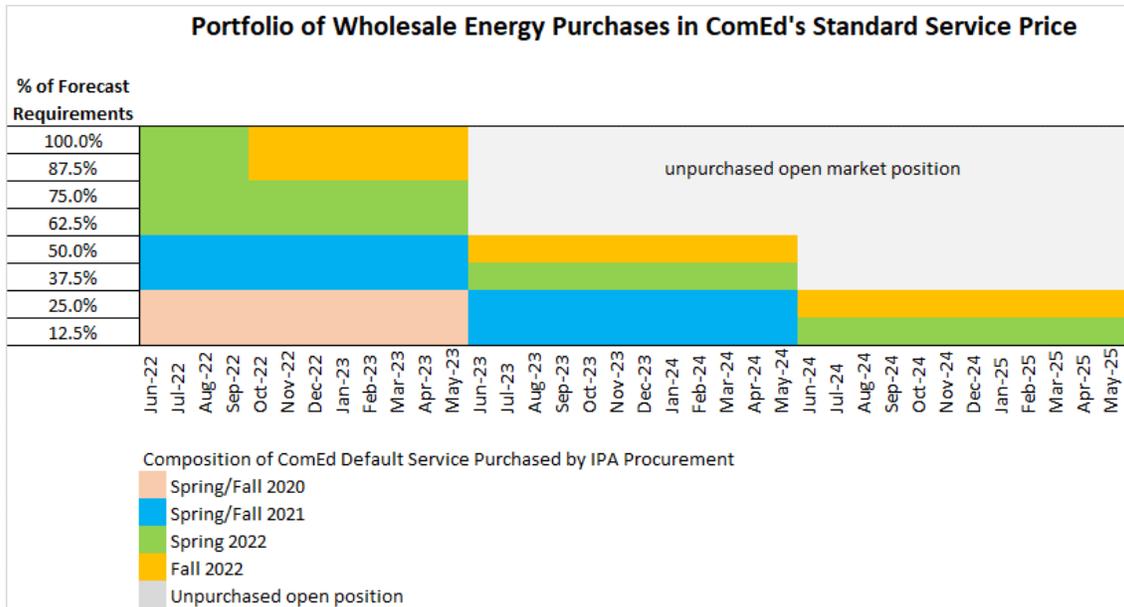
**Author:** L. Nutter

**Municipal Aggregation in Illinois**

Section 1-92 of the Illinois Power Agency Act (Act) authorizes municipalities to utilize Municipal Aggregation programs, including “Opt-Out” programs, to aggregate the electric loads of their residential and small commercial customers.<sup>1</sup> In March 2012, Pursuant to this Act, the City of Rolling Meadows passed its referendum creating an “Opt-Out” electric aggregation program with the intention of providing residents and small businesses in the Commonwealth Edison Company (ComEd) territory with highly competitive electric rates, terms and conditions.<sup>2</sup> Residential customers that choose to opt out of this program default to the standard service offer provided by ComEd.

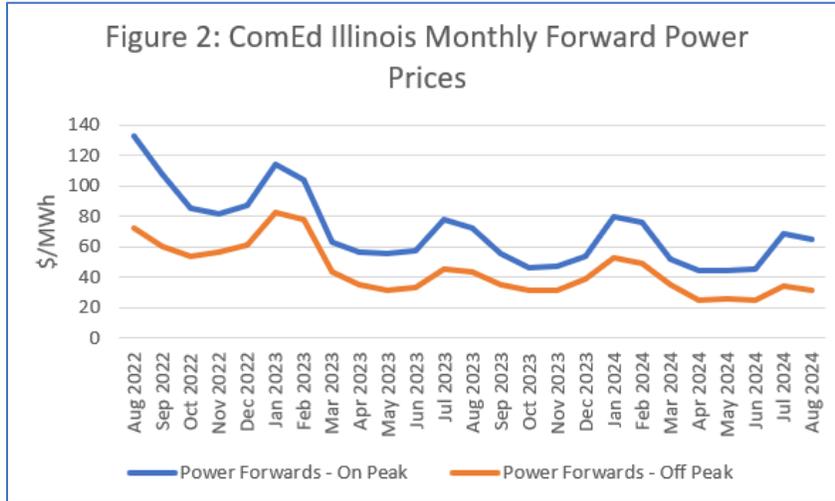
**Illinois Power Agency Purchase Methodology**

Customers that do not receive service from an Alternative Retail Electric Supplier (ARES) are placed on ComEd’s default electric generation supply option procured through default service auctions managed by the Illinois Power Agency (IPA). Energy requirements are currently procured through two block energy procurements - one in the Spring and one in the Fall. Hedges are purchased in 25 MW energy blocks that are calculated using the expected monthly average load for ComEd default service customers.<sup>3</sup> ComEd’s portfolio of staggered energy purchases are detailed in Figure 1 below. The IPA conducts its purchase auctions in the Spring and Fall. Energy bids for Fall 2022 are due in early September.<sup>4</sup>



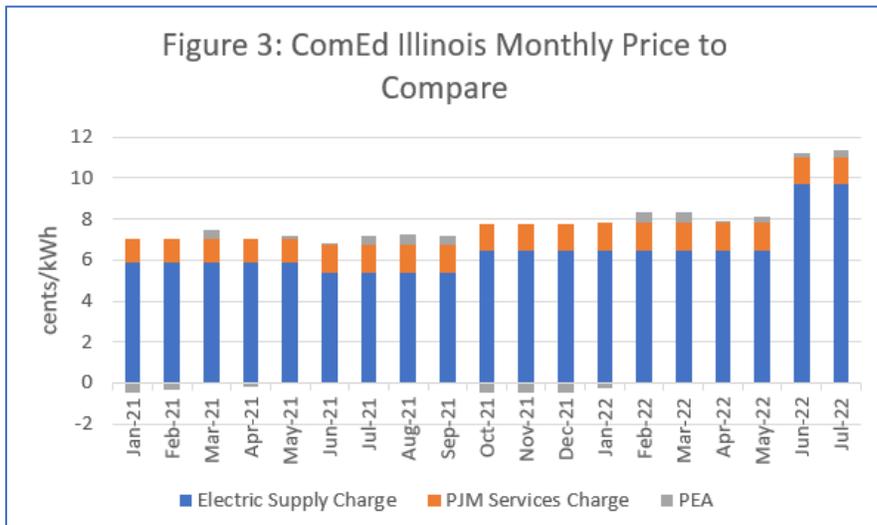
<sup>1</sup> Section 1-92 of the Illinois Power Agency Act, 20 ILCS 3855/1-92  
<sup>2</sup> Rolling Meadows Municipal Electricity Aggregation Request for Proposal  
<sup>3</sup> IPA Final 2022 Procurement Plan, February 7, 2022, p. 91, 95 and 96  
<sup>4</sup> Fall 2022 Block Energy and Capacity RFP Calendar, June 21, 2022

Figure 2 shows monthly forward power prices for delivery in the ComEd zone in the PJM wholesale power market. The capacity cost element of default service is still managed by ComEd and prices are based on the forward capacity markets administered by PJM.<sup>5</sup>



**Components and Cost Trends of ComEd’s Default Supply Price**

ComEd’s Price to Compare (PTC) is the sum of its electric supply charge and transmission services charge. ComEd’s PTC also includes a Purchased Electricity Adjustment (PEA) that is calculated monthly and reconciles over/under recoveries of costs versus actual costs from prior periods.<sup>6</sup> ComEd’s historical PTC, by component, is shown in Figure 3.



**Current Environment and Possible Market Outcomes**

When looking to the future, it is important to note that we are in a rising price environment characterized by increases in natural gas and power rates. Competitive supply offers allow municipalities

<sup>5</sup> IPA Final 2022 Procurement Plan, February 7, 2022, Table 1-3: Summary of Capacity Procurement for ComEd, p. 3

<sup>6</sup> Plug In Illinois Utility Electric Supply Price, updated June 1, 2022

to provide their customers with stable prices that are not subject to market volatility. Rolling Meadows currently has a quote from Energy Harbor at 8.49 cents/kWh for a 36-month term (see Figure 4).<sup>7</sup> With the current PTC at 11.041 cents/kWh (not including the PEA), this rate is highly competitive in the current market.



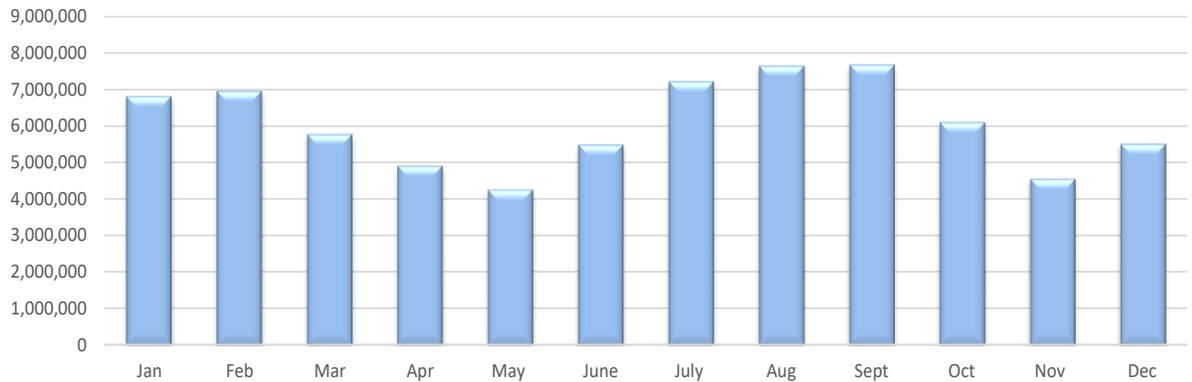
<sup>7</sup> City of Rolling Meadows Pricing Proposal, July 8, 2022

<b>Legal Entity Name:</b>	City of Rolling Meadows
<b>Market</b>	PJM
<b>Utility - State</b>	ComEd-IL
<b>Number of Accounts:</b>	N/A
<b>Pricing-Product Type:</b>	INDICATIVE: FIXED Electric

<b>Pricing Date:</b>	July 8, 2022
<b>Good Energy Rep:</b>	Javier Barrios
<b>Contact Phone:</b>	(212) 741-3052
<b>Contact Email:</b>	<a href="mailto:javier@goodenergy.com">javier@goodenergy.com</a>
<b>Prepared by:</b>	Connor Cantrell

Month	kWh
Jan	6,812,733
Feb	6,951,069
Mar	5,774,414
Apr	4,910,656
May	4,263,031
June	5,489,581
July	7,218,565
Aug	7,639,725
Sept	7,673,380
Oct	6,102,728
Nov	4,554,449
Dec	5,508,472
<b>Total Usage/Yr</b>	<b>72,898,802</b>

City of Rolling Meadows : Usage (kWh) for prior 12 months



### Competitive FIXED Supply Cost per kWh

	Jan-23	Jan-23	Jan-23	Jan-23
<b>Start Date</b>	Jan-23	Jan-23	Jan-23	Jan-23
<b>End Date</b>	Jan-24	Jan-25	Jan-26	Jan-27
<b>Contract Term (Months)</b>	<b>12</b>	<b>24</b>	<b>36</b>	<b>48</b>
Estimated kWhs	72,898,802	145,797,604	218,696,406	291,595,207
<b>Constellation Energy</b>	\$0.09899	\$0.09057	\$0.08713	\$0.08575
<b>Energy Harbor</b>	\$0.08980	\$0.08720	\$0.08490	\$0.08570
<b>Homefield Energy</b>	\$0.09320	\$0.08711	\$0.08602	\$0.08618

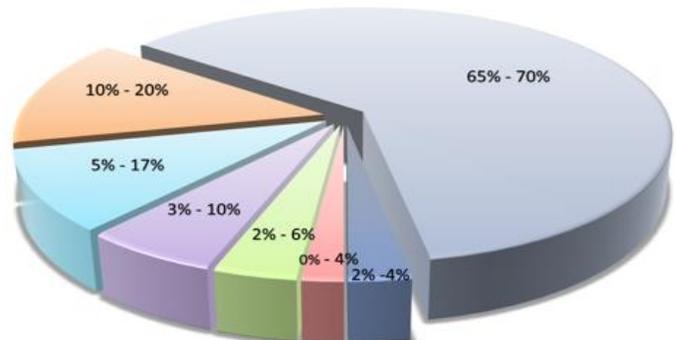
### Best Supplier Offer Rate - FIXED

	Energy Harbor	Homefield Energy	Energy Harbor	Energy Harbor
<b>Best Supplier</b>	Energy Harbor	Homefield Energy	Energy Harbor	Energy Harbor
<b>Best Offer Rate (\$/kWh)</b>	<b>\$0.08980</b>	<b>\$0.08711</b>	<b>\$0.08490</b>	<b>\$0.08570</b>
Est. Price to Compare (PTC)*	\$0.11040	\$0.11040	\$0.11040	\$0.11040
Savings per kWh	\$0.02060	\$0.02329	\$0.02550	\$0.02470
<b>% Savings</b>	<b>19%</b>	<b>21%</b>	<b>23%</b>	<b>22%</b>
Annual Savings	\$1,501,715.32	\$1,697,813.10	\$1,858,919.45	\$1,800,600.41
<b>Term Savings</b>	<b>\$1,501,715.32</b>	<b>\$3,395,626.19</b>	<b>\$5,576,758.34</b>	<b>\$7,202,401.62</b>

\*PTC is based on the ComEd published rate.

### General Summary of Supply Costs

Components of Electricity Cost	
<b>Energy</b>	65% - 70%
<b>Congestion/Basis</b>	10% - 20%
<b>Capacity</b>	5% - 17%
<b>Misc.</b>	3% - 10%
<b>Ancillary Services</b>	2% - 6%
<b>Renewables</b>	0% - 4%
<b>Load Following</b>	2% - 4%



**Disclaimer:** This proposal is not a binding offer or contract for the sale of electricity and/or natural gas and related services between the Parties. Either Party may terminate discussions regarding this proposal at any time. All costs and prices are indicative and are exclusive of Utility charges and State and Local Taxes. These charges will vary each month based on the usage/load profile and aggregated costs for each account.