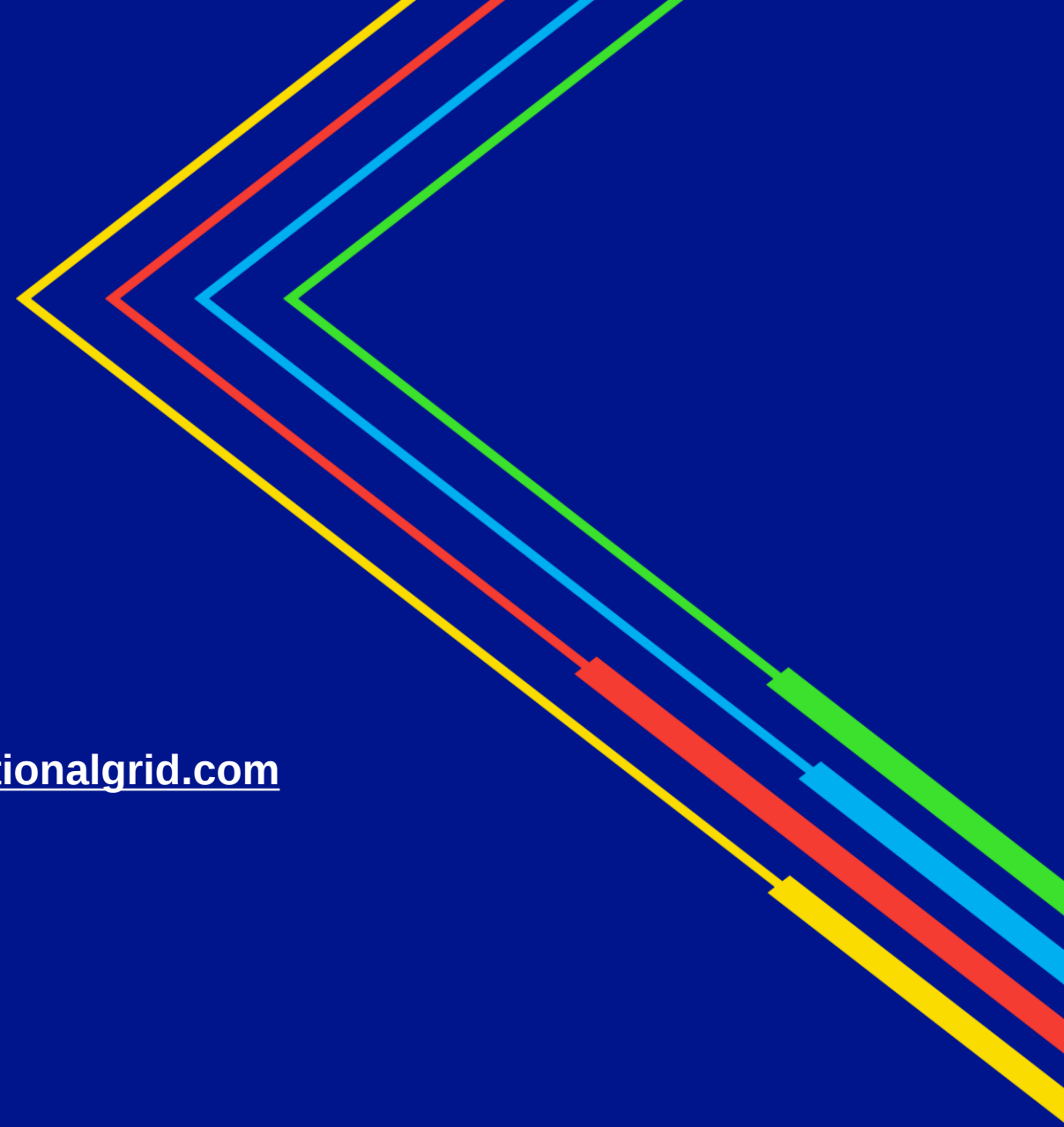


April 2025 PEX Meeting

April 28, 2025

Mathew McCarthy mathew.mccarthy@nationalgrid.com

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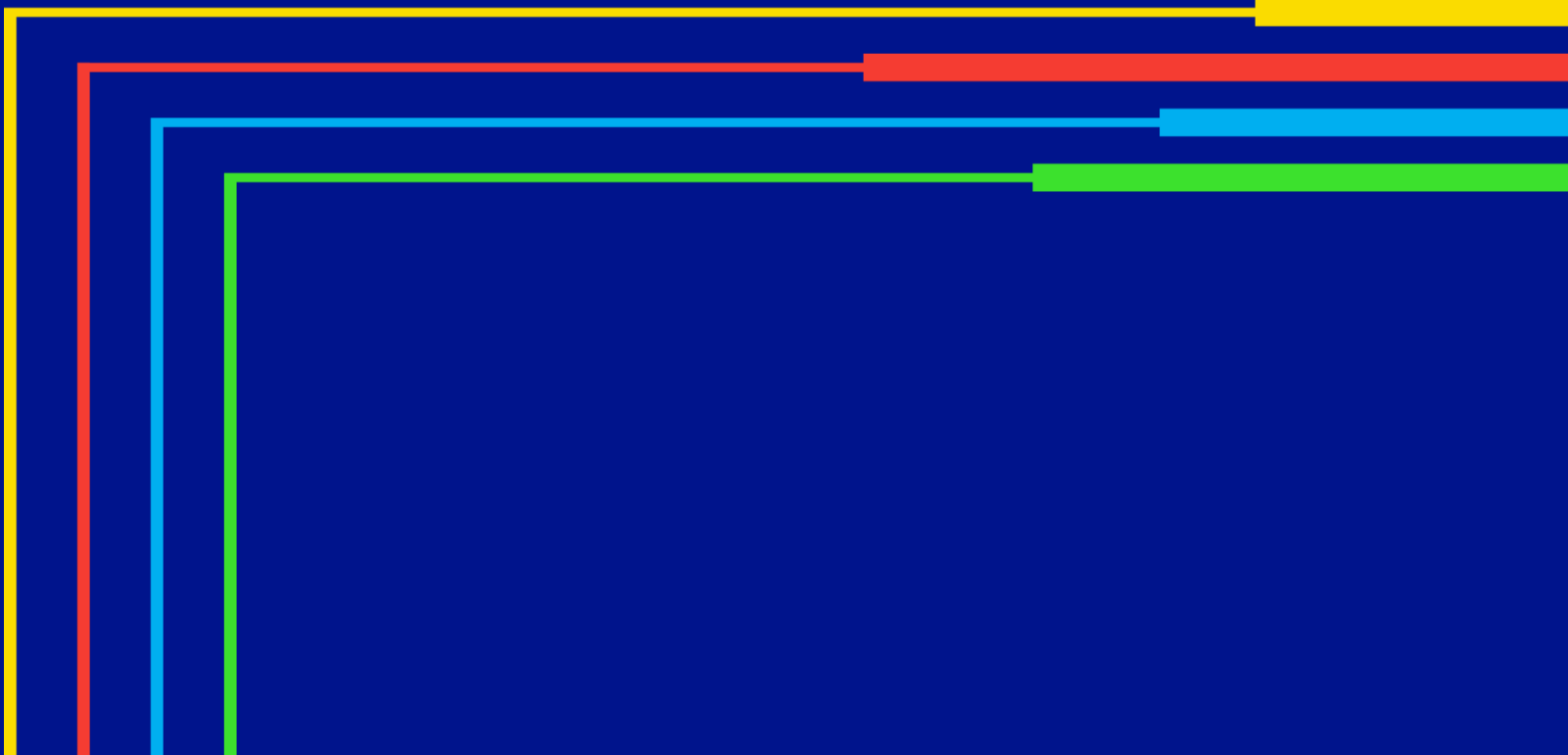
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01

Safety Moment – Leadership Pitfalls to Avoid

Gabriel Andreson gandreson@Inovisenergy.com



National Grid Safety Moment

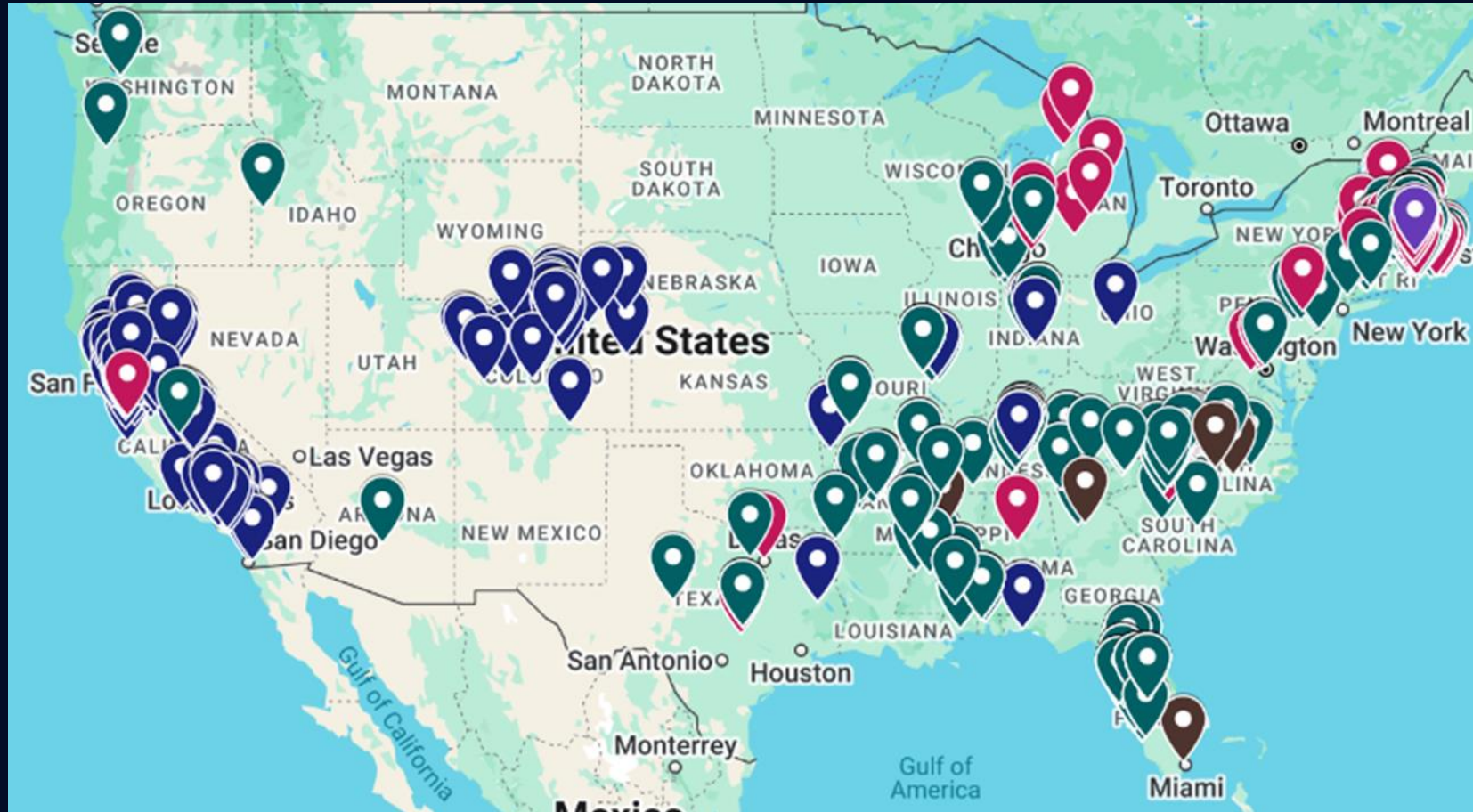
Leadership Pitfalls to Avoid

April 28th, 2025
Gabriel Andreson

LEADERSHIP CULTURE



Dalton and I formed Inovis Energy in September of 2019.
Since then, here's a map of the projects Inovis has completed so far:





Scaling – with a culture of leadership

A culture of leadership is defined by recognizing every team member as a valuable leader in their specific role.

Each person in this room has a "Sphere of Influence."

Great leadership entails developing other leaders; scaling is a direct outcome of this development.

Some people here may not view themselves as leaders—consider the impact you could have if you approached your work with an intentional focus on leadership.

6 PITFALLS TO AVOID AS A LEADER



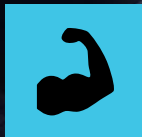
1. MICROMANAGEMENT – Being overly controlling can stifle creativity and reduce team morale – **THINK EMPOWERMENT!**
2. INADEQUATE COMMUNICATION – Clarity leads to success, obscurity promotes failure - Think about clarity in terms of expectations and deliverables
3. IGNORING ONGOING LEADERSHIP DEVELOPMENT– Failing to invest in the growth and development of your team, or the people around you is a pitfall for sure
4. RESISTING CHANGE – Flexibility is required. The more fixed you are in your mindset, the more likely you will get stuck in the same place – Don't be a Blockbuster Video!
5. NEGLECTING TEAM DYNAMICS – Overlooking team dynamics vs. appreciating diverse opinions and alternative ways to solve problems. Stronger together!
6. EMOTIONAL DECISIONS VS. UTILIZING WISDOM - (reactive vs. responsive decisions)

CONCLUSION



- **Be Self-Aware**: Recognize and avoid common leadership pitfalls.
- **Empower, Don't Micromanage**: Trust your team to take ownership.
- **Communicate Clearly**: Set expectations and foster open dialogue.
- **Invest in Growth**: Develop yourself and your team continuously.
- **Embrace Change**: Stay flexible to new ideas and approaches.
- **Nurture Team Dynamics**: Value diverse opinions and collaboration.
- **Lead with Wisdom**: Respond thoughtfully, not reactively.

THE IMPACT



**Stronger
Teams**



**Higher engagement
and productivity**



**Positive
culture**



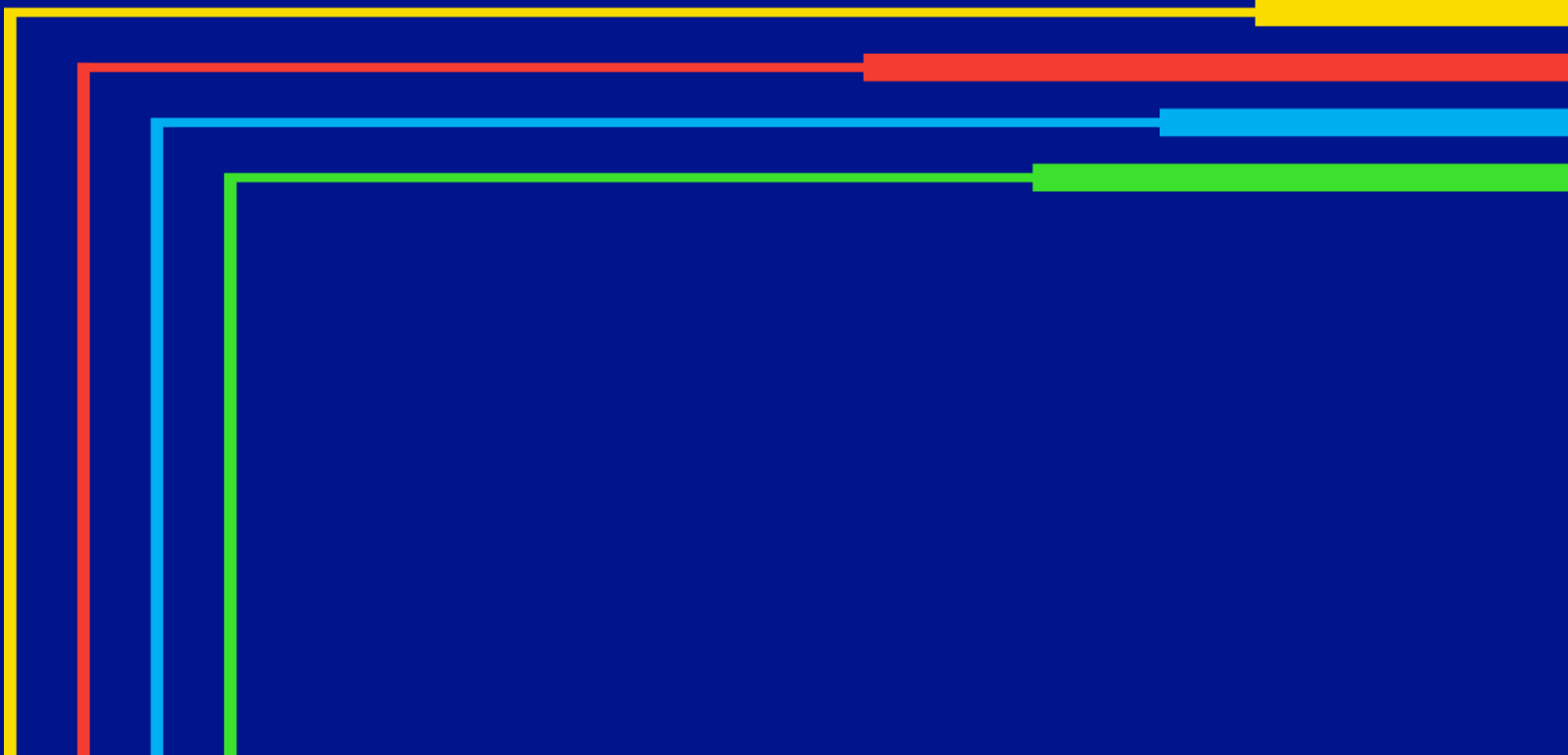
**Continuous
leadership growth**

02

Opening Remarks

Christopher Porter Christopher.Porter@nationalgrid.com

national**grid**





2025 Update

Chris Porter, Director of Program Strategy



Energy Efficiency

Continues to be core to our success

Building Controls

- Retro-commissioning
- BMS
- Lighting controls

Weatherization

Natural Gas

- New gas-fired equipment is OUT, outside of specified circumstances
- Reducing gas consumption is still viable



Electrification

Do what we can now

- Smaller buildings
- New construction
- Target delivered fuels
- Beyond space heating
 - Water heating, forklifts, lawn equipment

Preparing for more

- Assess feasibility when studying buildings
- Identify opportunities
- Major renovations
- Monitor evolution of electricity and gas market dynamics



Expanded Support for Studies and Technical Assistance (EE + Electrification)

Revamped Custom Project Pathway and
Technical Review



Workforce Development



~\$88MM investment over the next three years

Disadvantaged Business Enterprises

- ✓ New training and outreach targeted at engaging and bringing DBEs into programs

Entry-Level Workforce

- ✓ Expanded Clean Energy Pathways Program and targeted outreach

Upskilling and Certifications

- ✓ Electrification
- ✓ Controls
- ✓ Weatherization
- ✓ Energy auditing
- ✓ Building operator

Equity Enhancements



Increase supplier diversity, aiming to spend **15% of dollar volume** of direct Mass Save contracts with diverse suppliers



Enhanced support for LOTE customers by working to provide **comprehensive language access support** throughout the customer journey

Small Business

- Continue offering **award-winning Main Streets**
- Consistent delivery of the Small Business Turnkey offering and streamlined process in joint PA territory
- Active outreach to new vendors for the Customer Directed Option (CDO)
- Enhanced engagement and support for renters and landlords, non-profit organizations including up to 100% incentives



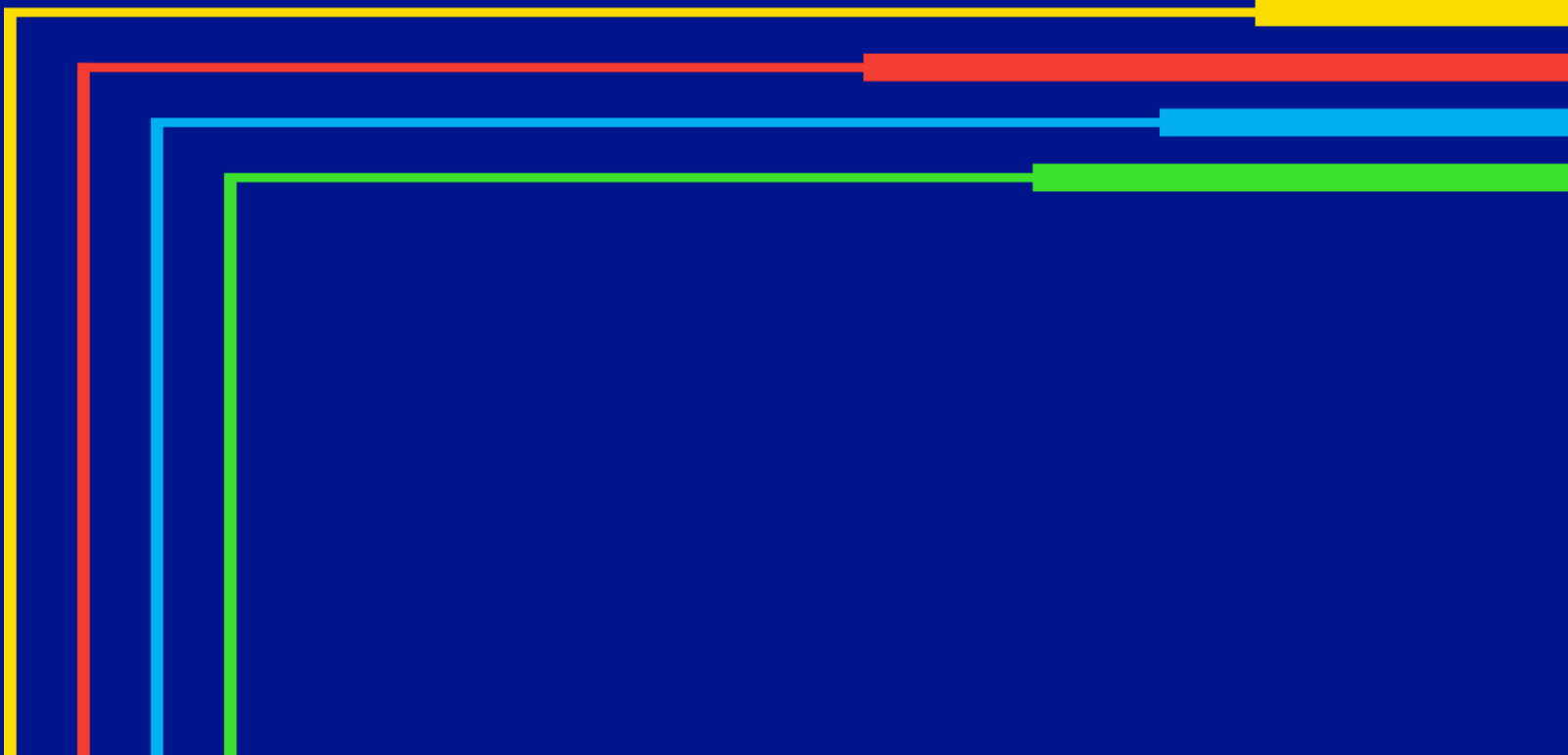
Questions?



03

Clean Energy 2.0 Overview

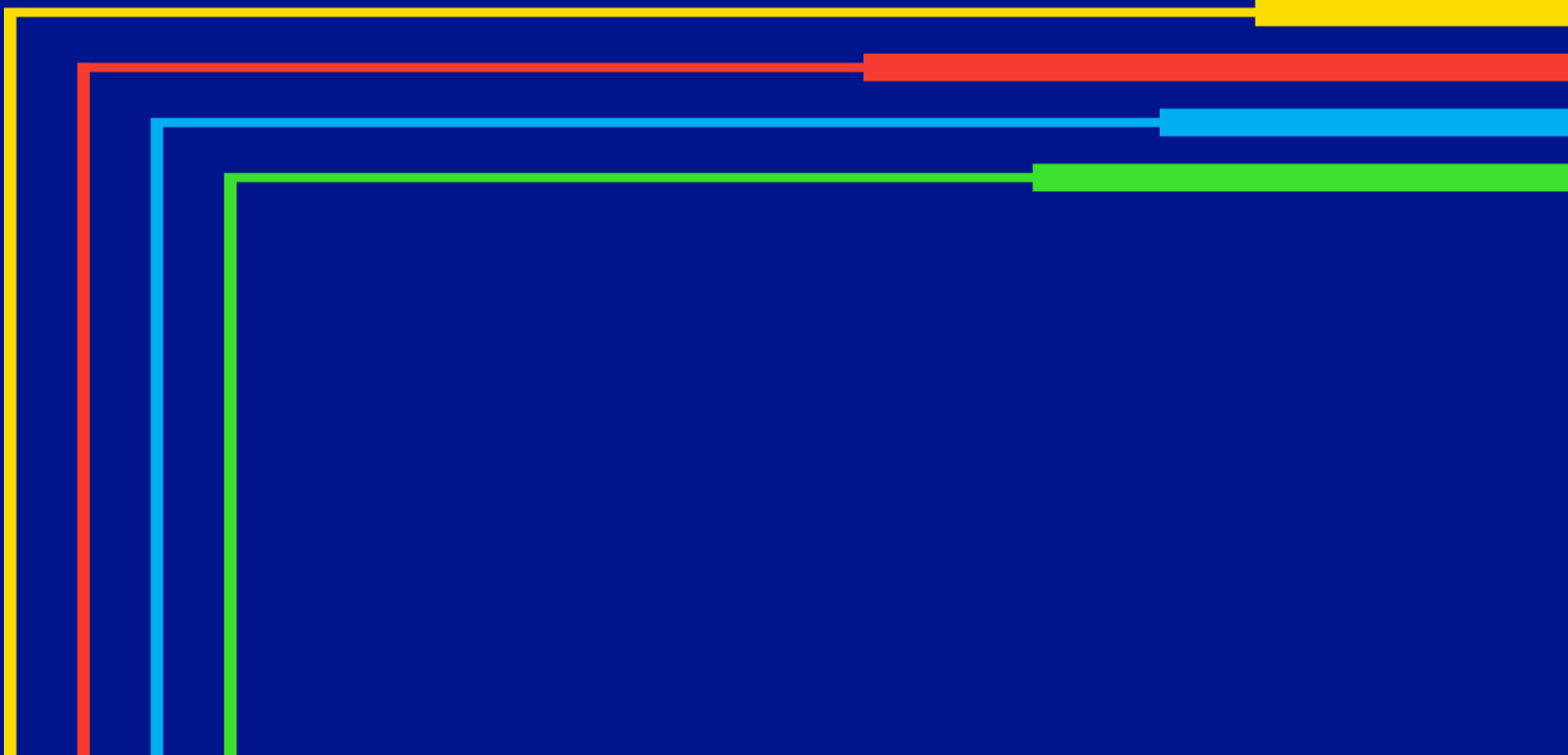
Philip Frabetti philip.frabetti@nationalgrid.com



04

Existing Building Commissioning Update

Whitney Brougher whitney.brougher@nationalgrid.com



Whitney Brougher



Existing Building Commissioning Overview

April 2025

WE ARE MASS SAVE®:



EVERSOURCE



nationalgrid



“addressing critical building controls infrastructure”



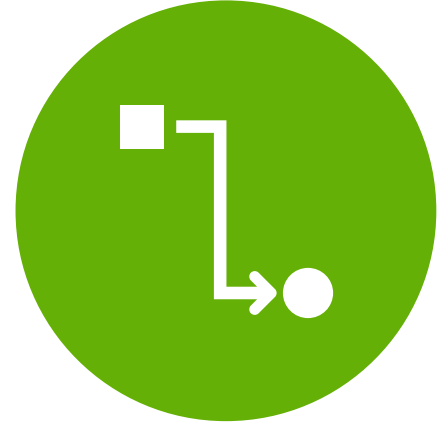
Energy Savings

Short Term
Optimize and Right
Size HVAC
Systems & Update
Controls



Decarbonization Planning

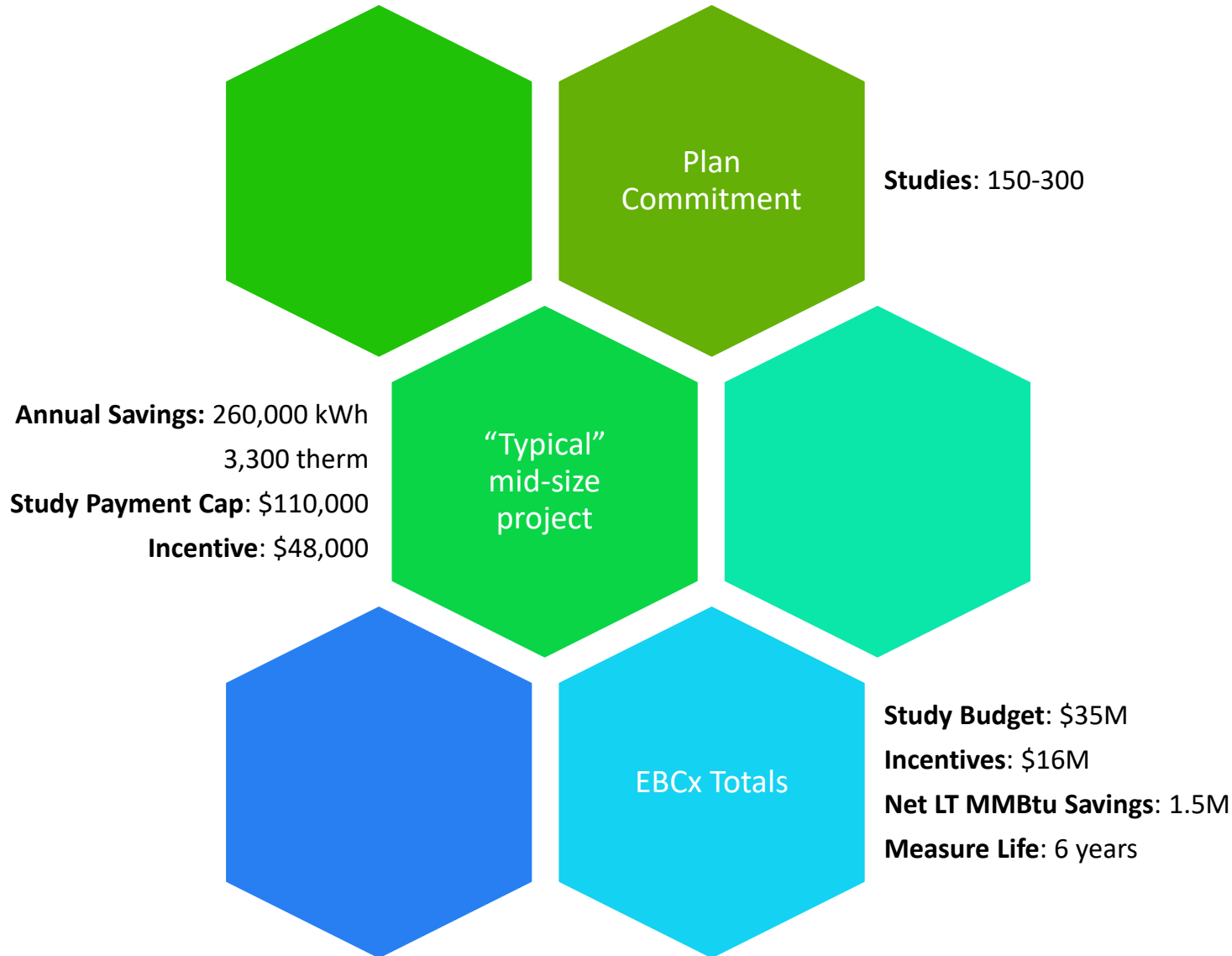
Tune existing
building control
systems to meet
decarbonization
planning goals



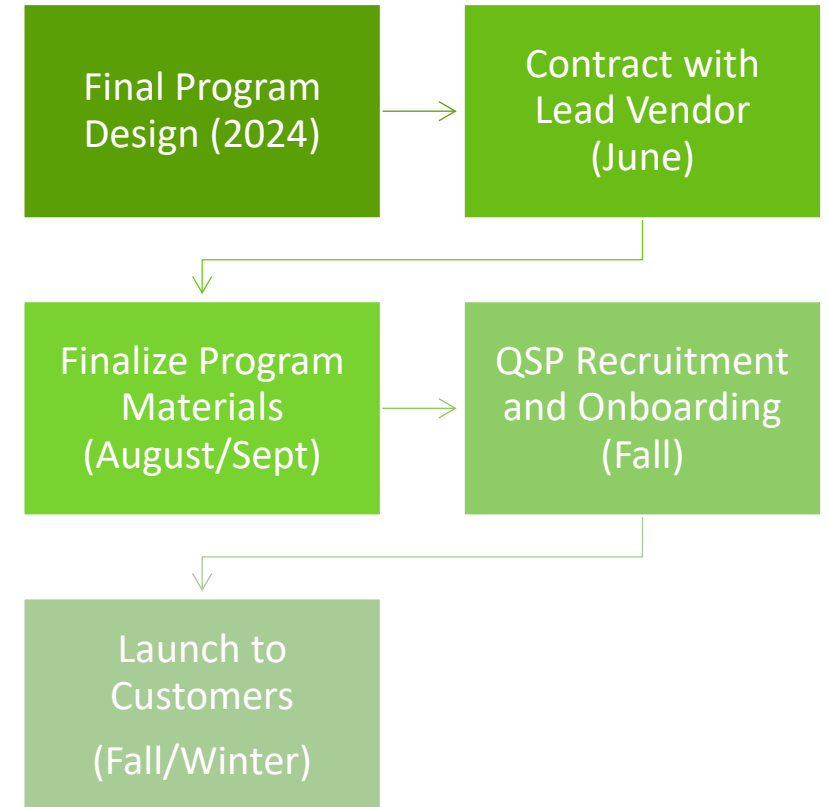
Setting Groundwork for Future Electrification

Critical and necessary
steps to "right-size"
building energy use to
prepare for the future

Planned Statewide EBCx Activity



Timeline



What is the Existing Building Commissioning (EBCx) Offer?



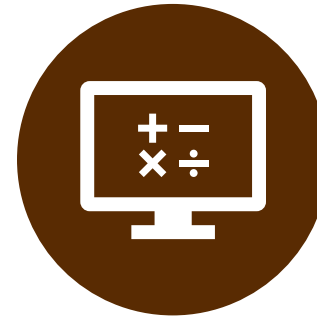
Commissioning!

Comprehensive process to improve comfort, address operation pain points, and improve performance



Funding

Substantial, predictable upfront support for studies



Simplified Savings

Reduce energy saving analysis burden



Standardized Process

Projects are complex, but requirements should be predictable

Who is this for?



Commercial
Customers



Centralized
Control System



Stable Building
with Pain Points



Project
Champion

EBCx Measures

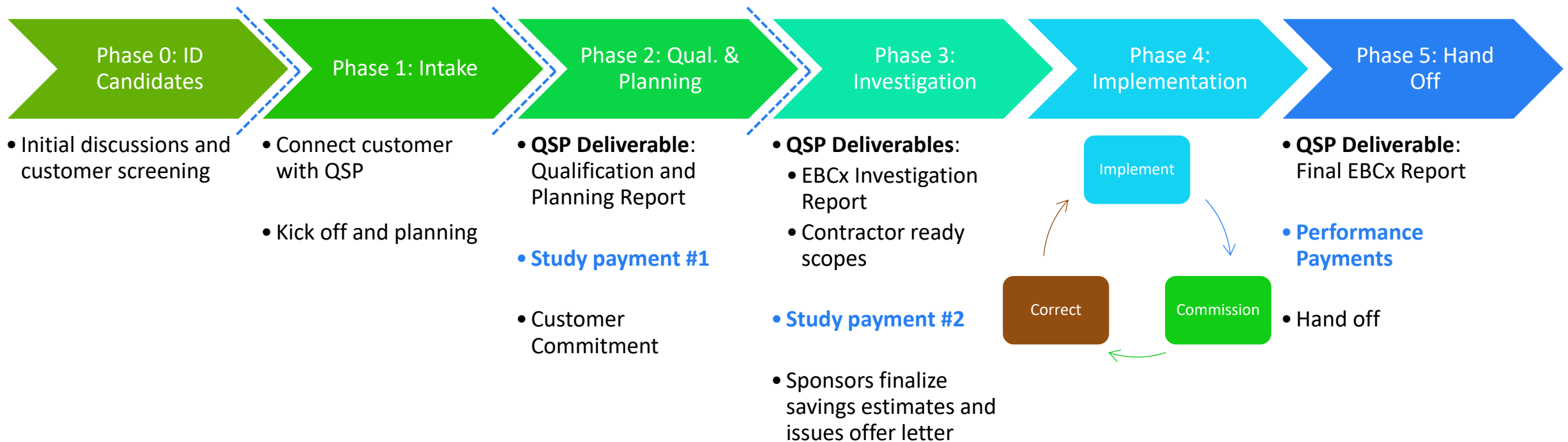


Low or No Cost
Measures



Capital Projects

EBCx Participation Process



How might you participate?



Customer Contractor

- Support EBCx process with dedicated scope
- Implement recommended measures



Qualified Service Provider

- Application process starting this fall
- Functional testing, analysis, reports, commissioning

Vendors may participate as both a QSP and a contractor, but cannot do both roles on the same project

Questions?

[Building HVAC & Controls Website Link](#)



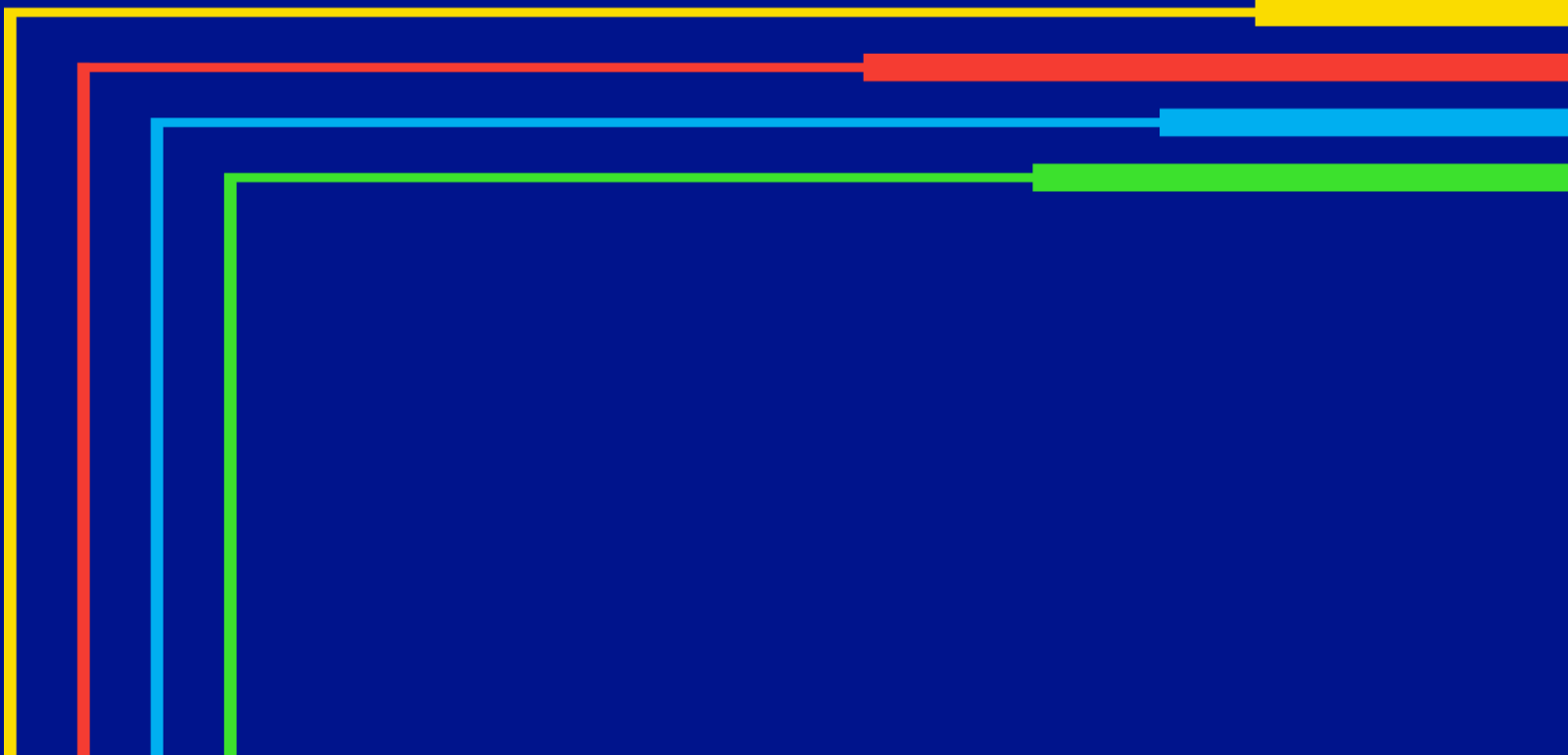
WE ARE MASS SAVE®:



05

PEX Progress

Mat McCarthy mathew.mccarthy@nationalgrid.com



CY 2025 PEX Progress (As of 4/21/25)		
Key Performance Indicators	Paid	Forecast
Electric Savings (NLT MWH)	15,322	90,000
Gas Savings (NLT Therms)	363,904	1,350,000
Electric Electrification (NLT MMBTu)	2,908	45,000
Gas Electrification (NLT MMBTu)	5,462	80,000

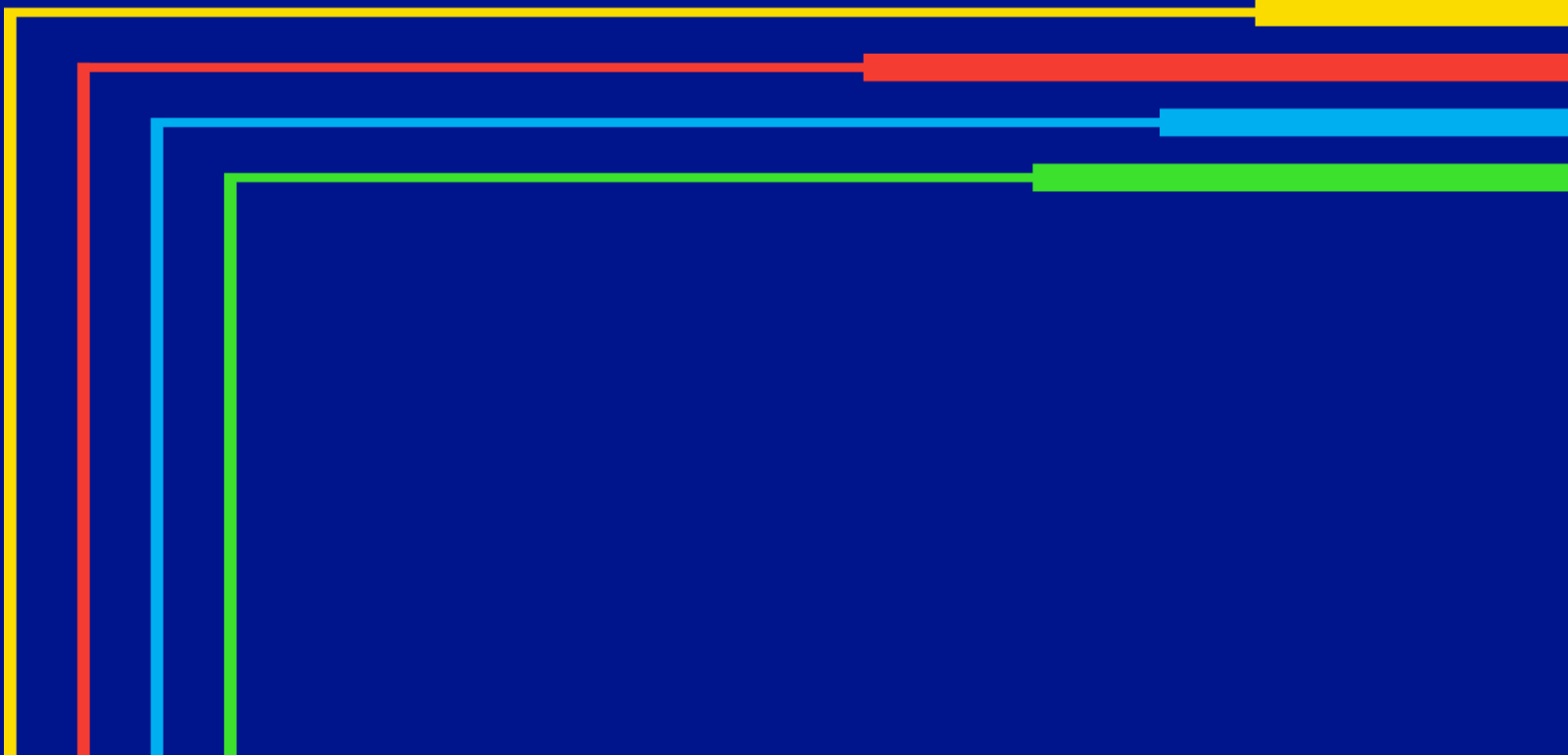
Key Takeaways:

- Goals for 2025 are still pending but initial results and forecasts look solid.

06

Quick Hits/Reminders/2025 Meeting Dates

Mathew McCarthy Mathew.McCarthy@nationalgrid.com



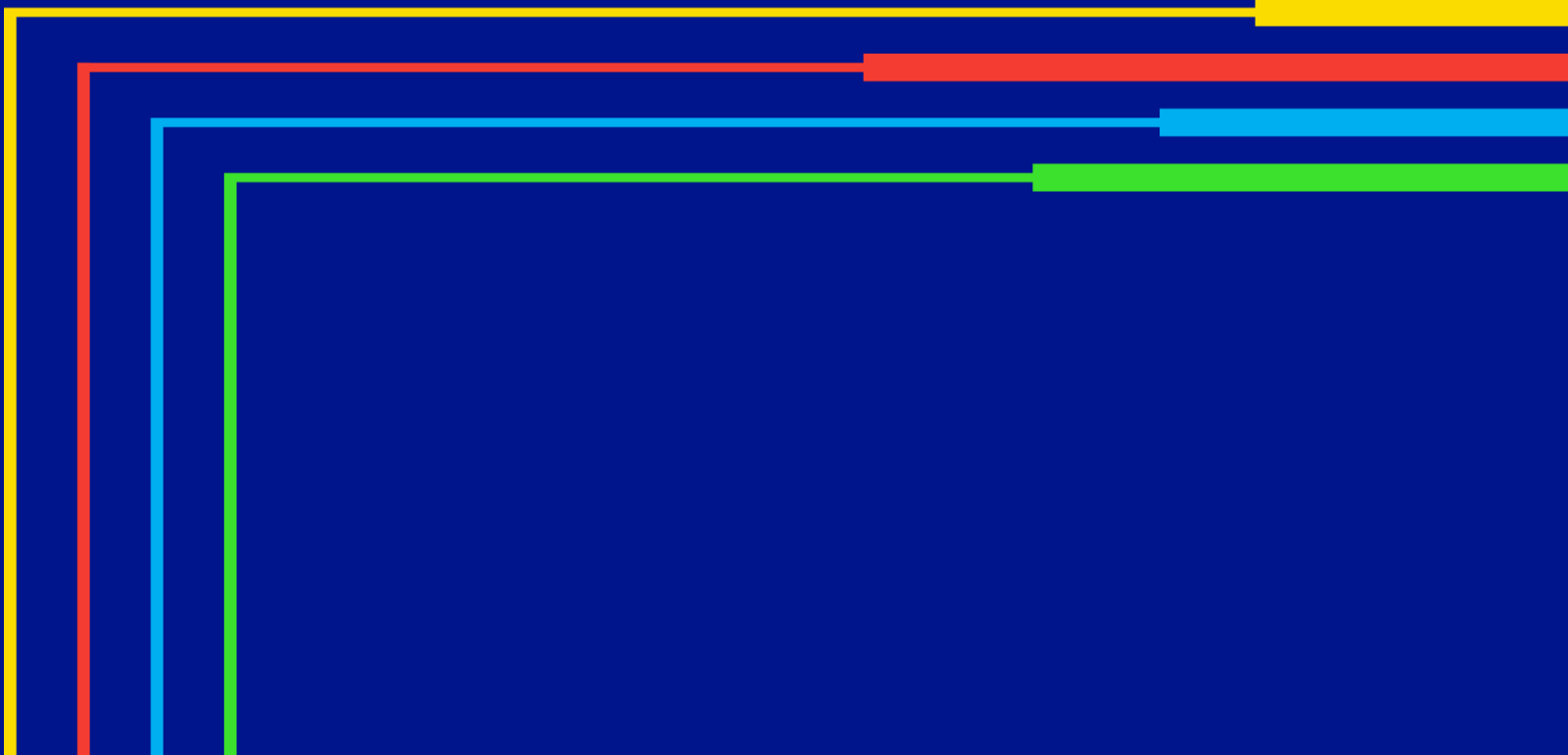
national**grid**

Quick Hits/Reminders/2025 Meeting Dates

- **Upcoming Trainings/Events:**
 - Mass Save events and trainings can be found on the Mass Save website [here](#). Now includes Additional Industry Trainings & Resources
- **PEX Landing Page:**
 - <https://www.nationalgridus.com/MA-Project-Expediter-Program>
- **2025 Meeting Schedule**
 - Wednesday, May 21, 2025 – Virtual
 - Wednesday, June 25, 2025 – Invite Pending

Thank You!

Be Safe



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