1. General
2. **Objective of Analysis and Comments** As I’ve expressed earlier, my reason for developing this presentation arises out of frustration and concernthat many of the materials being presented to Hingham voters are inaccurate and have not been subjected to public comment. It is not my intent to argue against the Aquarion purchase. Rather, I believe the WCASC and the /selectmen should open their proposals to public comment. I hope this submission will cause the Advisory Committee to initiate a concurrent review of the Purchase question and provide its input to the WCASC and the Selectmen. To the extent that positive suggestions are received the current financial, operating and governance proposals should be modified to incorporate those suggestions. With respect to the forecast of Town owned water rates as compared to Aquarion rates, the method used in the WCASC financial model to forecast Aquarion rates should be modified and the rate forecast should incorporate WRIM provisions added in the October 31, 2018 Mass DPU rate decision (see Attachment 4). Once those modifications are made the voters can be confident of the materials being used by Purchase advocates and opponents and be able to make an informed decision as to their choice, purchase the Aquarion Assets or continue Aquarion ownership.

b. **Professional Experience** I have direct personal experience upon which to make some observations. For more than 40 years I was the Vice President and Treasurer of an underground natural gas storage company. Assets included natural gas wells, underground high pressure natural gas lines and compressors. Concurrent with that responsibility for more than 35 years I was President of a renewable energy company than now owns and operates 11 small hydroelectric projects. This Company has a contract with the City of Nashua NH to operate two city owned hydroelectric plants. My Company won a competitive RFP to obtain this contract. Hydroelectric project assets included dams, turbines, and miscellaneous machinery and control systems. All of these businesses/projects are subject to State and or Federal Regulation. In other words these companies employ complicated assets similar to the Aquarion assets.

I was responsible for all operations, financial, personnel and regulatory affairs. The revenues of these companies and number of employees are comparable to the water assets projected rates and staffing of the Aquarion purchase. Significantly, my company, as operator of Nashua’s city owned assets, sits exactly in the same place in Nashua. NH. as the Operation and Maintenance Vendor will sit in operating the Aquarion water assets. I’ve wrestled with how to formulate an operations contract with the City of Nashua, how to deal with a short term operating contract; how to staff, how to price operating, maintenance and administrative services; how to establish a profit objective and how to deal with the unknowns like unanticipated repairs and capital projects. There’s also the question of the extent of authority to be given to a third party O&M Vendor.. I am not familiar with the specifics of the Cohasset arrangement, but the documentation governing its water operations would be worth reviewing