

## MARBLEHEAD MUNICIPAL LIGHT DEPARTMENT

To the citizens of Marblehead,

The Marblehead Municipal Light Department (MMLD) is pleased to share its 127<sup>th</sup> annual report and financial statements for the calendar year ending December 31, 2021.

### **Top-line Results:**

- In 2021 MMLD delivered 102,374 megawatt-hours (MWh) of electricity to 10,290 Marblehead customers (meters), generating revenue of \$17,862,801.
- The 2021 annual load is a 1.7% increase from the 2020 load of 100,625 MWh and a 0.7% increase from the prior five-year (2016-20) average of 101,676 MWh.
- The 2021 annual power sales revenue is a 2.5% increase versus the 2020 revenue of \$17,433,321, and a 6.6% increase from the prior five-year (2016-20) average of \$16,761,186.
- The months with the greatest year-on-year increases in power usage were September, with a 14.3% increase and February with a 10.1% increase. The month with the greatest year-on-year decrease in power usage was August with a 13.2% decrease.
- The 2020-21 Marblehead winter peak load of 21.1 MW occurred on December 17, 2020, between 5-6 p.m. The 2020-2021 winter peak load was 3.4% higher than the 2019-20 winter peak load of 20.4 MW that occurred on the same date one year earlier, December 17, 2019, between 6-7 PM.
- The 2021 Marblehead summer peak load of 32.7 MW occurred on June 29, between 3-4 p.m. The 2021 summer peak load was 2.5% higher than the 2020 summer peak load of 31.9 MW that occurred on July 28, 2020, between 4-5 p.m.
- Customer demand for electricity exceeded 10,000 MWh one month in 2021: the 10,258 MWh in August 2021 was 13.2% less than the 11,820 MWh in August 2020.
- The ISO-NE 2021 system peak demand of 25,277 MW occurred on June 29th, from 5-6 p.m. Marblehead's demand at that hour was 31.455 MW.

### 2021 The Changing Fuel Mix of our Electric Power Supply

With the growing awareness and concern regarding climate change, MMLD: (1) continuously reviews our wholesale electric power sources, and (2) evaluates new opportunities to increase to our carbon-free generation. In November 2020 MMLD announced a new carbon-free energy supply agreement with Hydro-Québec (HQ), a Canadian public utility. That agreement provided Marblehead customers with 6,570 megawatt hours of hydroelectric energy in 2021. This new agreement represented the fourth largest supply of carbon-free energy in the MMLD portfolio in 2021:

Power Generator	2020 Actual Power (MWh)	2021 Actual Energy (MWh)	Percent Change
Millstone Nuclear	13,934	15,898	14%
Seabrook Nuclear	13,328	13,316	0%
NY Power Authority Hydro	10,123	8,695	-14%
<b>Hydro-Quebec</b>	<b>1,099</b>	<b>6,570</b>	<b>498%</b>
Berkshire Wind 1	2,677	2,283	-15%
Berkshire Wind 2	2,203	1,274	-42%
Hancock Wind	2,486	2,267	-9%
Eagle Creek Hydro	1,683	2,065	23%
Stony Brook Intermediate	2,623	1,404	-46%
Hedged Power Contracts	37,309	28,425	-24%
ISO Interchange Spot Market	19,306	26,398	37%
Marblehead Wilkins Plant	28	29	4%
Stony Brook Peaking	24	44	82%
<b>Total Wholesale Energy Supply</b>	<b>106,823</b>	<b>108,669</b>	<b>1.7%</b>

The Hydro-Quebec agreement delivered 6% of the 2021 MMLD wholesale energy supply. The favorable energy pricing is an excellent step forward in the department's strategy to *Go Green without Going in the Red*.

On March 26, 2021, a comprehensive new Climate Bill for Massachusetts, “An Act Creating a Next-Generation Roadmap for Massachusetts Climate Policy”, was signed into law. The bill clearly establishes for the first-time clean energy goals for the electricity sold to customers in municipal light plant (MLP) communities as Marblehead. The goals are: 50% non-carbon emitting energy by 2030, 75% by 2040, and net-zero emissions by 2050. To qualify, the renewable energy certificates (RECs) or emission free energy certificates (EFECs) associated with the generation must be retired (held), not sold. Using the definitions in the new state law, the 2021 MMLD power portfolio was 43% carbon-free, a 13% increase from the 38% carbon-free in 2020.

MMLD Carbon-Free Wholesale Power Sources	2021			
	Energy (MWh)	RECs/EFECs held	RECs sold	Energy purchases without RECs
Millstone 3 Nuclear	15,898	<b>15,898</b>		
Seabrook Nuclear	13,316	<b>13,316</b>		
NY Power Authority Hydro	8,695	<b>8,695</b>		
Hydro-Quebec	6,570	<b>6,570</b>		
Berkshire Wind 1	2,283		2,283	
Berkshire Wind 2	1,274		1,274	
Hancock Wind	2,267			2,267
Eagle Creek Hydro	2,065			2,065
<b>Carbon-Free Supply Total</b>	52,369	<b>44,479</b>	3,557	4,332
MMLD Solar rebate RECs held		<u>34</u>		
<b>Total RECs &amp; EFECs held/retired</b>		<b>44,513</b>		
MMLD Total Retail Sales (MWh)		102,374		
<b>Carbon-Free % 2021 Mass Climate Law</b>		<b>43%</b>		

## 2021 Department Actions and Initiatives

### January

- In response to increased cybersecurity concerns regarding the electric grid nationwide, MMLD improved the cybersecurity of its IT operations by upgrading department servers, personal computers, and email server.
- Working together with the Marblehead Public Works Department and the Brown Elementary School contractor, Gilbane Construction, MMLD finalized the engineering design of new underground electrical service to the Brown School from Cornell and Dartmouth Roads
- *Mass Municipal Wholesale Electric Company (MMWEC) Project 2020A:* proposal to develop a new 7 MW solar PV array in Ludlow, Mass. The MMLD Board voted to approve MMLD's participation in a Power Sales Agreement (PSA) whereby MMLD will be a partial owner and off taker of 0.75 MW of solar PV nameplate capacity, or 10.9% of the solar PV array to be installed on the campus of MMWEC. The MMLD portion of the project is forecast to generate 1,456 MWh of energy per year, which represents 1.36% of MMLD's 2021 wholesale energy portfolio. The total solar PV array will generate 13,400 MWh over a 30-acre area, and is expected to displace nearly 5,800 tons of greenhouse gas (GHG) emissions annually. The construction capital cost estimate is \$14.5 million, and a commercial operations data (COD) of June 2022 is planned.

### February

- *Public Electric Vehicle (EV) Charging Stations:* Working in collaboration with the Marblehead Public Works Department and Voltrek Inc, a Methuen, Mass EV Charger installation company, site work began at two locations: the Mary Alley Municipal Building parking lot on Widger Road and the Roundhouse Road public parking lot at Anderson St. Each site was designed to provide simultaneous Level 2 charging to four vehicles in 2021, with the potential to expand to ten (10) vehicles at each site.
- A Village 13 substation area site evaluation was conducted with representatives from Marblehead Water and Sewer, the South Essex Sewer District, and their consulting civil engineering firm, CDM Smith. The objectives were: (1) confirm the exact location of the force sewer main pipe that runs along the railroad right of way from Pleasant St to Village St. and (2) to identify a travel route that avoids heavy equipment from traveling over the sewer pipe. The Village 13 upgrade project scheduled for 2022-23, will involve the transport of multiple transformers, each weighing 40-50 tons.

#### March

- The underground electric service to the Brown Elementary School was completed ahead of schedule, in support of the School Department's goal to accelerate the opening the school to the beginning of the school year in September 2021.
- Nine new traditional-styled LED street light poles were installed on the Causeway to replace storm damaged high pressure sodium lights. The colors of the new street light shades were selected in tribute to Marblehead's historic involvement with the US Navy and Marines. The street-side shade is the color black, in tribute to the black hull of the USS Constitution, "Old Ironsides." Marblehead seamen aboard Old Ironsides during the War of 1812 safely navigated the ship into Marblehead Harbor, to provide shelter from the British Royal Navy in pursuit. The new sidewalk shade color is Navy Blue Angel blue, in tribute to Marblehead Harbor's role in the early development of marine aviation, most notably a Burgess marine biplane taking flight from the water of Marblehead Harbor in 1912.
- The Brown School underground electric service was completed ahead of schedule, in support the School Dept. goal to accelerate the planned opening of the school in December 2021 to the beginning of the school year in September.

#### April

- The MMLD Board voted to approve a payment in lieu of taxes (PILOT payment) of \$330,000 to the Town of Marblehead.
- MMLD General Manager Kowalik submitted Article 45 on the Town Warrant, to transfer the care, custody, and control of a Town-owned, unimproved parcel 146-33-0, located along Tioga Way, from the School Dept. to MMLD for use as a new "pole yard" storage area. The objective for such a move is to free up space within the Village 13 substation for an expanded capacity substation upgrade and the addition of utility scale battery electric storage.

#### June

- *MMWEC Project 2015A- Peabody Peaker Plant.* The MMLD Board voted to ratify the January 2016 MMLD Board decision to participate in an MMWEC Project 2015A Power Sales Agreement (PSA), regarding a 55 MW dual fuel (natural gas and oil) "peaker" plant to be constructed at the Peabody Municipal Light Department's Waters River Plant site in Peabody. The vote was four in favor of continued support and participation in the project, no votes opposed, and one abstention. In the Board discussion with GM Kowalik and MMWEC project representatives, the rationale for continuing to support the project included:

(1) Detailed testimony in support of the project, presented by former DPU Commissioner Paul Hibbard at a Mass DPU financing hearing in April 2021. His

data showed the greenhouse gas emissions of the proposed plant would be 37% less than average peaking plant currently receiving capacity payments to participate in the ISO-NE forward capacity market.

(2) When dispatched (ordered to run) by ISO-NE, the Project 2015A Peabody plant would displace the least efficient peaker plants from being dispatched by ISO to run. In Hibbard's detailed analysis of the peaker plants in the forward capacity market through 2024-25, the greenhouse gases emitted by the new plant would be 70+% less than the least efficient peaker plants currently participating in the ISO-NE capacity market.

(3) With the commissioning of the new plant, Peabody Municipal Light Dept. Board would retire the older of the two dual-fuel plants currently in operation on the site from the ISO-NE forward capacity market, thereby reducing greenhouse gas emissions in the immediate Peabody area by 25% when the Waters River plant site is dispatched to run.

(4) Estimates that the actual annual runtime of the new plant would be quite limited, in the range of 240 hours/year, an conclusion based on the Waters River actual ISO dispatch history. However, in the case of an ISO-declared emergency caused by the inability of other generators or transmission lines to operate, the new plant's location is Peabody might prove to be critically important to the supply of electricity to Marblehead and other north shore residents. The Boston/north shore area is an ISO-defined "constrained" transmission zone, meaning the existing power transmission lines into the area do not have sufficient capacity to deliver 100% of the area's energy demand in all situations, increasing the prospect of area brownouts or blackouts in future emergency situations.

(5) Strategic fit with the 2021 Mass Dept. of Energy Resources (DOER) Next Generation Decarbonization Roadmap Report, that details the continued need for efficient natural gas plants in the Mass power mix through 2050.

(6) Further strategic fit with the DOER Decarbonization Roadmap Report by the ability to partially power the new plant with green hydrogen (produced only by renewable energy as wind or solar), thereby further reducing GHG emissions.

(7) Recognition that MMWEC Power Sales Agreements are freely entered into by Mass municipal electric departments and that such agreements create binding multi-year financial obligations that have been legally challenged and found to be valid and not rendered void by a municipality's desire to withdraw. The terms of PSA agreements, including participants' financial obligations, were determined to be valid and enforceable in a Mass Supreme Judicial Court ruling, [MMWEC vs Danvers & Others](#), 411 Mass. 39.

(8) In the past decade, 2011-21, MMLD has entered into eight multi-municipal agreements with MMWEC. In the development and execution of these agreements, MMWEC, a special purpose Massachusetts not-for-profit state agency has earned

the respect of many participating municipalities, including MMLD, for their concern for the environment and understanding of the consequences of climate change, in addition to their technical and financial competence.

- The MMLD Board and GM held a special public information session on Project 2015A. The hybrid-format meeting was held live in the MHS auditorium with remote participation an option. ~ 40 people attended. MMLD GM Kowalik presented the rationale, as outlined above. The public was invited to ask questions and make comments. Multiple questions/comments involved the feasibility of using a utility scale battery storage, citing examples of their use in California. It was explained that the ISO market rules in California are different than the ISO market rules in New England, making such comparisons difficult or inappropriate in the current ISO-NE market. MMWEC also disclosed it was in discussions with ISO-NE and FERC to clarify the applicable auction bidding rules in the next ISO Forward Capacity Auction to be held in Feb 2022. (The MMWEC bid for a 100MW battery electric storage system was ultimately not accepted into the ISO Forward Capacity Auction in February 2022.)
- Karl Johnson was re-elected to a three-year term as MMLD Board member and Simon Frechette was newly elected to a three-year term.
- The department began using the Town's Code Red reverse 911 communications system to send emails, voice mails and texts to residents, asking everyone to conserve electricity use on the early evening hours when ISO-NE summer peaks are forecast in New England.
- The Board agreed to a new five-year contract with GM Kowalik.

July

- GM Kowalik presented his top five department priorities to the Board:
  - (1) Upgrade the Village 13 substation, the town's main substation, including a plan to add behind-the-meter battery electric storage at the substation.
  - (2) In support of (1) above, design and build a new distribution system storage facility (pole yard) within the open space parcel being transferred to MMLD from the School Dept. and located along Tioga Way.
  - (3) Implement a town-wide utility-specific asset vegetation management (tree trimming) program.
  - (4) Undertake a cost of electric service study and develop plans for electric rate changes, as appropriate.
  - (5) Continue the transition of electric power from fossil fuel to carbon-free generation, consistent with the new 2021 Massachusetts Next Generation Roadmap for Climate Policy law.

- MMLD worked with EV Charger installation supplier Voltrek, and Gilbane Construction, to design and install the underground conduit in the Brown School parking lot for up to 16 electric vehicle charging spaces in the future. MMLD also worked with the US DOE National Renewable Energy Lab (NREL) and Gilbane to design and install electric conduit pipe from the Brown School roof to the electric room and building's main transformer, to simplify the installation of a solar PV array on the roof in the future.

#### August

- At a joint meeting of the School and MMLD Boards, held at the Glover Elementary School, the School Board voted to release the care, custody, and control of the Tioga Way parcel 146-33-0, listed as 21 Lincoln Ave, to MMLD.
- The Board approved the spending of \$274,100 for the purchase of a new bucket truck to replace an aging truck that will be retired.
- The Board approved a contract for \$49,900 to engage Utility Financial Services, Holland, Michigan to conduct a cost of service and rate design study that will also recommend new renewable energy rate classes for solar PV in Marblehead and time of use rates.
- MMLD and Town officials received a Commonwealth of Massachusetts Coastal Zone Management (CZM) Resiliency grant for \$131,700 to evaluate the vulnerability of town property from rising sea levels and increased storm flooding. The assessment area includes the MMLD main office at 80 Commercial St., where one of MMLD's four substations is located, plus three adjacent town parcels, Parker's Boatyard, the Marblehead Yacht Club and Marblehead Trading Company/Cliff St dock. The grant objective is to develop computer models that accurately predict sea level rise in the study area, develop plans to mitigate the impacts, and incorporating opportunities for improving public access to the water. A September kickoff meeting with Mass CZM representatives was held in Hammond Park.

#### October

- On October 26-27, 2021 the National Weather Service forecast a Nor'easter with heavy winds and rain that hit Marblehead particularly hard, with an estimated of 3-4 inches of rain, sustained winds in the 35-40 mph range and wind gusts in the 55-60 mph range. In the 2 to 4 a.m. Wednesday, Oct 27<sup>th</sup> timeframe high winds uprooted two large trees in separate locations along the utility right of way near West Shore drive, and fell onto our main electric feeder lines from Salem. At 2:30 am we made the decision to deenergize the feeder lines from the Salem substation, resulting in a townwide outage. Such a decision was necessary for our line crews to safely cut away the tree branches on top of the lines and reset the lines back on the poles. The necessary line repair work was completed by 8:30 am. Prior to re-energizing the lines Police



Chief Dennis King, Chief Jason Gilliland and other town department heads wisely coordinated an “all clear” communications protocol across all town departments to ensure all town personnel were a safe distance from the power lines that would be reenergized, in recognition that some wires could still be on the ground. Power to town residents was restored in stages, on a circuit-by-circuit basis, from 9:30 to 11 am. All residents had power restored by 4 pm. Tree and branch removal and cleanup continued through to the afternoon of Friday, Oct 29<sup>th</sup>. The direct costs of the storm to the department, including overtime, mutual aid crews, tree crews and lost electric sales was estimated at \$90,000.

#### Year-long Key Activity Summaries

- Preventive maintenance of our distribution system by MMLD line crews is a year-round responsibility. In 2021, 49 new utility poles were replaced or added: 40 were preventive maintenance, six involved new projects or locations, and three were replaced due to storm damage.
- In 2021 six residential customers added solar PV arrays to the roofs of their homes, bringing the total number of residential and commercial customers with solar PV to 63. The combined solar PV array nameplate capacity of the 63 installations is 538 kW, an increase of 15% from 459 kW in 2020. The 2020 renewable energy MMLD purchased from these customers was 235 MWh, a 7% increase from 220 MWh in 2020 (the 2020 MWh number is a correction from the 256 reported in last year’s report).
- Marblehead public EV charging began in earnest in 2021, when a total of eight commercial charging spaces were energized on April 9, 2021, in addition to the two public charging spaces located at the MMLD main office at 80 Commercial St, that were energized in June, 2019. The total of 10 public EV charging parking spaces serviced 130 unique drivers in 2021, EV drivers consumed a total 10.5 MWh of energy to charge their cars. The public EV charging generated \$4,039 in revenue to MMLD and eliminated 8.3 tons of greenhouse gases from being released into the atmosphere.
- MMLD’s residential EV charging program, to promote smart, peak-avoiding EV charging at home, also grew in 2021. A total of 45 unique drivers used 33 residential ChargePoint chargers provided free to MMLD customers, for installation at MMLD customer’s homes. The residential EV chargers consumed 80.2 MWh of electricity, that eliminated 61.6 tons of greenhouse gases from being released into the atmosphere. MMLD is keenly aware that perhaps only 1 in 4 EV owners in Marblehead are participating in this program. We urge you to call our office at 781-631-5600 to learn more and join this important townwide initiative. Or visit: [Residential EV Charger Program](#)

- Under the guidance of Lead Customer Services Representative Megan Milan, MMLD participates in the MMWEC-sponsored Home Energy Loss Prevention Services (HELPS) Program. In 2021, 48 homeowners received free HELPS home energy efficiency audits, an increase from 40 in 2020. HELPS also provides Marblehead residents with cash rebates of up to \$500 on the purchase of a variety of energy efficient appliances, heat pumps, smart thermostats, and home efficiency upgrades. In 2021 more than \$37,300 was paid to 180 MMLD customers. For details visit: <https://www.marbleheadelectric.com/rebates-incentives.html>. Please note that in 2022, the HELPS program has expanded into an exciting new NextZero program.

### **MMLD Employee Recognition**

MMLD's most important asset is our highly skilled workforce. The focus and dedication of our employees is essential to our mission to deliver reliable, cost competitive and environmentally responsible electric power to Marblehead customers, while ensuring a safe and healthy work environment for employees and customers alike.

We're pleased to recognize the following MMLD employees in 2021:

- First Class Lineman Matt Karakoudas celebrated his 10-year anniversary at MMLD
- Customer Service Representative Mike Milczarek celebrated his 5-year anniversary at MMLD.

The Board and Department also wish to recognize and thank Nate Burke for his leadership and service as an MMLD Board member.

Respectfully submitted,

Joseph T. Kowalik, General Manager  
Michael A. Hull, Commission Chairman  
Walter E. Homan, Commissioner  
Karl A. Johnson, Commissioner  
Lisa Wolf, Commissioner  
Simon Frechette, Commissioner

**MUNICIPAL LIGHT DEPARTMENT**  
**BALANCE SHEET**

For the year ending December 31, 2021

Assets		
Plant Investments		\$ 16,352,605.69
Current Assets:		
Cash - Operating	6,027,870.18	
Petty Cash	500.00	
Construction	18,908.88	
Accounts Receivable	2,805,955.15	
Interest Receivable	-	
Materials & Supplies	156,452.27	
Total Current Assets		\$ 9,009,686.48
Depreciation Fund		9,614,060.92
Insurance Escrow Account		996,956.56
Hydro Savings Reserve		42,108.77
MMWEC - NEPEX Reserve Trust		537,204.70
Rate Stabilization Reserve		900,000.00
Consumer Deposits		230,669.50
Prepayments		1,467,195.28
Pooled Financing Reserve-MMWEC		502,767.39
MMWEC 2015A Peabody Project		379,435.47
Deferred Outflows-Pensions		921,919.00
Deferred Outflows-OPEB		961,378.00
Total Assets		<u>\$ 41,915,987.76</u>
Liabilities And Surplus		
Accounts Payable:		
Depreciation	\$ 11,537.28	
Operating	1,886,768.78	
Construction	-	
Consumer Deposits	4,800.00	
Total Accounts Payable		\$ 1,903,106.06
Consumer Deposits		225,869.50
Bonds Payable		4,297,095.37
Accumulated Provision For Rate Stabilization		900,000.00
Reserve-MMWEC Reserve Trust		537,204.70
Net Pension Liability		6,368,556.00
Deferred Inflows-Pensions		977,501.00
Deferred Inflows-Opeb		2,681,858.00
Reserve for Uncollectible Accounts		405,051.57
Reserve for Future Compensated Absences		95,797.35
Opeb Liability		6,364,651.00
Contribution In Aid For Construction		199,182.09
Unappropriated Earned Surplus		16,960,115.12
Total Liabilities And Surplus		<u>\$ 41,915,987.76</u>

NOTE: MMLD financials are based on a calendar year and subject to independent audit

**MUNICIPAL LIGHT DEPARTMENT**

**STATEMENT OF INCOME**

For the year ending December 31, 2021

Operating Revenue		\$ 17,937,755.23
Less Expenses:		
Operating	13,032,425.58	
Maintenance	1,424,522.92	
Depreciation	<u>2,051,010.29</u>	
Total Expenses		<u>16,507,958.79</u>
Operating Income		1,429,796.44
Interest Income		8,257.03
Other Income		-
Less Interest on Long Term Debt		<u>144,098.05</u>
Net Income Transferred to Surplus		<u>\$ 1,293,955.42</u>

**STATEMENT OF SURPLUS**

For the year ending December 31, 2021

Balance December 31, 2020		\$ 15,992,242.40
Add: Credit balance transferred from income		1,293,955.42
Adjustment to transfer prior years		
Power Refunds to surplus		<u>-</u>
Subtotal		17,286,197.82
Deduct: Amount transferred to Town Treasurer		
Strategic electrification fund		-
Payment in Lieu of Taxes (PILOT)		(330,000.00)
Adjusting audit entries for year ended December 2020		<u>3,917.30</u>
Balance December 31, 2021		<u>\$ 16,960,115.12</u>

NOTE: MMLD financials are based on a calendar year and subject to independent audit

**MUNICIPAL LIGHT DEPARTMENT**

**OPERATING EXPENSES**

For the year ending December 31, 2021

Power Generation Expenses:		
Fuel	\$ 2,756.24	
Generating Expense - Lubricants	-	
Misc. Other Power Generating Expense	4,557.43	
Maint. of Other Power Generation	<u>113,222.69</u>	
Total Power Generation Expense		\$ 120,536.36
Power Supply Expenses:		
Electric Energy Purchased	7,716,987.68	
Misc. Purchased Power Expense	<u>2,771,625.68</u>	
Total Power Supply Expenses		10,488,613.36
Transmission Expense:		
Maintenance of Overhead Lines		-
Distribution Expenses:		
Station Expense - Labor & Other	17,485.30	
Station Expense - Heat & Electricity	53,198.98	
Street Lighting	25,810.91	
Meter Expense - Inspection, Testing, Removing, Resetting	84,149.80	
Customer Installation Expense	39,009.95	
Misc. Distribution Expense	160,020.70	
Maintenance of Structures	-	
Maintenance of Station Equipment	55,931.01	
Maint. of Overhead & Underground Lines	1,135,179.67	
Maintenance of Line Transformers	3,989.06	
Maintenance of Meters	<u>17,518.39</u>	
Total Distribution Expenses		1,592,293.77
Customer Account Expenses:		
Supervision of Customer Accounting	118,397.15	
Meter Reading - Labor & Expenses	39,018.26	
Customer Records & Collections	208,935.25	
Uncollectible Accounts	14,193.22	
Interest Paid on Consumer Deposits	<u>964.73</u>	
Total Customer Account Expenses		381,508.61
Advertising, Conservation, Energy Audits		165,921.29
Administrative & General Expenses:		
Administrative Salaries	178,323.02	
Office Supplies & Expenses	268,046.17	
Outside Services Employed	175,581.44	
Property Insurance	33,870.11	
Injuries & Damages	4,517.50	
Rents	3,090.00	
Employee's Pensions & Benefits	859,925.63	
Maintenance of General Plant	30,480.43	
Transportation	68,201.67	
Miscellaneous General Expense	<u>86,039.14</u>	
Total Administrative & Gen. Expenses		<u>1,708,075.11</u>
Total Operating & Maintenance Expenses		<u>\$ 14,456,948.50</u>

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