

**Wakefield Municipal Gas and Light
Department
Board of Commissioners**



July 19, 2023

NOTICE OF MEETING
WAKEFIELD MUNICIPAL LIGHT & GAS DEPARTMENT
BOARD OF COMMISSIONERS

DATE: July 19, 2023
CALL TO ORDER: 6:30 P.M.
LOCATION: 480 North Ave, Wakefield, MA 01880

This meeting will be in person at 480 North Ave in Wakefield. The public is NOT required to physically attend this meeting. Every effort will be made to allow the public to view and or listen to the meeting in real time. Persons who wish to do so are invited to click on the following link

Join Zoom Meeting

<https://us06web.zoom.us/j/81109181927?pwd=V1c1QURhcW50OQ1VBTUxRQ3dDVExJQT09>

Meeting ID: 811 0918 1927 Passcode: 156964

Dial in: 646 876 9923 Meeting ID: 811 0918 1927

Passcode: 156964

Please only use dial in or computer and not both as feedback will distort the meeting.

**WMGLD BOARD OF COMMISSIONERS MEETING
480 North Ave
Wakefield, Massachusetts 01880**

**July 19, 2023
6:30 PM
AGENDA**

- A. **Call to Order**

- B. **Opening Remarks**
 - Chair's Remarks – Jack Warchol
 - Commissioners Reports
 - Town Council Liaison Comments
 - Public Comments

- C. **Secretary's Report**
 - 1 Approval of June 21, 2023 Minutes

- D. **Old Business**
 - 1 Project Updates
 - A. Energy Park
 - B. Transformer Load Management
 - 2 Community Solar Discussion
 - 3 Strategic Planning – Next Steps

- E. **New Business**

- F. **Any other matter not reasonably anticipated by the Chair**

- G. **Executive Session** (if necessary)

- H. **Adjournment**

WMGLD
P.O. BOX 190 480 North Ave.
Wakefield, MA 01880
Tel. (781) 246-6363 Fax (781) 246-0419



John J. Warchol, Chair
Elton Prifti, Secretary
Thomas Boettcher
Jennifer Kallay

Peter D. Dion, General Manager

**WAKEFIELD MUNICIPAL GAS & LIGHT DEPARTMENT
BOARD OF GAS & LIGHT COMMISSIONERS MEETING**

June 21, 2023

IN ATTENDANCE:

Comms., Chair Jack Warchol
Elton Prifti, Secretary
Jennifer Kallay
Thomas Boettcher

Peter Dion, General Manager, WMGLD
Mark Cousins, Finance Manager
Dave Polson, Engineering and Operations Manager
Sylvia Vaccaro, Minute Secretary

Members of the Public Kathleen Scharf, 69 Pleasant Street

**PLACE: 480 North Ave., Wakefield, MA
& ZOOM MEETING**

CALL TO ORDER:

Commr. Warchol called the meeting to order at 6:30 pm and advised the meeting was being recorded.

CHAIR REMARKS:

Commr. Warchol noted that the July 4th Committee expressed their gratitude to WMGLD for including their fundraising envelopes in last month's billing. They also wanted to ensure that the streetlight in front of the Civic Center will be temporarily removed to make way for the reviewing stand for the parade. They also asked that WMGLD check to see if they still had their banner from last year. Dave Polson said that he will check on the banner.

COMMISSIONER REMARKS: None

TOWN COUNCIL LIASON:

Julie Smith Galvin introduced herself as the new and returning liaison. She stated that she is looking forward to working with the Board and is here to assist them with anything they may need.

Public Comments

Kathleen Scharf, 69 Pleasant Street, commented that she hopes this Board will appoint a commissioner that has strong experience with solar, wind, and batteries. Experience with technologies that we are moving toward and not experience with those technologies we are moving away from. Commr. Warchol advised that the Board is not selecting a candidate tonight, but determining if they can arrive at a consensus, so the Board can make a recommendation to Town Council next week. The decision on which candidate will be appointed, will be made at the Town Council on Monday, June 26.

SECRETARY'S REPORT

Approval of the May 16, 2023, minutes was before the Board for approval. Commrs. Warchol and Boettcher provided amendments for clarification.

A motion to approve the May 16, 2023, minutes with amendments as discussed was made by Commr. Boettcher and seconded by Commr. Prifti.

Vote: The motion was approved unanimously 4-0.

OLD BUSINESS:

Project Updates

Energy Park

Pete mentioned that the Conservation Committee did not approve the Northeast Vocational Tech plans. An appeal process has started, which may result in project delays. He stated that WMGLD is keeping a close watch on commitment dates (September 1, 2023) for ordering equipment and is being mindful to not take on construction debt earlier than needed. Pete noted that he will have a better idea of the status of the project at the July Board meeting. He also said that if needed the Board can have call a Zoom

meeting for August. Pete will check with Mike McCarthy about the current rule on ZOOM meetings.

Supply Update

Pete said that we are always working with MMWEC hedging our electric supply for the summer. He noted that on the gas side we did receive positive news on the allocation of capacity from National Grid, which benefits us for our supply for next winter. Pete stated that Mark Cousins and Mark Roberts are working on the numbers. He noted that we were able to secure a greater percentage of our supply for the coming winter, so our numbers will be significantly better than last winter. The numbers will probably be available at the September Board meeting noting that the forward numbers are a lot better than the previous year.

Community Solar Discussion

Dave Polson explained that the project is still in the preconstruction phase. He is in the process of reviewing final design submissions. Once that is completed, the construction phase will begin. It is projected that the panels will be on the roof in the late Fall. He stated that the project should be completed by the end of the year or early January 2024.

Pete informed the Board that initially staff was looking at a 7- year lease to purchase option, however that presented issues such as how we would handle customers leaving the program before the end of the lease term, as well as those customers joining the program mid-term. This prompted staff to look at a model similar to one used by Florida Power and Light. The vendor will provide a 20-year fixed lease for the life of the project, making the operating cost consistent. Joe Collins presented the details of the proposed Community Solar structure. He stated that there will be a 229KW solar system with 2 arrays on the roof of 480 North Ave., of which 129KW will be dedicated to the Community Solar program. There will also be the possibility to create a carve out for low-income customers. Initially customers will be able to purchase 1KW segments. He mentioned that this may change based on customer interest. Twenty-five percent of the array could be reserved for low-income customers. Qualifications for low-income will be based on the existing state assistance programs (ex. LIHEAP). The fee structure will be adjusted for low-income customers to increase the benefit for those qualifying.

The preliminary Fee and Bill Credit Structure would be as follows:

- \$100 Sign-up fee
- \$ 12 per month per KW owned
- Credit on customer bill same as current solar customers (85% of Energy Charge)

Low-income

- Waive the sign-up fee
- \$8 per month per KW owned

Fee and credit structure intended to balance customer benefits and debt service offset

Joe stated that this is a preliminary structure and adjustments would be made based upon public interest. Pete noted that we have to settle on a format because changing the structure would cause a billing system issue. Commr. Warchol requested to have this spreadsheet as well as the generation spreadsheet shared to the Board. Commr. Boettcher requested to have any overhead for the billing system and any staffing issue included in any modeling presented to the Board. Pete said that he is recommending the Florida Power and Light model because it is the simplest of all models that we have researched. Commr. Kallay stated that we must be mindful that some low income may reside in housing authority residences where the Town pays the energy bills, so we should look at how we would offer this program to all those residents. Secondly, she noted that we must ensure that the subsidy is reasonable for both low-income and non-low-income, and lastly the sign-up fee is not based on KW. Pete noted that we are limiting it to one KW to start. The only way we would allow more than 1 KW is if we were not getting a good subscription. Commr. Boettcher stated that if someone decided they wanted more KW then they should be billed \$100 sign-up fee per KW. After discussion, it was recommended that the \$100 apply to each KW block if we end up allowing more than one to be purchased.

Commr. Kallay also mentioned that she is concerned that we are overcompensating for net-metering. Pete noted that the best way may be to adjust the percentage versus a fixed number because of the variables in the fixed costs.

New Business

Discussion of Applicants for Vacant Board Position

The Board reviewed the resumes and qualifications of potential commissioner candidates to make a recommendation to Town Council. The consensus was to recommend Sharon Daly from Aborn Ave to fill the vacant position.

A motion to vote on the proposed candidate was made Commr. Prifti and seconded by Commr. Boettcher

Vote: The motion was approved unanimously 4-0.

A motion to adjourn was made at 7:37 pm by Commr. Prifti and seconded by Commr. Kallay

Vote: The motion was approved unanimously 4-0.

DRAFT



MAY 2023 WMGLD COMMISSIONER'S DASHBOARD

Outages (Elec)

	<u>SAIFI</u>	<u>CAIDI</u>
Mar	0.41	51
Apr	0.37	50
May	0.38	52
Cal YTD	0.40	52

CYTD Pipe Replacement

	<u>Replaced</u>	<u>System Total</u>
4"	1,000	171,122
6"	1,343	159,463
8"	-	82,722

New Services on the System

	<u>Electric</u>	<u>Gas</u>
Mar	3	-
Apr	1	1
May	5	2

Solar Generation 90 Customers

	<u>Generated</u>	<u>Back to WMGLD</u>
CYTD	845,283	349,375
Comm'l	8,771,874	1,927,000
Res	2,622,507	1,547,132
Inception	11,394,381	3,331,746

Monthly & Annual Peaks

	<u>Prior Year</u>	<u>Current Year</u>
Mar	24.9 Mw	23.5 Mw
Apr	20.3 Mw	22.3 Mw
May	29.3 Mw	22.1 Mw

Summer YTD Peak

<u>8/5/22</u>	<u>6/2/23</u>
41.3 Mw	32.3 Mw

Winter YTD Peak

<u>2/1/22</u>	<u>2/3/23</u>
29.2 Mw	27.7 Mw

All Time Peak

<u>1/2/14</u>	<u>8/2/06</u>
36.5 Mw	50.7 Mw

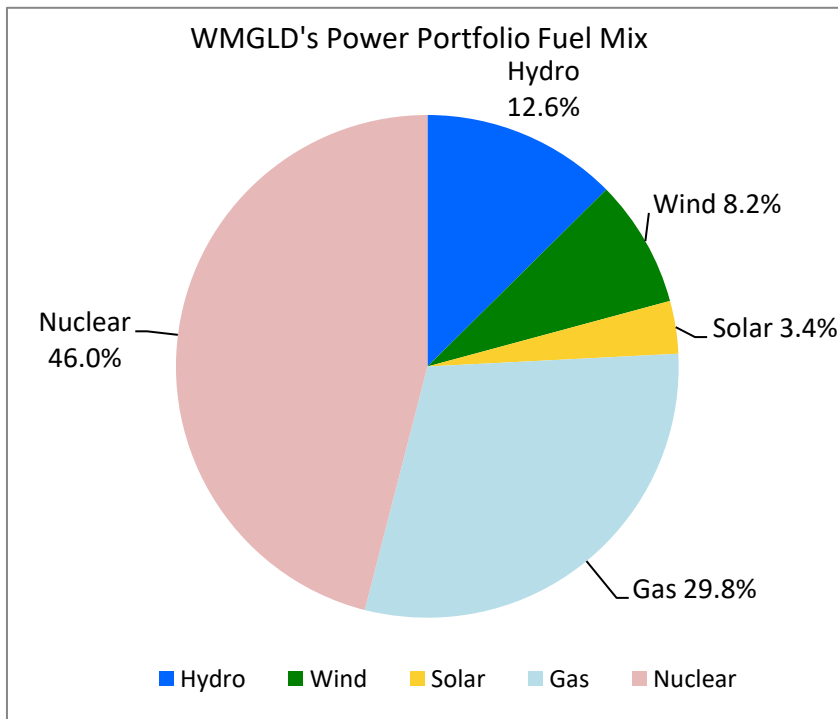
CONSERVATION BUDGET

YTD FY23 Conservation Revenue Billed	\$	550,165
YTD FY23 Paid out to Customers:		
315 Appliances & Thermostats	\$	(18,555)
70 Air Sealing (insulation/windows)		(69,392)
104 Heating & Cooling		(111,240)
7 Residential Solar		(76,956)
174 Cordless Yard Equipment	\$	(9,967)

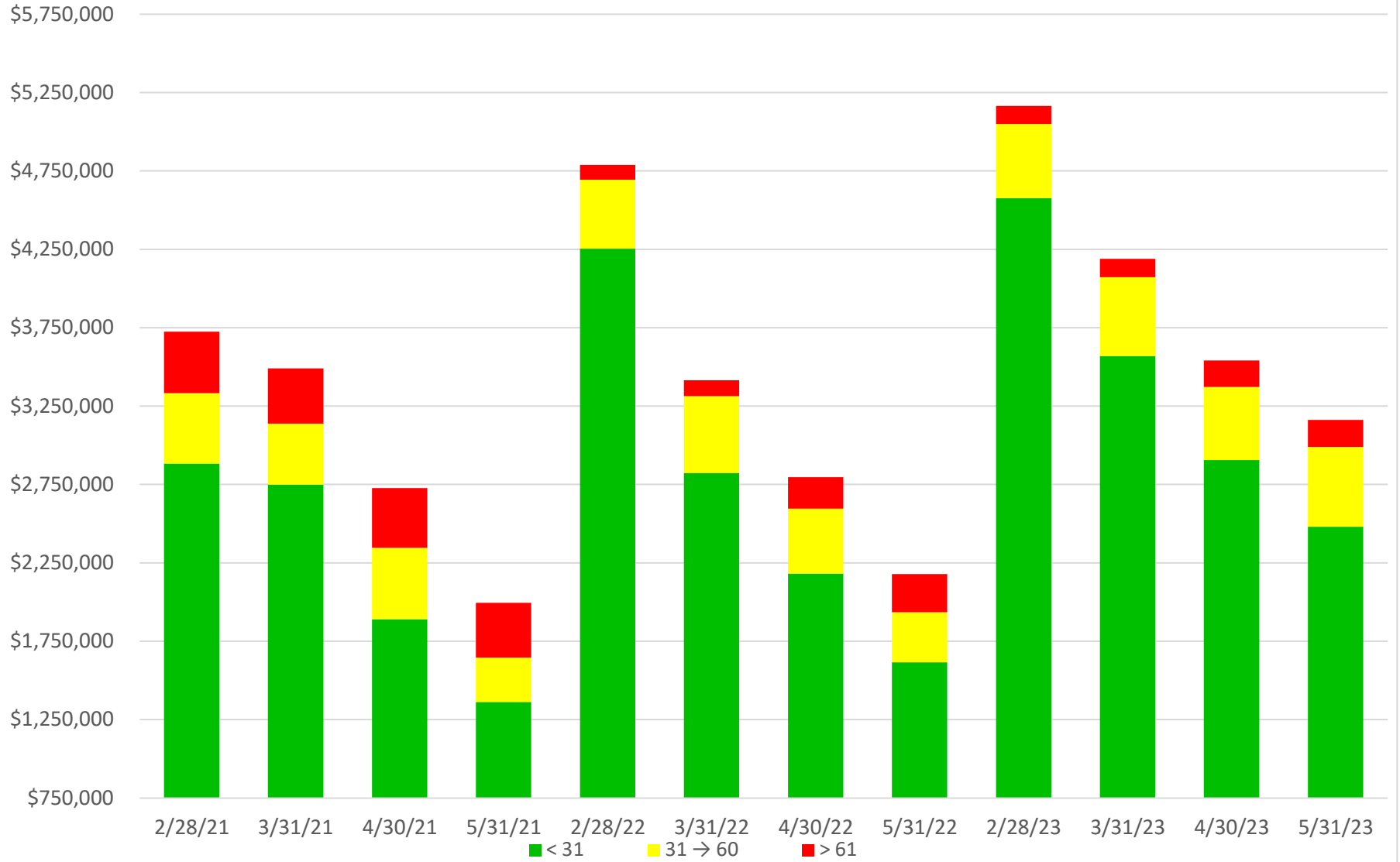
<u>GREEN CHOICE RATE</u>	<u>May</u>	<u>CYTD</u>
Green Choice Revenues	\$ 834	\$ 5,093
KwH billed on GC Rate	45,470	277,641
Number of Customers		98

Natural Gas Peak Usage

Current Year Peak (Nov '22 → May '23)	1,001,593 CCF
Prior Year Peak (Nov '21 → May '22)	1,308,885 CCF
All-Time Peak - Jan '18	1,370,554 CCF



Receivables Aging - As of May 31, 2023





WMGLD Monitors June 2023 Summary

WMGLD Fleet Overview

Monitors dpolson@wmgld.com

19 Total	0 Not Sharing Data	2 Offline <small>(for 10 minutes or more)</small>	2 Uninstalled
1 Solar	0 Generator	1 400A	1 Dedicated Circuit

Status	Job ID	Serial Number	Install Date	Address	(Yesterday)	(Yesterday)
UP		N034000028	11/03/2020		---	61.97 kWh
UP		N032000433	11/07/2020		---	52.55 kWh
UP		N034000045	11/02/2020		---	10.75 kWh
UP		N041002835	11/11/2020		---	14.02 kWh
UP		N040002162	01/06/2021		---	49.17 kWh
UP		N011000399	02/22/2022		---	33.15 kWh
UP		N038001783	01/10/2021		---	32.52 kWh
UP		N042030177	05/15/2021		---	27.59 kWh
UP		N006000968	06/07/2021		---	54.18 kWh
UP		N124030199	12/27/2021		---	40.90 kWh
UP		N140020352	02/22/2022		---	62.93 kWh
UP		N136020041	01/14/2022		---	45.20 kWh
UP		N145021052	06/16/2022		---	22.46 kWh
UP		N145121365	12/03/2022		---	39.97 kWh
UP		N245020732	02/24/2023		34.05 kWh	42.07 kWh
OFFLINE		N033000112	10/29/2020		---	---
OFFLINE		N033000569	11/02/2020		---	---
PENDING		N035000244	---		---	---
PENDING		N249000327	---		---	---

Electric Vehicle Charging Stations

Dashboard – June 2023

Lincoln St. - level 3 (1 plug)

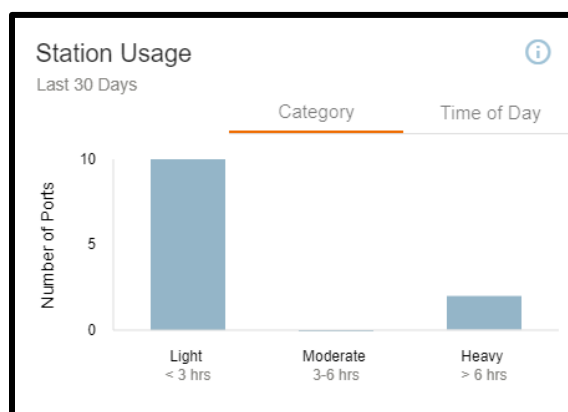
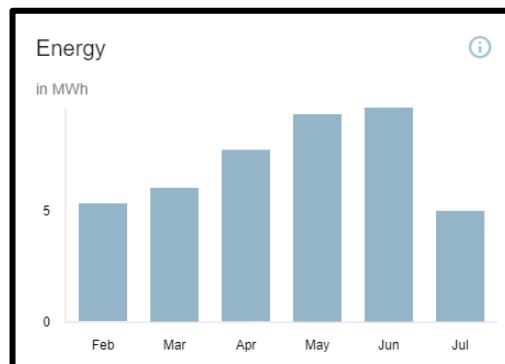
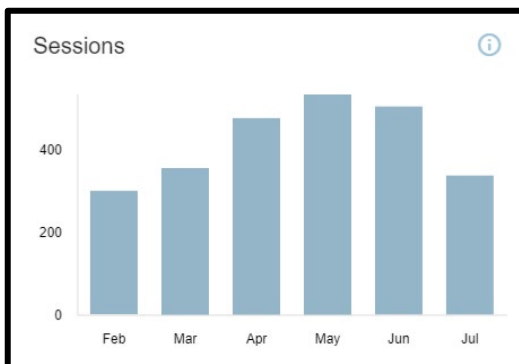
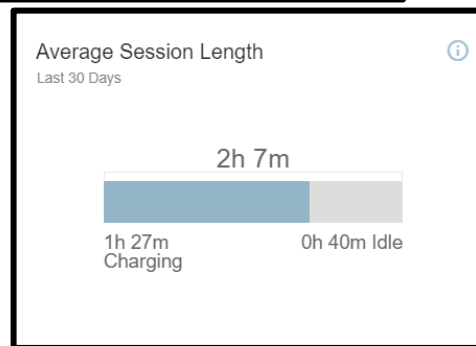
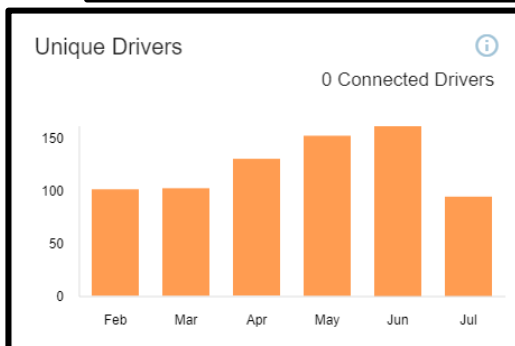
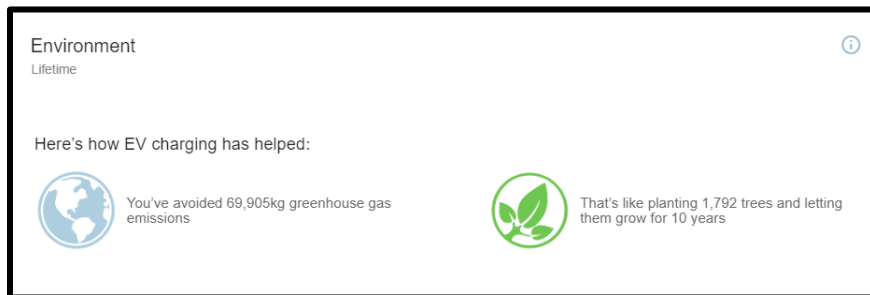
Civic Center – Level 2 (2 plugs)

Vets Field – Level 2 (2 plugs)

Quannapowitt Pkwy @ Lowell St – Level 3 (2 plugs) (*Working on EV#2 cord issue.*)

North Ave Garage – level 2 (4 plugs)

North Ave Garage – level 3 (1 plug)

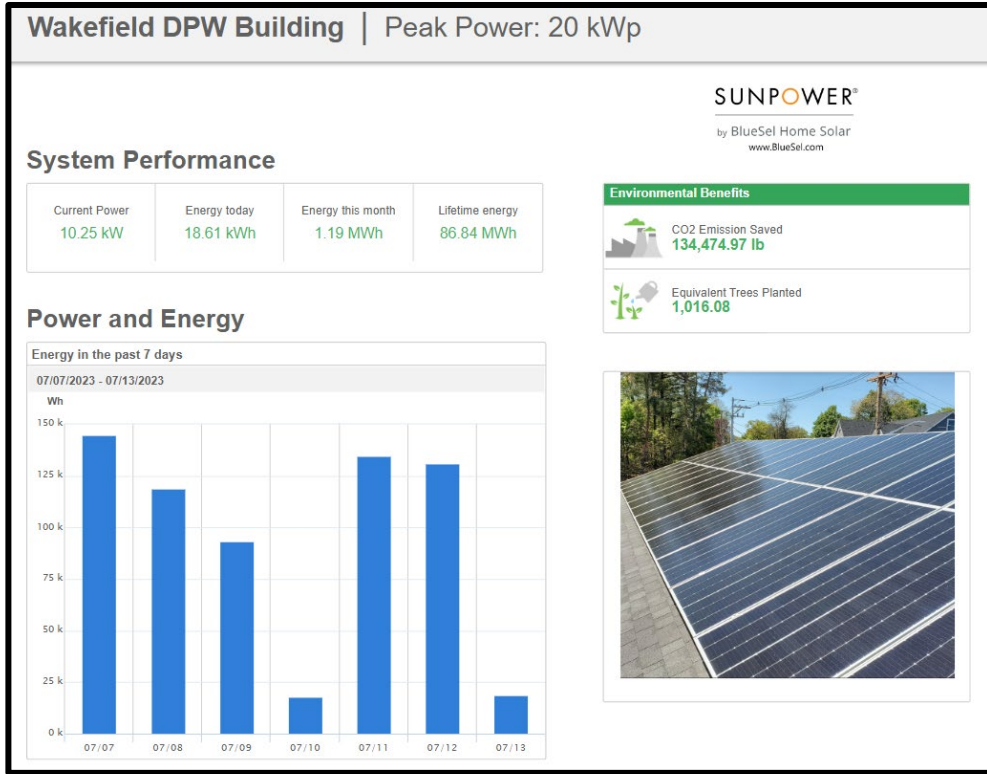


EV Charging Stations				
Utility Billing and Town Revenue				
Jun-23				
Locations	Utility Billing	KWh	Town Revenue From Charge Point	KWh
Vets Field	\$188.86	835	\$187.91	835
Civic Center	\$92.80	422	\$94.89	422
Public Parking Lot	\$452.94	2061	\$739.78	2055
Totals	\$734.60	3318	\$1,022.58	3312
EV Charging Stations				
Usage and Revenue				
Jun-23				
Locations			Revenue From Charge Point	KWh
Quannapowitt			\$2,472.83	6869

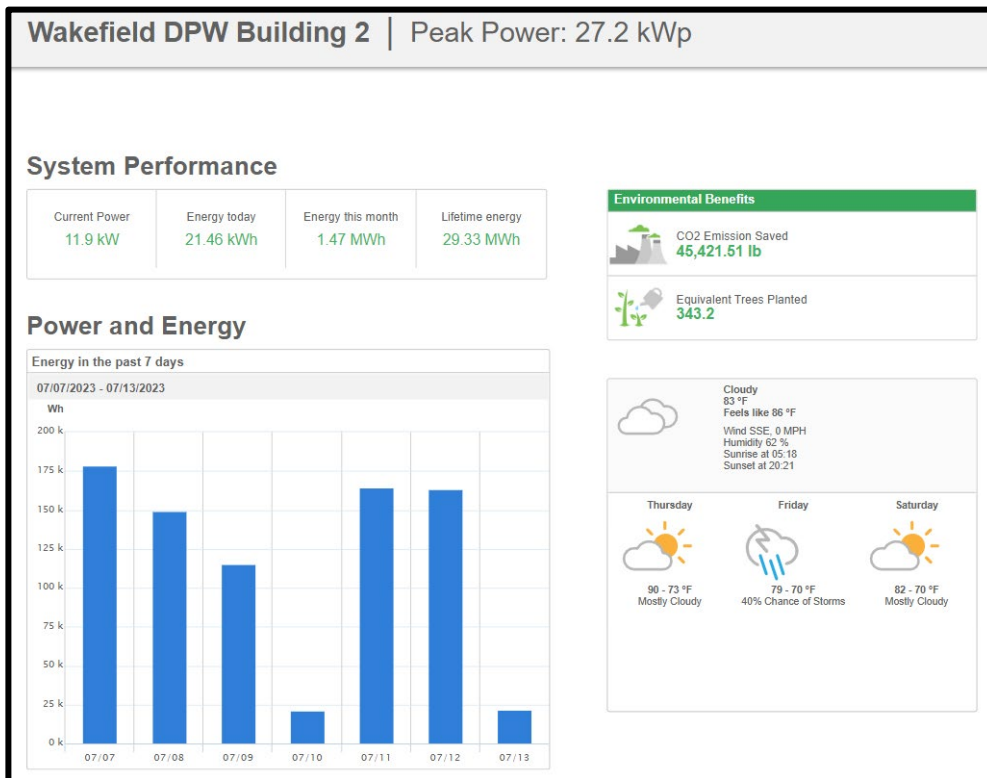
DPW Solar – Water Department Buildings

June 2023

Garage – 20 kWp System



Water Treatment Building – 27.2 kWp System



COMMISSIONER REQUESTS LOG	Requested By	Request Date	Completion Date	NOTES
Update Electric Vehicle Dashboard to include cost data	TB	5/6/20	6/3/20	
Revise 2020 General Manager Goals due to COVID-19	PC	6/3/20	7/15/20	
Mission statement development	JK	7/15/20	9/2/20	
Rebates - Sense Rebate to Webform & Add WIFI Thermostats to Connected Homes Program	TB, JK	9/2/20	10/7/20	
Provide additional details on Customer Accounts Receivable / Collections	JW	12/2/20	1/6/21	
EV Charger - Year 1 summary data reporting	TB	2/3/21	3/3/21	
Earth Day Brochure	TB	3/12/21	3/30/21	
Upload 5 years of DPU reports to WMGLD website	JK	5/5/21	5/19/21	
Outage map functionality on mobile device	TB	5/5/21	8/10/21	
Green Choice Rate information updates to website	JK	7/14/21	7/16/21	
Present admin costs separately on conservation budget	JK	10/6/21	11/3/21	
Schedule a strategy meeting	JK	12/2/21	1/26/22	
EV Dashboard - Add Year & Date columns	TB	1/5/22	2/2/22	
DPW Water Dept Solar - add number of kWh produced & monetary value of production = TB Excel Sheet	JK	1/5/22	2/2/22	
Add % column to Monthly Consumption for comparison	TB	1/5/22	2/2/22	
Marketing refresh for EE incentives / Green Choice Rate	TB	2/2/22	1/10/23	
Charge Point settings to include popular times on App	TB	2/2/22	2/25/22	
2022 General Manager Goals	JK, PC	3/2/22	4/6/22	
Expand upon Special Financing on our website in regards to EE programs	TB	5/11/22	5/25/22	
Board Agenda Planning for the remainder of the year	JK	6/1/22	9/7/22	
Add Electric Vehicle prompt on Residential Service Application	TB	9/7/22	9/26/22	
Add Current and Historical Electric and Gas Rates to Website	TB	10/5/22	10/20/22	
Provide Environmental Sustainability Committee with Consumption data	JK	10/24/22	11/29/22	
Analysis on Gas Consumption since Moritorium and Heat Pump Program	JK	1/14/23	2/3/23	
Webpage for Energy Park on our website	TB, JK	2/8/23	3/3/23	
Create Separate Rates Tab on Website	JW, TB	3/8/23	3/29/23	
Share Community Solar Design Spreadsheet	JW, TB	6/21/23	7/7/23	

Wakefield Municipal Gas & Light Department
Customer Issues Log

Date	Issue	Resolution
April 5, 2023	Customer on Gumwood joined board meeting in regards to opposing an additional potential streetlight desired by customer who reached out in November 29, 2022 customer issue.	WMGLD informed customer that streetlight placement must be dealt with through the town, and that WMGLD has added LED lights to brighten current streetlighting on Gumwood.
February 15, 2023	Customer contacted board of commissioners and WMGLD management with concerns about increase in natural gas prices.	WMGLD met with the customer to discuss the driving factors that lead to gas supply rate. In addition, referred customer to November 2022 board meeting with our gas supplier.
January 24, 2023	Customer reached out with a service issue.	WMGLD is currently working to resolve this issue with customer.
November 29, 2022	Customer reached out with a concern about appropriate lighting of street lights on Gumwood.	WMGLD replaced streetlights with LEDs and was prepared additional street lights, however residents pushed back on this addition.
October 5, 2022	Customer correspondence was read into the meeting record. Correspondence was regarding increasing WMGLD rebates for Heat Pumps.	Evaluated Energy Conservation Charge for the budget; board to vote on the budget during 11.2.22 meeting.
March 17, 2022	Customer on Shumway contacted the WMGLD re: neighborhood notification process for gas main work	Resolution via several methods of communication including in-person conversations, phone calls and emails. Customer was reassured that construction communication would be revised going forward
February 8, 2022	Customer contacted both the DPU and local legislative offices re: collections, payment assistance and protection from service termination	Phone discussion with DPU, exchanged emails with office of Sen Lewis, two phone discussions directly with customer as well as a follow-up letter explaining billing, collections and service termination process.
September 17, 2021	Questions from several customers payments not posting to accounts in a timely manner due to LockBox delays - discounts lost	Discounts were manually corrected on accounts affected, communicated with bank - LockBox temp shutdown due to COVID outbreak. Now back to normal.

General Manager's Report

The following is the General Managers Report for July, 2023

Engineering and Operations Report

Major New Customer Projects: (1,000 +/- new residential housing units)

- **259 Water St. at Delcarmine** - New 16 unit residential building, building in progress, convert OH to UG **Working**
- **610 Salem St.** – New 34 unit apartment building – **Working**
- **581-583 Salem St.** – New 19-unit apartment build – **Working – New Service installed**
- **525-527 Salem St** – New 22-unit building – **On-Hold**
- **404 Lowell St.** – 8 Residential units – **Working**
- **Hopkins Street @ Tarrant Lane** - Project approved by the town 173 apartments 4 buildings proposed – **Working**
- **97-99 Water St** – 5 Residential Apartments – **Permitting Phase**
- **596 North Ave** – 38 Residential Apartments – **Permitting Phase**
- **200 Quannapowitt** – 440 Apartments / 3 buildings / parking garage – **Approved**
 - **Building Demolition/Disconnect** – Q2- 2023
 - **Temporary Power** - Q2/2023
 - **Permanent Power** – 2024/2025
 - **Full Occupancy:** Q3 2025 and 2026
- **62 Foundry Street phase 2** – 55 unit condo complex and commercial space – **ON-Hold**
- **Albion St @ Lake St.** - 9 unit apartment building – **Planning stage**
- **127 Nahant St.** – 26 Residential units proposed – **Planning stage**
- **1000 Main Street** – 30 Residential units proposed – **Planning stage**
- **369 – 371 Main St** – 20 Residential apartments and commercial space – **Permitting Stage**
- **10 Broadway St.** - 124 Residential apartments – **Permitting Stage**
- **7-11 Audubon Road** – New 3000 amp service commercial service upgrade – **Working**
- **46 Crescent St.** - 56 Residential units – **Permitting Stage**
- **184 Water St** – 8 Residential units and commercial – **Permitting**
- **330 Salem St.** - 19 Residential units – **Working**
- **369 – 371 Main St** – 20 residential apartments and rehab of the existing commercial space (former Santander Bank)
- **460-472 Main St** – 16 residential apartments and commercial space (former Molise Building)

Gas Department

- Gas services continued service installations on Prospect St.
- 526 meters were replaced so far this year with a target of 975 for the year.
- There are currently 1917 inside gas services and 3203 outside services. 56 services have been moved outside this year.
- Leaks Class 1 – 0* Class 2 – 0 Class 3 –45

Financial Reports

Monthly Financials for through May and Consumption Reports through June are enclosed.

Board of Commissioners
July 19, 2023
Agenda Item No. D-1

Project Updates

Energy Park

The process of obtaining approval for the easement for the land on Hemlock Road is on going. There have been new developments requiring additional steps in the process but none that seem insurmountable. Town Meeting approved the easement at the Fall Town Meeting. The department is meeting with the Conservation Commission on Tuesday evening to discuss land offset options. The project was presented to the Town Council on September 28th and received positive feedback. The project was unanimously approved by the Planning Board on October 11, 2022. The project was presented to the town's State House delegation on Friday, October 21, 2022 in anticipation of their needed support for the Home Rule Petition. The project was presented to the Wakefield Finance Committee on November 10 and was unanimously approved. We have been meeting with the Conservation Commission on

offset value for the land on Hemlock Rd. We also had a very productive meet with the Assistant Secretary of the State's Office of Energy and Environmental Affairs to discuss the Home Rule Petition. The petition was filed on January 19th by Representative Wong. We will be working with the legislative delegation on next steps. On January 27, 2023, a Fail Safe petition was filed with MEPA challenging the new NEMT project and trying to loop the Energy Park in to the petition. WMGLD has filed a response with MEPA challenging the petition. MEPA issued their final decision on March 23, 2023. They have rejected the Fail Safe and the attempt to link the NEMT school project and the Energy Park. Both the Alternatives Analysis and the independent valuation of the properties under review have been filed with the State and are on our website. Bids were received for the generator, terms have been negotiated. We are in discussions with the selected vendor to extend the commitment date while we attempt to complete the Home Rule Petition process. The project team met with Wakefield's State House delegation to discuss the process and next steps for the Home Rule Petition.

Major Projects:

Solar Projects:

- 480 North Ave. (228.76 kW DC total) – Reviewing design and approving submittals
 - Building system – 108 kW DC
 - Community Solar – 120 kW DC
 - Construction scheduled to start in the Fall
- 1 Wakefield Ave –rebidding in 2023 - on hold
 - Building system – 33 kW DC

Electric Meter Inspections Scheduled to start in May

- Residential – in progress 4505 of 13,800 meters inspected, 32.6% complete
 - 736 had missing or cut seals
 - 104 have been re-inspected and new seals installed
 - 1 theft of current found
 - 1 meter & socket that needed immediate attention
- Commercial – CT Testing scheduled in Jan 2024

Pole replacements:

- Verizon replacing Poles & WMGLD crews transferring 110 total – **Working**

4kv to 13.8kv conversions:

- *Installing midpoint reclosers on 443-W31, 126-W27 and 0012 – **Working***
- Converting portions of ckt 9 on Water to ckt 0012 – **Completed**

- Preston St – converting 4kv step-down area to 13.8kv – **Working**

Vegetation:

- Tree Trimming for 2023 scheduled to start April 2023 – Area 2 (Greenwood Section of Town) – **COMPLETED on 5/5/2023**
- Private property tree planting program – 50 trees a combination of utility friendly and shade trees. (Scheduled to start in the Fall 2023) **(47 people have signed up as of 6/15/2023)**
- Hazard Tree Removals Survey Scheduled Spring 2023 – In progress
- Tree Plantings in the public way scheduled Fall of 2023

Substations:

- **Beebe Substation** – Relay upgrades on main breakers – Working

Town Projects:

- **North Ave** – Utility Pole relocation in front of the cemetery. Move the poles to the back of the sidewalk to allow for sidewalk construction and bike path. Going out to bid to install 14 poles. Once poles are installed WMGLD crews will relocate primary, secondaries and services to the new poles. Communication Companies will then follow their transfers before the old poles can be removed. WMGLD removed 12 of 14 poles. **Verizon 2 more poles to transfer.**
- **NEMT, WHS and Energy Park** – Meeting bi-weekly on Energy Park Design and solar layouts for both schools.
 - Energy Park:
 - Town Council Approved
 - Planning Board Approved
 - FinCom Approved
 - Town Meeting Approved 11/19/2022
 - ConCom - **ON-GOING**
 - Generator Bid – under evaluation
 - Switchgear Bid – Preparing to be advertised June
- **Vets Field Lighting** – Upgrade lighting at Vets field with LED fixtures and install secondary cable – **WORKING**

Transformer Load Management

A sample of the tool being used for Distribution Transformer load management is included to show one of the tools we use for analysis to improve reliability and prepare for anticipated load growth.

Information for Discussion at this time

**Board of Commissioners
July 19, 2023
Agenda Item No. D-2**

Community Solar

Based on the feedback from prior discussions, staff has reviewed possible structures for a Community Solar program. A sample format for feedback and options for discussion will continue.

Information for Discussion at this time

**Board of Commissioners
July 19, 2023
Agenda Item No. D-3**

Strategic Planning – Discussion of Next Steps

John Wortmann from thoughtLeaders LLC joined us in April for a portion of the meeting to discuss the potential for a facilitated strategic planning session with the Board. We agreed at the time to take this topic up in the Fall, when the new Commissioner was appointed. This discussion is intended to provide a brief background and thoughts on a framework for the future discussion.

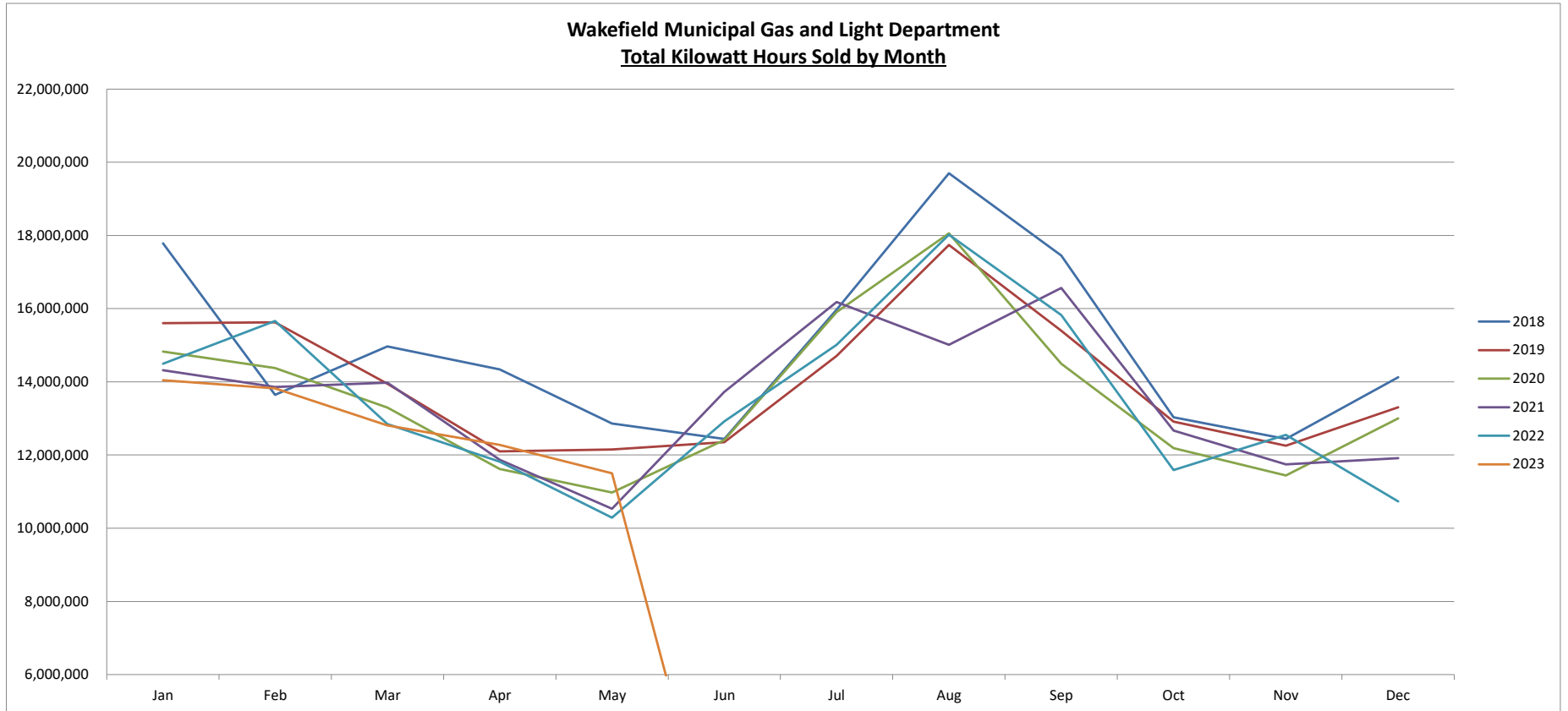
Information for Discussion at this time

Executive Session- If necessary

APPENDICIES

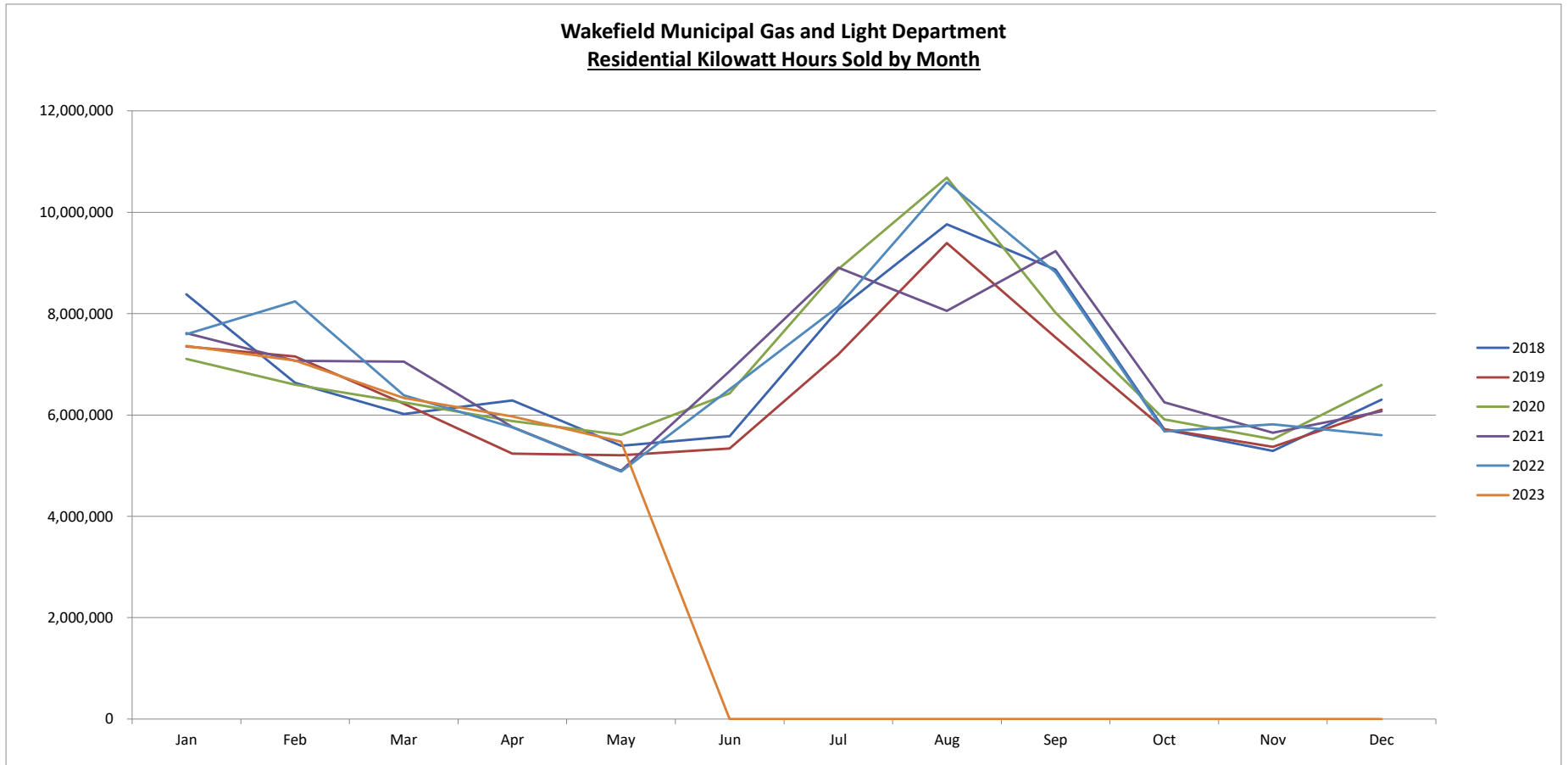
Wakefield Municipal Gas and Light Department
Total Kilowatt Hours Sold by Month

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year to Date Thru May	Annual Total	Increase (Decrease)
2017	16,621,327	15,070,229	15,380,671	14,453,301	13,037,016	13,930,871	16,639,208	18,069,872	14,713,966	14,432,674	13,077,414	13,830,767	74,562,544	179,257,316	(5.2%)
2018	17,781,658	13,643,198	14,968,016	14,337,800	12,863,470	12,441,286	15,974,013	19,698,047	17,452,170	13,030,487	12,439,795	14,124,456	73,594,142	178,754,396	(0.3%)
2019	15,603,457	15,622,295	13,945,735	12,101,427	12,149,665	12,351,319	14,712,024	17,745,521	15,394,404	12,913,523	12,257,655	13,307,183	69,422,579	168,104,208	(6.0%)
2020	14,828,122	14,373,838	13,299,621	11,620,258	10,978,443	12,406,390	15,909,116	18,062,379	14,494,332	12,189,623	11,444,845	12,998,123	65,100,282	162,605,090	(3.3%)
2021	14,315,035	13,860,939	13,975,661	11,872,008	10,531,822	13,728,211	16,181,525	15,008,717	16,563,996	12,671,184	11,747,642	11,913,051	64,555,465	162,369,791	(0.1%)
2022	14,493,854	15,665,202	12,846,264	11,814,998	10,293,528	12,923,009	15,012,617	18,027,075	15,822,886	11,590,549	12,547,838	10,732,987	65,113,846	161,770,807	(0.4%)
2023	14,045,840	13,821,742	12,806,211	12,275,410	11,500,963	0	0	0	0	0	0	0	64,450,166	64,450,166	(60.2%)



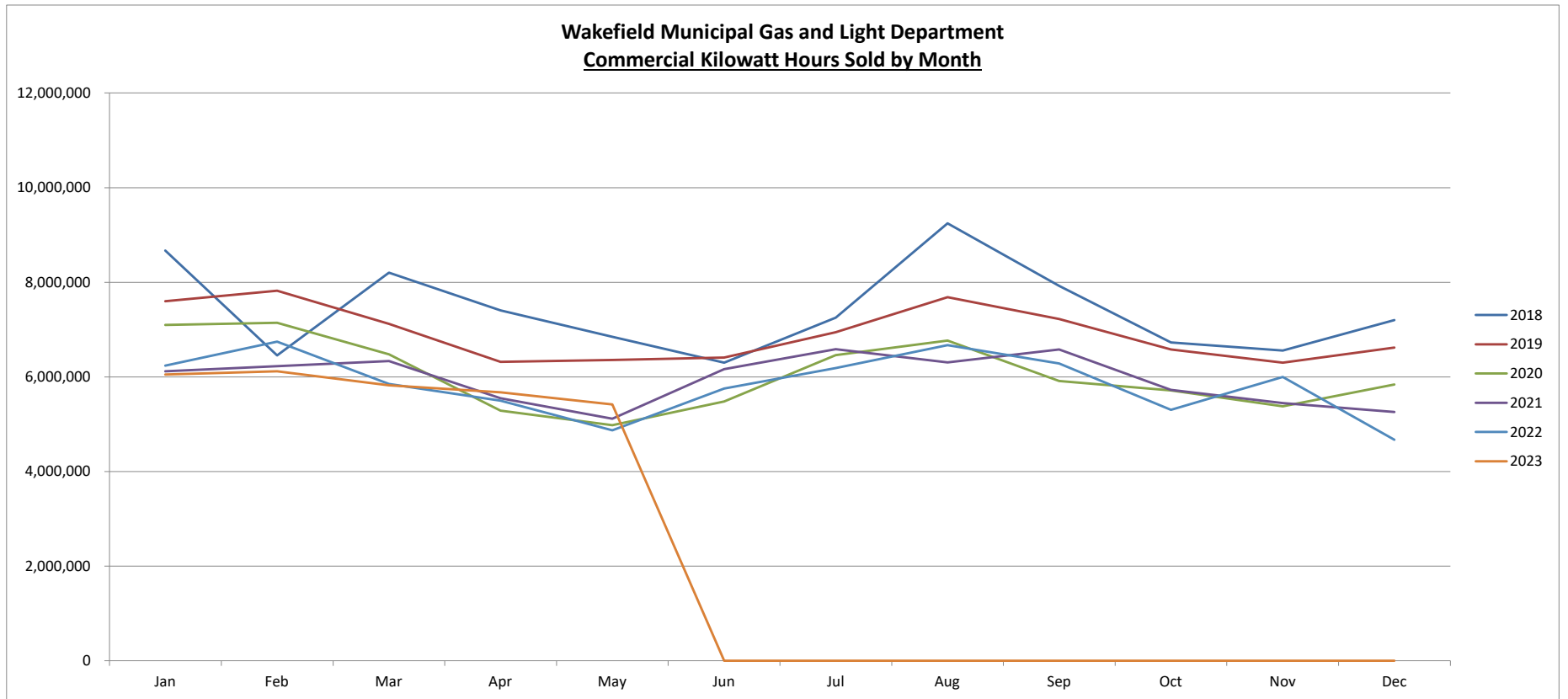
**Wakefield Municipal Gas and Light Department
Residential Kilowatt Hours Sold by Month**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year to Date Thru May	Annual Total	Increase (Decrease)
2018	8,381,831	6,634,709	6,019,617	6,286,768	5,394,451	5,580,611	8,081,951	9,761,016	8,872,178	5,715,595	5,291,009	6,301,934	32,717,376	82,321,670	5.6%
2019	7,355,946	7,154,845	6,221,898	5,239,541	5,205,792	5,339,985	7,199,576	9,395,819	7,528,296	5,721,653	5,370,353	6,105,033	31,178,022	77,838,737	(5.4%)
2020	7,106,825	6,598,732	6,252,606	5,879,621	5,608,073	6,424,574	8,879,896	10,682,850	8,020,241	5,915,271	5,522,660	6,595,284	31,445,857	83,486,633	7.3%
2021	7,615,309	7,068,224	7,051,410	5,762,053	4,899,949	6,865,329	8,905,241	8,053,329	9,234,642	6,252,471	5,651,391	6,072,481	32,396,945	83,431,829	(0.1%)
2022	7,593,321	8,241,588	6,390,739	5,758,708	4,881,603	6,505,372	8,141,235	10,591,874	8,816,424	5,677,235	5,817,326	5,601,529	32,865,959	84,016,954	0.7%
2023	7,362,299	7,074,681	6,336,126	5,970,953	5,471,891	0	0	0	0	0	0	0	32,215,950	32,215,950	



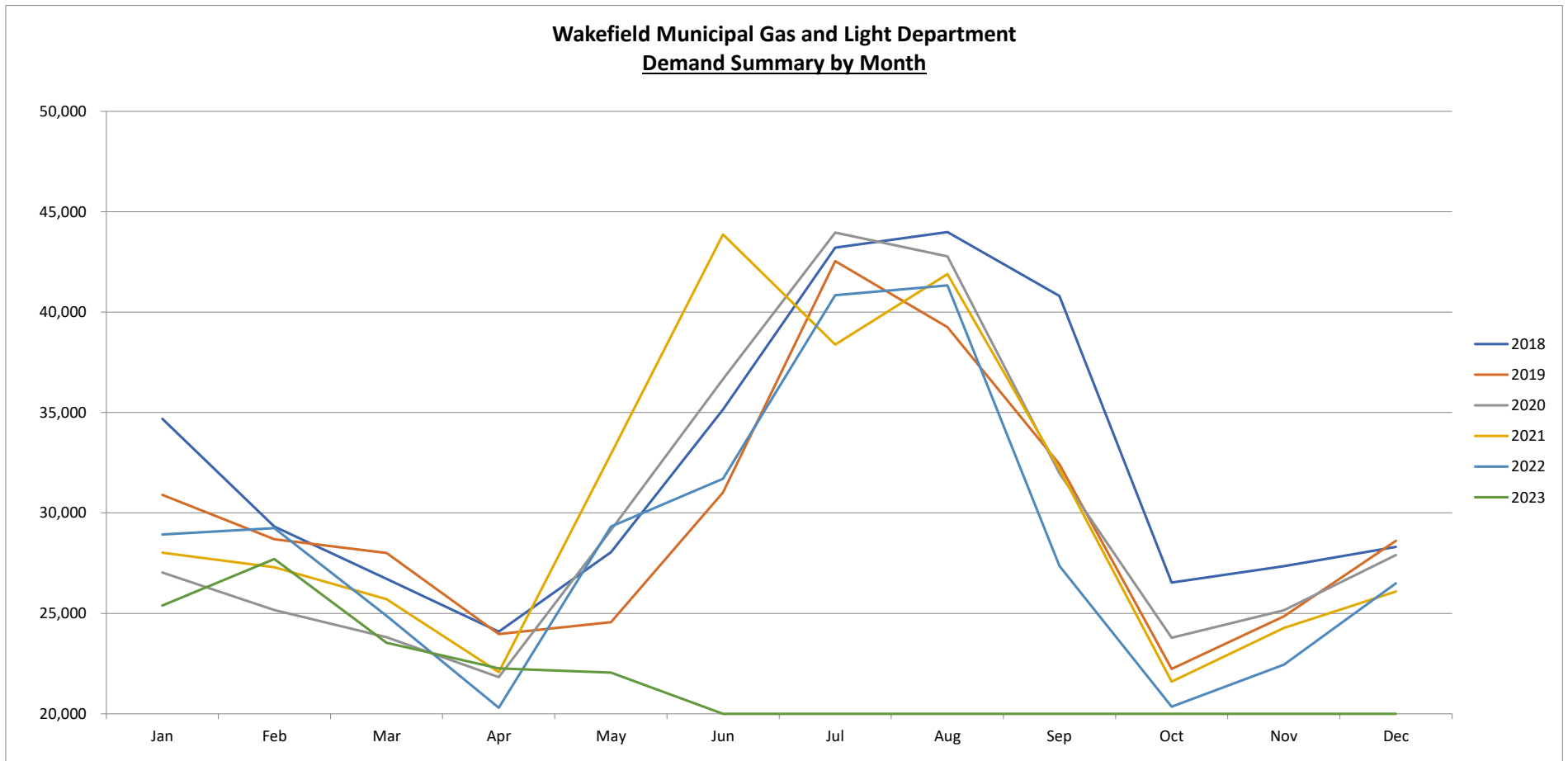
**Wakefield Municipal Gas and Light Department
Commercial Kilowatt Hours Sold by Month**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year to Date Thru May	Annual Total	Increase (Decrease)
2017	8,523,398	8,036,867	8,440,054	7,944,183	7,284,920	7,449,910	7,967,311	8,893,548	7,485,167	7,489,927	6,972,575	6,974,940	40,229,422	93,462,800	(7.9%)
2018	8,672,072	6,454,777	8,202,783	7,408,045	6,850,856	6,298,357	7,254,302	9,246,878	7,926,678	6,730,578	6,558,328	7,202,785	37,588,533	88,806,439	(5.0%)
2019	7,598,845	7,821,861	7,121,215	6,321,095	6,359,892	6,410,293	6,948,166	7,687,622	7,224,317	6,582,051	6,298,066	6,622,414	35,222,908	82,995,837	(6.5%)
2020	7,099,814	7,145,647	6,479,516	5,287,598	4,976,694	5,480,761	6,462,708	6,769,061	5,912,086	5,713,612	5,380,420	5,840,667	30,989,269	72,548,584	(12.6%)
2021	6,120,226	6,226,617	6,338,424	5,549,735	5,114,423	6,164,934	6,586,022	6,310,111	6,582,920	5,727,081	5,444,897	5,260,907	29,349,425	71,426,297	(1.5%)
2022	6,238,141	6,742,653	5,854,894	5,498,413	4,871,350	5,757,270	6,186,887	6,670,158	6,282,205	5,303,220	5,998,038	4,672,945	29,205,451	70,076,174	(1.9%)
2023	6,051,617	6,117,269	5,823,454	5,674,953	5,418,546	0	0	0	0	0	0	0	29,085,839	29,085,839	



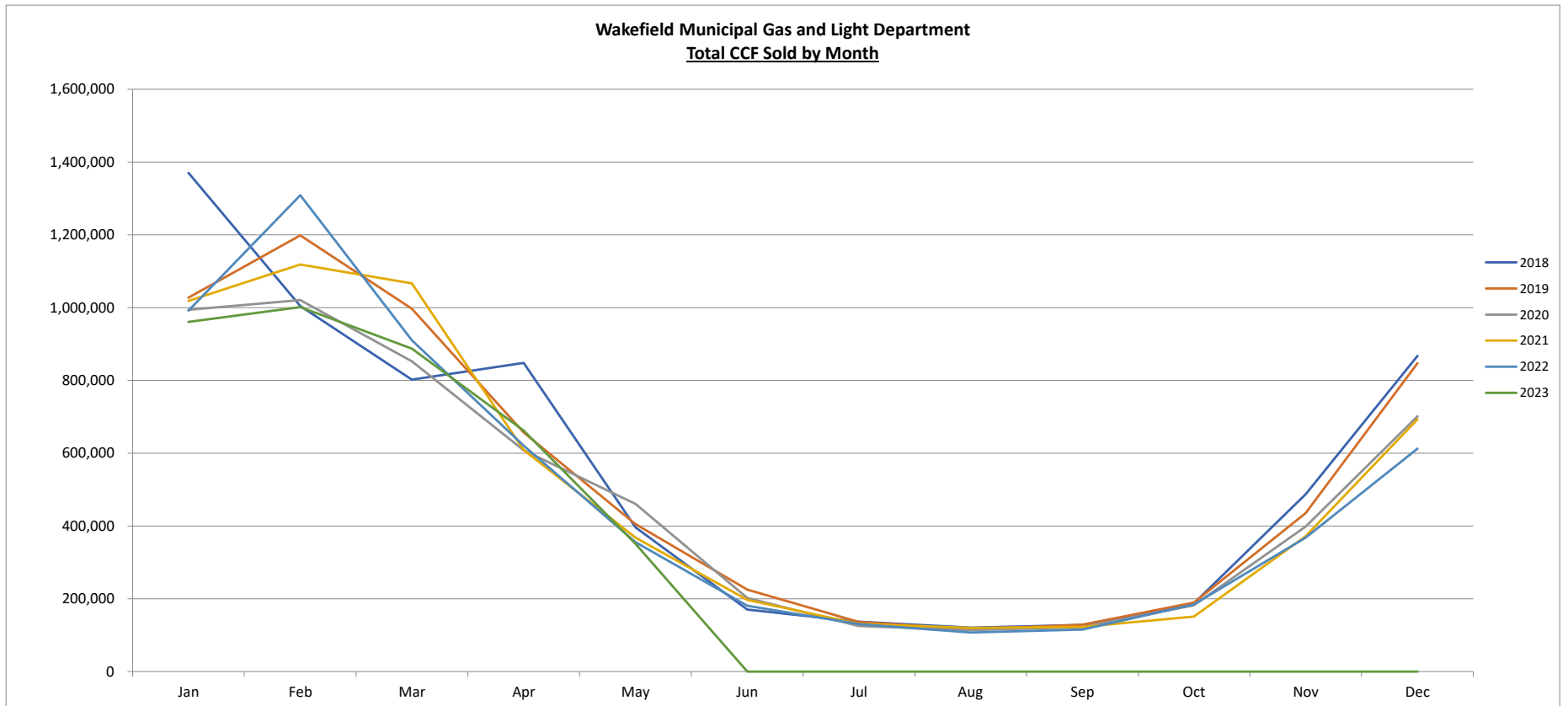
**Wakefield Municipal Gas and Light Department
Demand Summary by Month**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual Peak	Increase (Decrease)
2016	32,943	32,626	28,103	27,751	34,030	37,581	45,442	47,999	41,318	26,069	29,200	33,750	47,999	5.6%
2017	32,945	31,399	28,795	26,326	37,549	44,504	41,984	40,522	35,784	27,334	27,166	34,658	44,504	(7.3%)
2018	34,692	29,316	26,712	24,091	28,039	35,145	43,210	43,982	40,807	26,527	27,350	28,308	43,982	(1.2%)
2019	30,896	28,694	28,005	23,973	24,561	31,013	42,538	39,245	32,423	22,226	24,847	28,610	42,538	(3.3%)
2020	27,031	25,166	23,806	21,823	29,147	36,658	43,966	42,773	31,971	23,789	25,149	27,898	43,966	3.4%
2021	28,023	27,300	25,704	22,075	32,944	43,864	38,381	41,900	32,172	21,605	24,276	26,091	43,864	(0.2%)
2022	28,929	29,248	24,881	20,295	29,315	31,702	40,840	41,328	27,367	20,345	22,445	26,493	41,328	(5.8%)
2023	25,385	27,704	23,537	22,260	22,042	20,000	20,000	20,000	20,000	20,000	20,000	20,000	27,704	



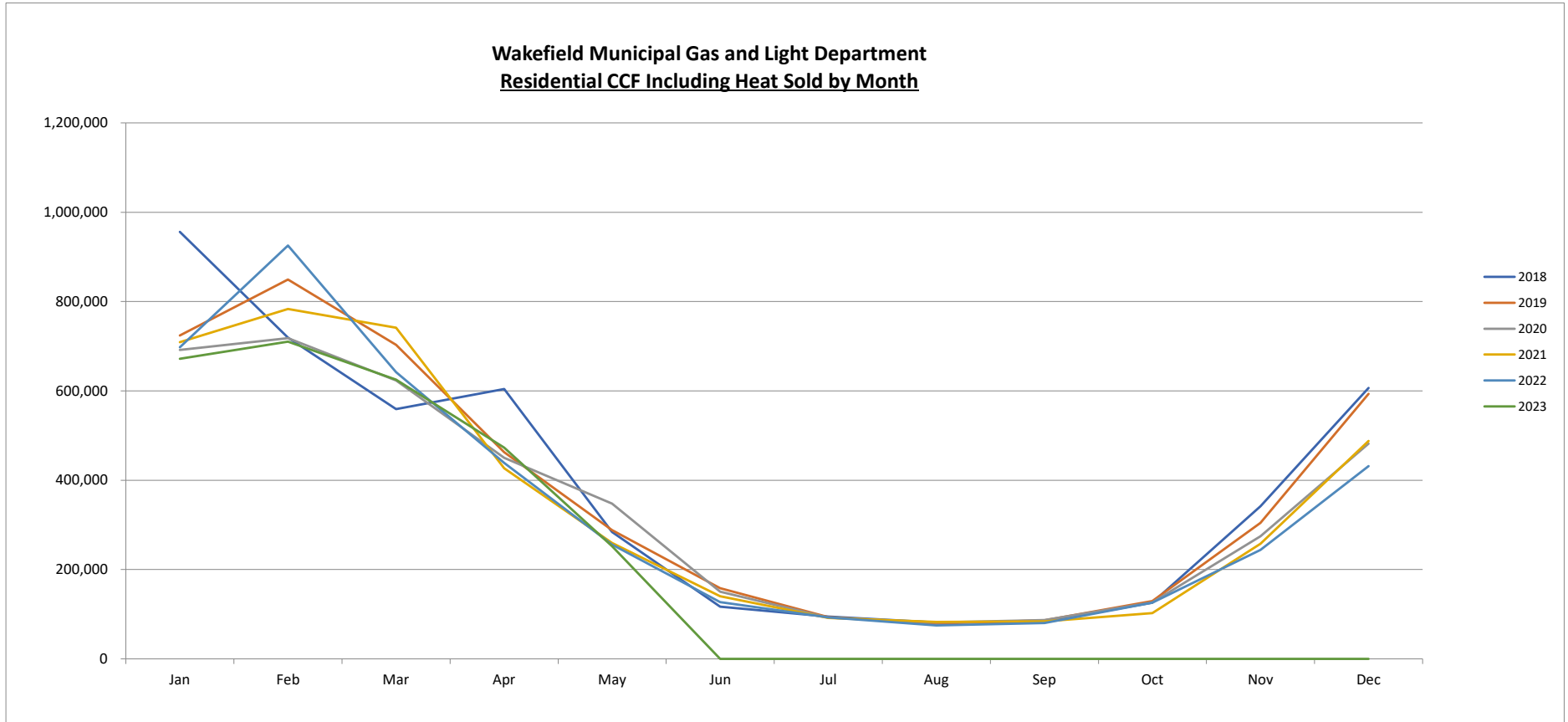
Wakefield Municipal Gas and Light Department
Total CCF Sold by Month

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year to Date Thru May	Annual Total	Increase (Decrease)
2017	992,147	922,194	871,001	770,881	341,035	219,847	138,513	127,619	122,846	150,433	318,338	704,061	3,897,258	5,678,915	7.3%
2018	1,370,550	1,004,477	802,171	848,137	396,183	170,309	137,249	120,845	127,950	187,532	487,660	867,528	4,421,518	6,520,591	14.8%
2019	1,027,554	1,198,806	997,533	657,267	405,201	224,983	136,083	116,142	129,215	189,712	435,624	847,819	4,286,361	6,365,939	(2.4%)
2020	994,568	1,020,971	852,440	608,122	461,181	202,283	125,139	113,927	122,475	182,071	398,894	701,805	3,937,282	5,783,876	(9.1%)
2021	1,018,323	1,118,751	1,067,083	609,268	368,207	197,298	131,406	120,133	122,771	151,033	371,698	693,323	4,181,632	5,969,294	3.2%
2022	992,152	1,308,855	910,767	620,801	355,552	180,737	130,599	107,477	115,762	184,235	368,178	612,837	4,188,127	5,887,952	(1.4%)
2023	961,207	1,001,593	887,721	662,622	351,528	0	0	0	0	0	0	0	3,864,671	3,864,671	



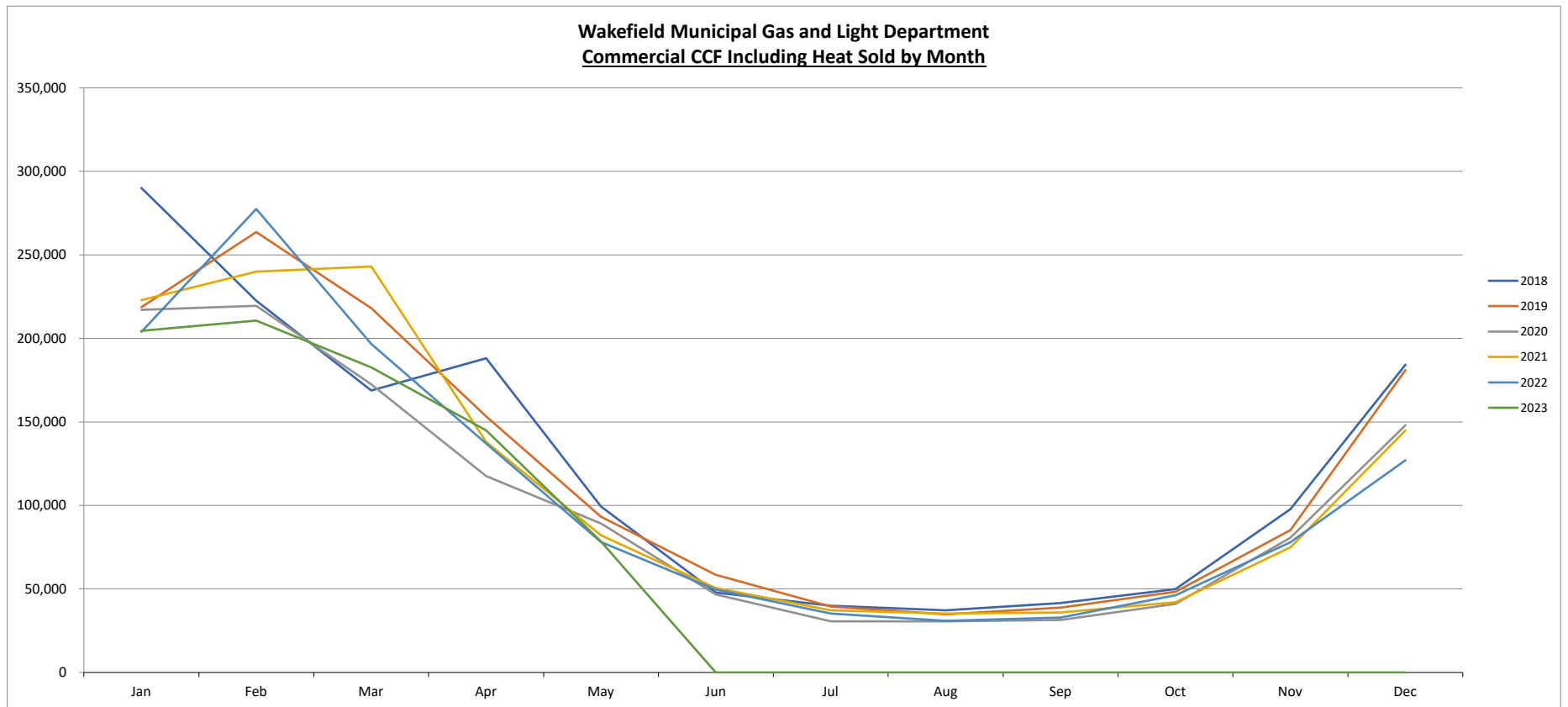
**Wakefield Municipal Gas and Light Department
Residential CCF Including Heat Sold by Month**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year to Date Thru May	Annual Total	Increase (Decrease)
2017	706,641	652,293	608,703	537,827	246,194	156,746	96,121	88,308	83,699	102,620	227,364	517,605	2,751,658	4,024,121	6.9%
2018	955,996	719,247	559,069	604,296	284,006	117,101	94,578	81,483	83,489	126,051	341,704	606,524	3,122,614	4,573,544	13.7%
2019	723,933	849,023	702,875	462,667	288,440	158,602	93,767	78,965	86,479	129,638	304,511	593,201	3,026,938	4,472,101	(2.2%)
2020	691,648	718,153	623,618	449,871	347,517	150,699	92,145	81,363	86,869	126,324	274,836	481,957	2,830,807	4,125,000	(7.8%)
2021	708,777	783,101	741,456	426,617	259,753	140,299	91,521	82,849	83,867	102,659	257,514	488,155	2,919,704	4,166,568	1.0%
2022	697,657	925,120	641,778	439,000	256,048	127,240	92,908	74,663	80,302	125,824	243,797	431,747	2,959,603	4,136,084	(0.7%)
2023	671,860	709,963	625,243	472,652	252,347	0	0	0	0	0	0	0	2,732,065	2,732,065	



**Wakefield Municipal Gas and Light Department
Commercial CCF Including Heat Sold by Month**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year to Date Thru May	Annual Total	Increase (Decrease)
2017	216,460	207,247	199,361	195,882	77,406	56,935	39,707	36,467	35,684	42,359	68,622	146,446	896,356	1,322,576	9.0%
2018	290,000	222,668	168,757	188,150	99,393	47,799	39,904	37,080	41,507	49,921	97,681	184,325	968,968	1,467,185	10.9%
2019	218,646	263,667	218,111	153,398	93,310	58,477	39,440	34,670	38,851	48,314	85,137	181,045	947,132	1,433,066	(2.3%)
2020	217,069	219,428	172,432	117,609	89,169	46,614	30,586	30,645	31,361	41,120	80,742	148,067	815,707	1,224,842	(14.5%)
2021	222,839	240,034	243,002	138,014	82,144	50,536	37,188	35,214	35,946	42,039	74,865	145,012	926,033	1,346,833	10.0%
2022	203,942	277,504	196,732	136,989	78,164	49,638	35,317	30,841	32,874	46,273	77,934	127,084	893,331	1,293,292	(4.0%)
2023	204,533	210,686	182,653	144,935	78,421	0	0	0	0	0	0	0	821,229	821,229	



**Wakefield Municipal Gas and Light Department
Comparative Balance Sheet - Electric Division**

	5/31/2022	5/31/2023	
ASSETS			
Sinking Fund - Self Insurance	\$ 180,372.81	\$ 187,075.43	
Depreciation Fund	183,038.41	185,802.95	
Consumer Deposits	885,105.57	907,219.96	
Total Investments	<u>1,248,516.79</u>	<u>1,280,098.34</u>	
Operating Cash	12,624,400.26	12,574,328.40	
Depreciation Fund	2,723.56	2,764.77	
Consumer Deposits	311,116.32	306,590.61	
Petty Cash	525.00	525.00	
Total Cash	<u>12,938,765.14</u>	<u>12,884,208.78</u>	
Accounts Receivable-Rates	3,118,916.18	3,748,362.13	
Accounts Receivable-Other	1,642,268.52	1,471,669.69	
Inventory	708,755.79	1,158,838.22	
Prepayments Miscellaneous	829,577.24	795,596.92	
Prepayments Power	4,451,538.61	4,789,542.58	
Other Deferred Debits	670,067.51	845,332.80	
Total Other Assets	<u>11,421,123.85</u>	<u>12,809,342.34</u>	
Total Current Assets	25,608,405.78	26,973,649.46	
Distribution Plant	19,757,911.15	18,851,182.26	
General Plant	1,606,105.42	1,642,452.85	
Net Fixed Assets	<u>21,364,016.57</u>	<u>20,493,635.11</u>	
Total Assets	<u>\$ 46,972,422.35</u>	<u>\$ 47,467,284.57</u>	
LIABILITIES AND EQUITY			
Accounts Payable	\$ 206,565.36	\$ 170,725.07	
Consumer Deposits	1,196,221.89	1,213,810.57	
Other Accrued Liabilities	4,853.51	13,295.84	
Reserve for Uncollectable Accounts	127,607.01	106,502.84	
Total Current Liabilities	<u>1,535,247.77</u>	<u>1,504,334.32</u>	
Compensated Absences	429,177.54	406,034.46	
MMWEC Pooled Loan Debt	10,077,325.50	8,579,149.67	
OPEB Liability	1,231,362.25	647,512.25	
Pension Liability	7,083,750.00	6,425,250.00	
Total Long Term Liabilities	<u>18,821,615.29</u>	<u>16,057,946.38</u>	
Total Liabilities	20,356,863.06	17,562,280.70	
Retained Earnings	11,758,002.40	12,944,976.77	
Year to Date Income	1,657,329.04	1,816,049.63	
Sinking Fund Reserve-Self Ins	180,372.81	187,075.43	
Contribution in Aid of Construction	3,705,337.66	3,705,337.66	
Investment in Fixed Assets	9,314,517.38	11,251,564.38	
Total Equity	<u>26,615,559.29</u>	<u>29,905,003.87</u>	
Total Liabilities and Equity	<u>\$ 46,972,422.35</u>	<u>\$ 47,467,284.57</u>	

Wakefield Municipal Gas and Light Department
Income Statement - Electric Division
For the Eleven Months Ending, May 31, 2023

	CURRENT MONTH		YEAR TO DATE	
	FY 2022	FY 2023	FY 2022	FY 2023
Energy Revenue (Net of Discounts)				
Residential Sales	\$ 883,681.28	\$ 1,198,071.41	\$ 12,928,824.68	\$ 15,543,079.69
Commercial Sales	862,744.37	1,142,912.38	10,743,753.27	12,835,653.20
Street Lighting	15,678.00	15,678.00	172,453.00	172,453.00
Municipal Sales	97,178.55	131,351.96	1,174,816.52	1,431,607.26
Private Area Lighting	7,310.87	7,360.00	81,044.54	80,638.17
Green Choice Revenue	621.26	833.92	8,124.73	11,117.07
EV Chargers	-	48,161.47	-	50,707.77
Total Energy Revenue	1,867,214.33	2,544,369.14	25,109,016.74	30,125,256.16
Other Revenues				
Unbilled Revenue	-	-	-	-
Interest Income-Consumer Deposits	404.26	2,204.82	3,522.34	21,358.17
Interest Income-Depreciation Fund	11.72	240.23	126.79	2,576.73
Interest Income-Self Ins Sinking Fund	135.79	827.66	386.16	6,511.08
Interest Income-MMWEC	2,868.56	1,161.33	(29,363.88)	30,749.66
Income (Exp) - Merchandise & Jobbing	(6,201.23)	(26,802.92)	67,164.86	(11,583.83)
Other Revenues	100.00	300.00	700.00	1,100.00
Sales Tax	44,492.66	61,309.38	555,134.94	673,429.72
Conservation Charge	33,741.31	47,053.80	311,288.44	549,860.05
Reconnect Fees	300.00	650.00	2,325.00	2,150.00
Comcast & RCN Pole Fees	16,177.12	15,570.29	226,214.43	119,222.54
Insurance Reimbursements	2,413.44	-	26,289.46	1,246.28
Other Electric Revenue	833.88	15,087.73	13,595.72	251,015.03
Total Other Revenue	95,277.51	117,602.32	1,177,384.26	1,647,635.43
Total Revenue	1,962,491.84	2,661,971.46	26,286,401.00	31,772,891.59
Power Costs				
Purchased Power	(1,218,610.19)	(991,866.17)	(14,077,608.01)	(18,087,740.80)
Power Expense Generation	(7,877.54)	(6,495.52)	(92,837.38)	(77,824.85)
Power Expense Battery	(6,269.41)	(5,804.12)	(71,042.03)	(65,992.32)
Total Power Costs	(1,232,757.14)	(1,004,165.81)	(14,241,487.42)	(18,231,557.97)
Gross Profit	\$ 729,734.70	\$ 1,657,805.65	\$ 12,044,913.58	\$ 13,541,333.62
Operating Expenses				
Miscellaneous Operating Expenses				
Depreciation Expense	(244,141.65)	(189,529.33)	(2,661,083.22)	(2,412,496.37)
Sales Tax	(44,492.66)	(61,309.38)	(555,134.94)	(673,429.72)
Interest Expense-Consumer Deposits	(1,026.41)	(2,838.74)	(7,282.84)	(9,277.12)
Interest Expense-Sub + MMWEC	(18,525.01)	(15,520.83)	(210,579.91)	(181,996.50)
Total Misc Operating Expenses	(308,185.73)	(269,198.28)	(3,434,080.91)	(3,277,199.71)
Distribution Expenses				
Supervision and Engineering	(14,748.78)	(20,702.41)	(241,726.50)	(227,864.68)
Substation Salaries and Expense	(56,643.00)	(66,692.96)	(613,524.27)	(556,402.18)
Customer Installation Expenses	(502.87)	(481.90)	(6,452.93)	(6,542.70)
Distribution Operations Expense	(52,355.45)	(59,201.95)	(594,599.44)	(629,686.20)
Total Distribution Expenses	(124,250.10)	(147,079.22)	(1,456,303.14)	(1,420,495.76)

Wakefield Municipal Gas and Light Department
Income Statement - Electric Division
For the Eleven Months Ending, May 31, 2023

	CURRENT MONTH		YEAR TO DATE	
	FY 2022	FY 2023	FY 2022	FY 2023
Maintenance Expenses				
Supervision and Engineering	(16,988.80)	(18,174.40)	(201,866.31)	(210,335.93)
Maintenance of Station Equipment	(115.27)		(1,045.98)	(2,265.66)
Maintenance of Other Equipment		(567.44)	(942.44)	(1,662.44)
Maintenance of Overhead Lines	(42,106.23)	(231,538.29)	(1,103,586.05)	(1,235,297.83)
Maintenance of Underground Lines	-	-	(2,220.25)	(2,852.47)
Maintenance of Line Transformers	-	-	(5,630.00)	-
Maintenance of Street Lighting	-	-	(476.28)	-
Maintenance of Meters	(502.87)	(7,976.89)	(6,452.93)	(37,287.78)
Maintenance of Distribution Plant	(1,796.98)	(1,284.80)	(14,584.72)	(14,220.12)
Total Maintenance Expenses	(61,510.15)	(259,541.82)	(1,336,804.96)	(1,503,922.23)
Customer Account Expense				
Meter Reading Expense	(3,107.24)	(3,658.83)	(38,096.55)	(43,855.37)
Customer Records & Collection Exp	(71,880.07)	(73,867.72)	(695,448.51)	(915,824.17)
Total Customer Account Exp	(74,987.31)	(77,526.55)	(733,545.06)	(959,679.54)
Administrative and General Expenses				
Community Relations & Advertising	(12,875.32)	(64,714.91)	(59,402.07)	(590,957.91)
Administrative Salaries and Expense	(15,085.79)	(16,289.56)	(185,820.51)	(191,866.94)
Business Mgr, Office Salaries & Exp	(20,710.68)	(13,196.53)	(187,534.41)	(181,686.65)
MIS Salaries and Expense	(16,524.33)	(24,057.38)	(290,204.41)	(312,325.48)
Outside Services	-	(5,250.00)	(20,625.00)	(21,750.00)
Conservation & Rebates	(54,481.31)	(92,984.31)	(392,668.02)	(849,553.90)
Property & Liability Insurance, Damages	(13,972.25)	(12,593.59)	(122,961.54)	(125,509.26)
Employee Pensions and Benefits	(117,011.28)	(125,570.14)	(1,408,310.99)	(1,465,681.55)
General Administrative Expense	(78.17)	(1,460.85)	(29,584.19)	(53,001.37)
Maintenance of General Plant	(3,729.37)	(8,721.26)	(79,416.29)	(78,348.96)
Total Admin & General Expenses	(254,468.50)	(364,838.53)	(2,776,527.43)	(3,870,682.02)
Net Income (Loss) Before Surplus				
Adjustments	\$ (93,667.09)	\$ 539,621.25	\$ 2,307,652.08	\$ 2,509,354.36
Surplus Adjustments				
Additions				
Sale of Scrap	-	-	43,085.39	19,209.15
MMWEC Refund	-	-	-	-
Total Additions to Surplus	-	-	43,085.39	19,209.15
Subtractions				
Interest on Sinking Fund	135.79	827.66	386.16	6,511.08
Payment in Lieu of Taxes	58,240.63	59,114.25	640,646.89	650,256.75
Plant Removal Costs	-	-	52,375.38	55,746.05
Total Subtractions from Surplus	58,376.42	59,941.91	693,408.43	712,513.88
Net Income (Loss)	\$ (152,043.51)	\$ 479,679.34	\$ 1,657,329.04	\$ 1,816,049.63

**Wakefield Municipal Gas and Light Department
Comparative Balance Sheet - Gas Division**

	5/31/2022	5/31/2023
ASSETS		
Sinking Fund - Self Insurance	\$ 180,372.80	\$ 187,075.43
Consumer Deposits	97,214.11	102,637.69
Total Investments	<u>277,586.91</u>	<u>289,713.12</u>
Operating Cash	(16,991,128.91)	(20,760,866.90)
Consumer Deposits	205,705.57	208,118.31
Petty Cash	175.00	175.00
Total Cash	<u>(16,785,248.34)</u>	<u>(20,552,573.59)</u>
Accounts Receivable-Rates	901,840.17	1,181,037.54
Inventory	661,310.37	744,827.11
Prepayments Miscellaneous	97,159.96	99,280.70
Other Deferred Debits	214,900.53	276,115.18
Total Other Assets	<u>1,875,211.03</u>	<u>2,301,260.53</u>
Total Current Assets	(14,632,450.40)	(17,961,599.94)
Distribution Plant	25,397,975.82	25,615,646.20
General Plant	465,558.77	507,023.37
Net Fixed Assets	<u>25,863,534.59</u>	<u>26,122,669.57</u>
Total Assets	<u><u>\$ 11,231,084.19</u></u>	<u><u>\$ 8,161,069.63</u></u>
LIABILITIES AND EQUITY		
Accounts Payable	\$ 4,183.78	\$ 2,884.65
Consumer Deposits	302,919.68	310,756.00
Other Accrued Liabilities	1,544.70	3,785.09
Reserve for Uncollectable Accounts	127,607.01	106,502.84
Total Current Liabilities	<u>436,255.17</u>	<u>423,928.58</u>
Compensated Absences	271,895.82	250,058.31
OPEB Liability	308,967.75	215,836.75
Pension Liability	2,361,250.00	2,141,750.00
Total Long Term Liabilities	<u>2,942,113.57</u>	<u>2,607,645.06</u>
Total Liabilities	3,378,368.74	3,031,573.64
Retained Earnings	(17,014,348.96)	(18,446,691.79)
Year to Date Income (Loss)	(717,105.46)	(2,595,838.72)
Sinking Fund Reserve-Self Ins	180,326.20	187,028.83
Contribution in Aid of Construction	13,600.00	13,600.00
Investment in Fixed Assets	25,390,243.67	25,971,397.67
Total Equity	<u>7,852,715.45</u>	<u>5,129,495.99</u>
Total Liabilities and Equity	<u><u>\$ 11,231,084.19</u></u>	<u><u>\$ 8,161,069.63</u></u>

Wakefield Municipal Gas and Light Department
Income Statement - Gas Division
For the Eleven Months Ending, May 31, 2023

	CURRENT MONTH		YEAR TO DATE	
	FY 2022	FY 2023	FY 2022	FY 2023
Energy Revenue (Net of Discounts)				
Residential Sales	\$ 495,766.71	\$ 641,410.58	\$ 7,670,663.31	\$ 9,105,821.83
Commercial Sales	143,581.33	190,536.74	2,277,679.62	2,712,755.07
Municipal Sales	37,771.83	49,207.35	803,646.67	988,739.21
Total Energy Revenue	677,119.87	881,154.67	10,751,989.60	12,807,316.11
Other Revenues				
Unbilled Revenue	-	-	-	-
Interest Income-Consumer Deposits	44.93	551.20	360.08	5,339.55
Interest Income-Self Ins Sinking Fund	135.78	827.66	464.11	6,511.09
Income from Merchandise & Jobbing	575.60	(499.45)	12,770.17	25,874.43
Special Gas Charges	-	2,050.00	350.60	7,289.26
Sales Tax	5,890.08	9,433.73	98,382.72	126,128.00
Reconnect Fees	-	50.00	-	100.00
Insurance Reimbursements	-	-	-	-
Other Gas Revenue	0.00	74.03	34,292.10	76,998.18
Total Other Revenue	6,646.39	12,487.17	146,619.78	248,240.51
Total Revenue	683,766.26	893,641.84	10,898,609.38	13,055,556.62
Gas Purchased	(359,503.63)	(508,962.22)	(6,702,732.43)	(10,972,184.67)
Gross Profit	\$ 324,262.63	\$ 384,679.62	\$ 4,195,876.95	\$ 2,083,371.95
Operating Expenses				
Miscellaneous Operating Expenses				
Depreciation Expense	(172,822.89)	(180,071.11)	(1,847,349.74)	(1,937,292.77)
Sales Tax	(5,890.08)	(9,433.73)	(98,382.72)	(126,128.00)
Interest Expense-Consumer Deposits	(272.85)	(709.69)	(1,935.95)	(2,319.28)
Total Misc Operating Expenses	(178,985.82)	(190,214.53)	(1,947,668.41)	(2,065,740.05)
Distribution Expenses				
Supervision and Engineering	(17,209.45)	(19,647.31)	(218,367.20)	(264,179.34)
Station Labor and Expenses	(13,383.05)	(17,008.05)	(194,954.64)	(241,529.64)
Mains and Service	3,139.35	2,513.42	48,793.67	36,553.12
Customer Installation Expenses	(18,595.83)	(17,555.92)	(243,482.08)	(204,576.64)
Miscellaneous Plant Expenses	(12,451.86)	(533.33)	(77,712.97)	(36,310.77)
Total Distribution Expenses	(58,500.84)	(52,231.19)	(685,723.22)	(710,043.27)
Maintenance Expenses				
Maintenance of Mains	(70,369.47)	(32,842.83)	(526,218.21)	(477,392.19)
Maintenance of Meters and House Regulators	(2,010.00)	(1,307.90)	(11,079.77)	(20,333.01)
Maintenance of Distribution Plant	(2,289.80)	(189.15)	(19,304.38)	(27,437.10)
Total Maintenance Expenses	(74,669.27)	(34,339.88)	(556,602.36)	(525,162.30)
Customer Account Expense				
Meter Reading Expense	(1,035.73)	(1,219.60)	(13,794.10)	(14,618.31)
Customer Record and Collection Expenses	(27,038.99)	(24,450.21)	(244,174.19)	(301,321.82)
Total Customer Account Expenses	(28,074.72)	(25,669.81)	(257,968.29)	(315,940.13)

Wakefield Municipal Gas and Light Department
Income Statement - Gas Division
For the Eleven Months Ending, May 31, 2023

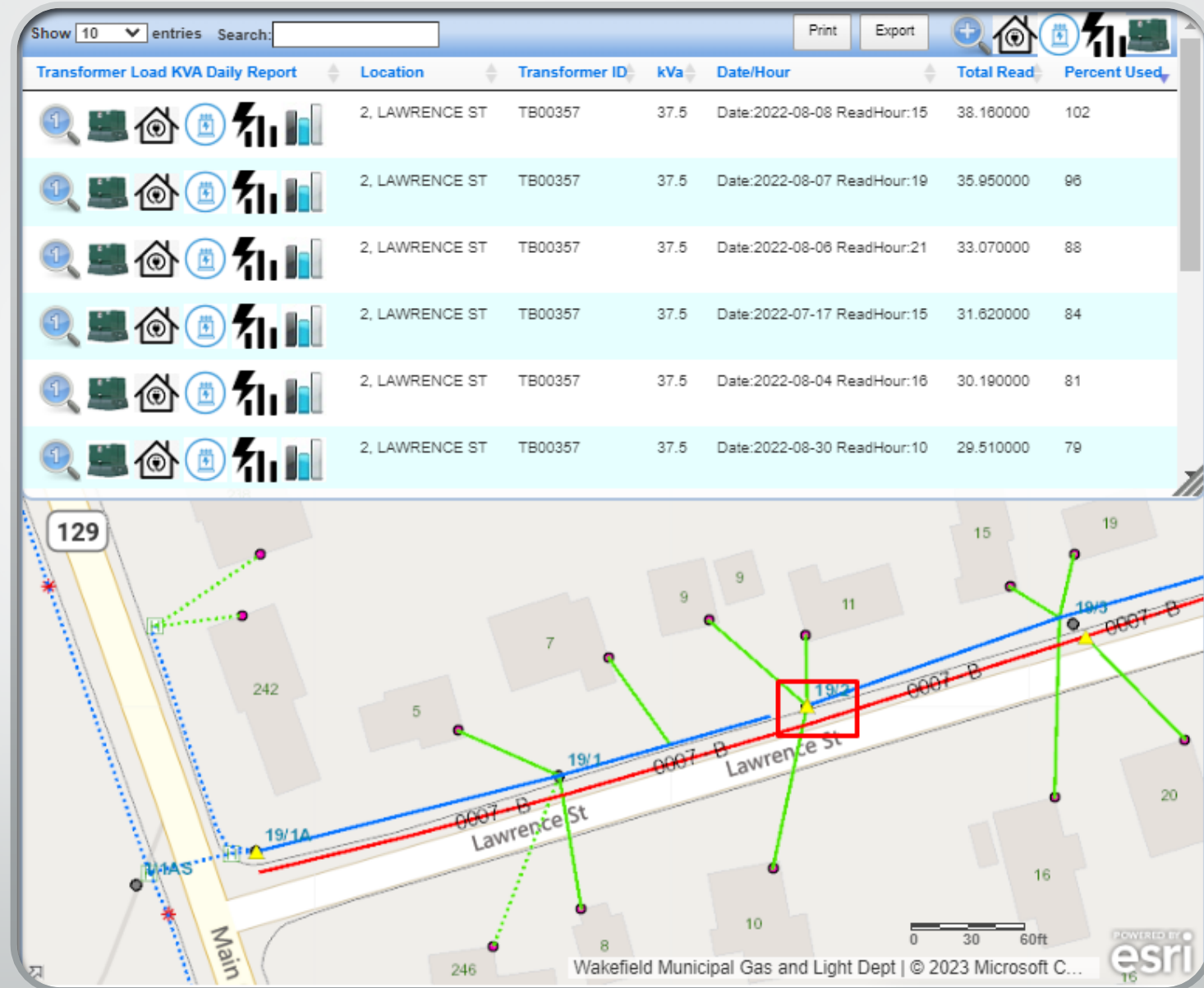
	CURRENT MONTH		YEAR TO DATE	
	FY 2022	FY 2023	FY 2022	FY 2023
Administrative and General Expenses				
Advertising	(3,118.12)	-	(7,253.94)	(7,514.50)
Administrative Salaries and Expense	(4,506.31)	(4,807.69)	(57,475.12)	(60,212.92)
Business Mgr, Office Salaries & Exp	(6,698.78)	(3,972.50)	(58,024.45)	(54,846.97)
MIS Salaries and Expense	(5,508.11)	(8,019.11)	(96,734.69)	(104,163.24)
Outside Services	-	(4,409.71)	(7,716.59)	(22,611.30)
Property & Liability Insurance, Damages	(3,179.68)	(2,566.80)	(27,882.05)	(31,200.79)
Employee Pensions and Benefits	(30,273.88)	(27,047.04)	(282,044.98)	(301,493.39)
General Administrative Expense	(26.05)	(488.50)	(15,547.19)	(17,201.68)
Maintenance of General Plant	(1,243.12)	(2,907.10)	(26,472.11)	(26,196.43)
Total Admin & General Expenses	(54,554.05)	(54,218.45)	(579,151.12)	(625,441.22)
Net Income (Loss) Before Surplus Adjustments	(\$70,522.07)	\$28,005.76	\$168,763.55	(\$2,158,955.02)
Surplus Adjustments				
Additions				
	-	-	-	-
Subtractions				
Interest on Sinking Fund	135.78	827.66	386.16	6,511.09
Payment in Lieu of Taxes	19,413.54	19,704.75	213,548.94	216,752.25
Plant Removal Costs	-	-	671,933.91	213,620.36
Total Subtractions from Surplus	19,549.32	20,532.41	885,869.01	436,883.70
Net Income (Loss)	(\$90,071.39)	\$7,473.35	(\$717,105.46)	(\$2,595,838.72)



Transformer Load Analysis Tool

Transformer Load Analysis Tool

- Hourly data is gathered from the Fixed AMR network metering system
- Uses hourly meter reads to calculate hourly demand per meter
- Parent/child setup in GIS automatically links all meters under their associated transformer
- Search by date range and percent overload to manage over (and under) loaded xfmr
- Accuracy confirmed with ammeters in multiple instances



How do we use it?

- Every spring and summer, we analyze transformers that show over 130% load and determine if anything needs to be done. For example:
 - Split cribs
 - Install larger transformers
 - Rearrange crib to distribute load to a nearby transformer that has available capacity
- We addressed 6 overloaded transformers in Spring of 2023

Address	Pole	kVa	Max kVA	% Over	Plan
18 PLEASANT ST	22/5	37.5	62.79	167	Has 15 multi families on it... split crib. Install 50kVA on P22/3, split crib between 22/4 and 22/5
7 ROCKLAND ST	230/2	37.5	61.69	165	Move three services (#22, 23 and 26 Otis St) over to xfmr on P107/5 Otis. This will balance loads between the two xfmrs more evenly.
7 FOURTH ST	349/2	15	24.23	162	Replace with a 25kVA on pole 1
14 BIRCH HILL AVE	129/5	37.5	59.86	160	Install 50kVA on P129/4, feed Summer St section of crib from here
28 Garden Ln (pad)		50	77.84	156	Replace with 100kVA padmount. Large houses, most have pools.
36 Morrison Rd West	219/9	37.5	57.68	154	Replace with 50kVA on a different pole, then restock existing xfmr

How do we use it?

- We also look at underloaded transformers. With transformers being so difficult to get, it's important to make sure each transformer on the system is being used efficiently.
- Below is a list of transformers we removed in 2021. They have been put back in stock.

Street	Pole	Size	Plan
Church St	3 & 4	25	Tie together, then remove the 37kVA from P3.
Salem St	70	37	Tie over two customers to xmfr on P68
Lake Ave	2		Tie over to P3 xfmr
Delcarmine/Water	1 & 22		Combined with new one on P25 Water
Main St	9 & 15		Combine

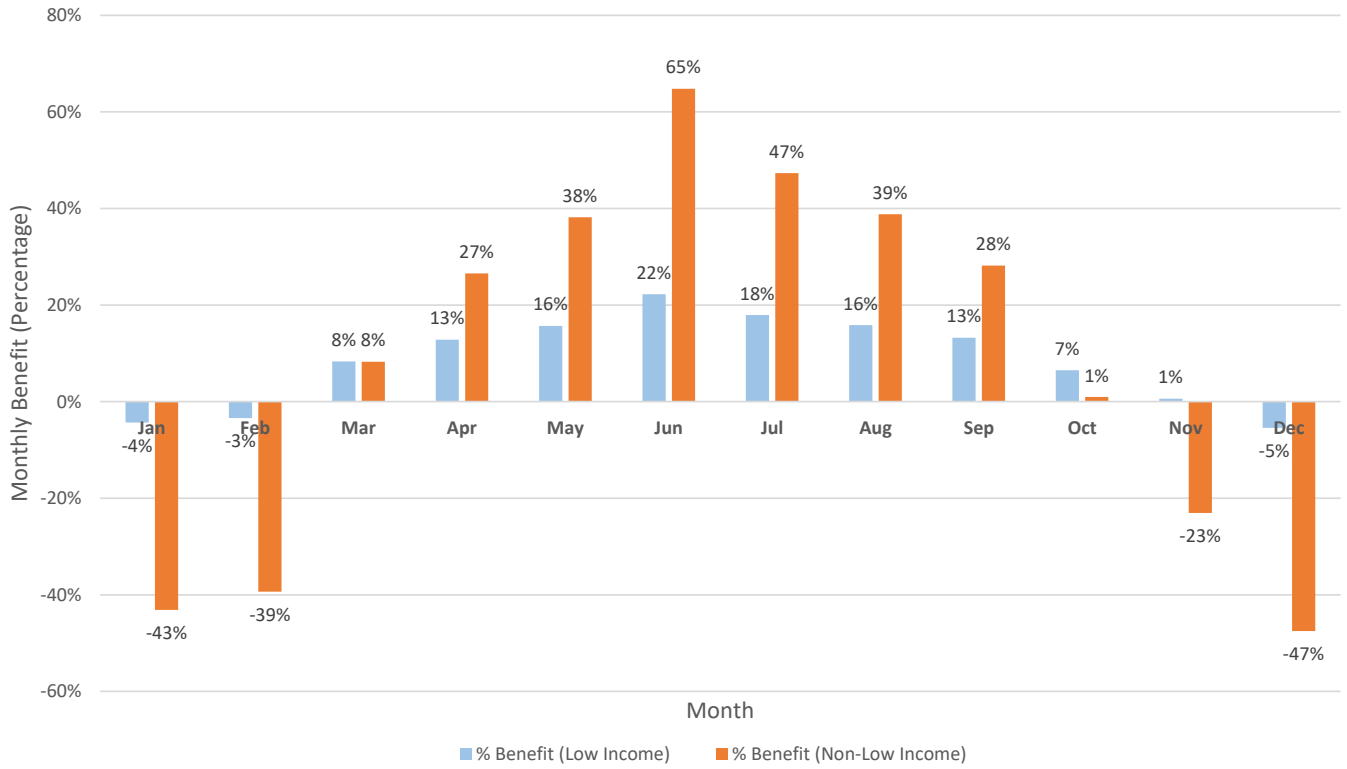
- We have not had any transformers fail due to overloading since we started using this tool!

July 6, 2023 – Top 10 Transformers

- There is only one transformer here that is overloaded above 130%
- We replaced this with a 50kVA transformer and put the 37kVA back in stock

Transformer Load KVA Max Report	Location	Transformer ID	kVa	Date/Hour	Max Read	Max Used
	20 NAHANT ST	TB00589	37.5	Date:2023-07-06 Hour:18	54.820000	146
	9 PROSPECT ST	TB00243	25	Date:2023-07-07 Hour:18	31.400000	126
	6 EUSTIS AVE	TB00276	37.5	Date:2023-07-06 Hour:12	43.970000	117
	4 CHARLES ST	TB00593	37.5	Date:2023-07-06 Hour:17	40.740000	109
	5 Bay St	TB00880	37.5	Date:2023-07-06 Hour:19	41.040000	109
	7 WALDEN RD	TB00528	25	Date:2023-07-07 Hour:18	25.480000	102
	4 WINSHIP DR	TB00197	37.5	Date:2023-07-06 Hour:16	36.990000	99
	15 BUTLER AVE	TB00645	50	Date:2023-07-07 Hour:14	49.610000	99
	5 MELVIN ST	TB00391	37.5	Date:2023-07-06 Hour:18	36.900000	98
	3 TURNBULL AVE	TB00940	37.5	Date:2023-07-06 Hour:18	36.220000	97

Community Solar Monthly Net Benefit (Percentage of Annual Net Benefit)



Community Solar Monthly Net Benefit (Average of First 5 Years)



Daly named new Light Commissioner

By MARK SARDELLA

WAKEFIELD — Sharon Daly is the new member of the Wakefield Municipal Gas and Light Commission. She was appointed last week to fill a vacancy due to the resignation of Commissioner Philip Courcy, who is moving out of town.

Sharon Daly is a Principal Program Manager on the Infrastructure Investments team at National Grid, driving the development of clean energy in-

Town Council notebook

rastructure in Massachusetts and New York, according to her LinkedIn page.

Previous to that, Daly served as an economist at the Massachusetts Department of Public Utilities, evaluating utility proposals and providing technical and analytical support to the Commission to aid the implementation of the Commonwealth's energy

policy objectives.

Her prior experience includes working as an ESG analyst at MSCI, covering the clean tech and energy sectors for sustainable investors, and as a management consultant for Arthur D. Little's Technology Innovation Management practice.

Daly's appointment came at a joint meeting of the Town Council and the remaining four members of the WMGLD Com-

mission: Jack Warchol, Jennifer Kallay, Thomas Boettcher and Elton Prifti. It was noted that nine individuals had submitted applications and resumes for the position, but the names of the other eight candidates were not shared at the meeting.

Town Council Chairman Jonathan Chiles asked the light commissioners if they had a recommendation for the position. Commission Chairman Jack Warchol said that Daly was their choice.

Without calling for discussion, Chiles went directly to a roll call vote. When his name was called, Councilor Edward Dombroski asked to hear the reasons why Daly was the preferred candidate. At that point, Warchol summarized her background

and qualifications.

The vote to appoint Daly was unanimous.