



# POWERING RESILIENCY

FY2023-2024 | BUDGET

GREENVILLE UTILITIES COMMISSION OF THE CITY OF GREENVILLE, NC



# Greenville Utilities

This budget reference book was prepared by the Finance Department.

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## Distinguished Budget Presentation Award

Greenville Utilities Commission (GUC) received the Government Finance Officers Association’s (GFOA) Distinguished Budget Presentation Award for its FY 2022–2023 budget.

The award represents a significant achievement by GUC. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, GUC had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity’s budget serves as:

- a policy document
- a financial plan
- an operations guide
- a communications device

When a Distinguished Budget Presentation Award is granted to an entity, a Certificate of Recognition for Budget Presentation is also presented to the individual(s) or department designated as being primarily responsible for having achieved the award. This has been presented to GUC’s Finance Department.

There are over 1,600 participants in the Budget Awards Program. Budget documents must be rated “proficient” in all four categories, and in the fourteen mandatory criteria within those categories, to receive the award.

Government Finance Officers Association (GFOA) advances excellence in government finance by providing best practices, professional development, resources and practical research for more than 20,500 members and the communities they serve.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

### *Distinguished Budget Presentation Award*

PRESENTED TO

**Greenville Utilities Commission  
North Carolina**

For the Fiscal Year Beginning

**July 01, 2022**

*Christopher P. Morrill*

Executive Director



Greenville Utilities Commission Board of Commissioners  
 Greenville City Council  
 Customers of Greenville Utilities

Ladies and Gentlemen:

Greenville Utilities Commission (GUC) is pleased to present the FY 2023–24 Budget that was developed using the values and objectives identified in our “Blueprint—GUC’s Strategic Plan.” Our mission is to enhance the quality of life for those we serve by safely providing reliable utility solutions at the lowest reasonable cost, with exceptional customer service in an environmentally responsible manner. Our mission has been put to the test in recent years in response to the global pandemic. Sustaining our resiliency through infrastructure maintenance and growth, rate stability, and the services and products we provide have been a top priority for the Commission to remain a catalyst for economic growth in our region.

GUC provides retail electric, water, sewer, and natural gas services, and also provides wholesale water and sewer services to some surrounding communities. Providing these utility services differentiates GUC from many other utilities around the country.

## Executive Summary

The Commission’s budget maintains several key financial metrics including debt-service coverage ratios, fund balance (as defined by the NC Local Government Commission), and days cash on hand. These metrics are reviewed for each fund and at the enterprise level. Maintaining these metrics at the fund level ensures the long-term sustainability of GUC to continue meeting its mission and future financial objectives.

Guiding all budgetary decisions is GUC’s Strategic Plan, which emphasizes our commitment to providing exceptional service while maintaining a viable financial position. The Commission utilizes Key Performance Indicators at the corporate level on a consistent basis to monitor our effectiveness in implementing the objectives identified in the Strategic Plan. Therefore, GUC’s budget goals are designed to achieve the following:

- Safely provide reliable utility solutions at the lowest reasonable cost
- Provide exceptional customer service in an environmentally responsible manner
- Position GUC to achieve greater efficiencies
- Continue to meet regulatory requirements
- Minimize rate increases
- Avoid future rate shock
- Maintain Key Performance Indicators for each fund
- Be operationally and financially prepared for emergency situations
- Be prepared for growth and expansion opportunities
- Preserve and/or improve bond ratings
- Support economic development in our community

The balancing process for the budget addressed several areas, including the review and analysis of the following:

- All four funds ability to be self-supporting on a sustained basis
- Continued investment in infrastructure
- Appropriate timing of expenditures for capital projects
- Revenues
- Personnel and staffing
- Cost-saving opportunities
- The updated financial models, with a focus on keeping rates as affordable as possible, while maintaining financial stability

### **Highlights of the FY 2023–24 budget are listed below:**

- Expenditures budgeted for FY 2023–24 have increased by 2.3%, or \$6.6M, when compared to the FY 2022–23 budget. Key points are:
  - \$4.8M increase in operations
  - \$2.8M increase in purchased power
  - \$2.3M increase in capital outlay
  - \$2.8M decrease in purchased gas
  - \$2.2M increase in debt service
  - \$2.8M decrease in transfers to capital projects
- No rate adjustment for the Electric Fund, the same as last year’s forecast
- 4.0% rate increase for the Water Fund, a 0.1% reduction from last year’s forecast
- No rate adjustment for the Sewer Fund, a 1.1% reduction from last year’s forecast
- 5.5% rate increase for the Gas Fund, a 1.8% increase from last year’s forecast
- Funding for a 2.0% employee merit/market adjustment
- Continuation of a self-insured health insurance plan which includes a high deductible Health Savings Account option
- Continuation of self-insured dental insurance plan
- Funding to hire replacements prior to the retirement of key personnel to facilitate succession planning, leverage the knowledge and experience of long-term employees for training on critical issues and ensure smooth transitions
- Continuation of investment in the Greenville ENC Alliance to promote economic development in our region
- Transfer to Other Post-Employment Benefits (OPEB) of \$500K
- Transfer of \$150K to City’s housing energy conservation program
- Investment of \$16.9M for capital outlay to maintain system reliability and comply with regulatory requirements
- Annual turnover or transfer of \$7.1M to the City of Greenville in accordance with the Charter issued by the North Carolina General Assembly

### **Highlights of the FY 2023–24 capital budget are listed below:**

- GUC continues to make investments in capital projects to maintain reliability, meet ongoing regulatory requirements, and remain strategically positioned to facilitate growth. To that end, in FY 2023–24, GUC will be establishing capital projects totaling \$10.75M.

## **Key Factors Affecting the FY 2023–24 Budget**

As the Commission begins its 118<sup>th</sup> year of providing utility services, many challenges and opportunities present themselves regarding the development of the budget.

### **Commodity Costs**

The largest expenditures in the FY 2023–24 budget are for the purchased commodities of electricity and natural gas. Ensuring a constant, steady, and reasonably priced supply of power and natural gas is one of the most important challenges.

The supply of electricity is influenced by many factors including the cost of fuel for generation, the availability of that supply, and other economic and international events. Power supply can often be impacted by outages at nuclear plants, unplanned maintenance and repairs for reactors and generators, and price fluctuations in fossil fuels. The delivery of electricity to the Commission through long transmission lines can be impacted by damages caused by weather or other factors.



The supply of natural gas for the Commission, which is primarily dependent on sources located in the Gulf of Mexico, offers challenges as well. Weather is always a factor in the delivery of utility services. Events, such as hurricanes and winter storms, can impact the flow of natural gas to our area and can result in higher purchase prices and delivery costs for the commodity. Interruptions or price spikes impact costs, and can also impact revenues as consumers often use less gas as prices rise.

To address these issues, the Commission has entered into contracts to receive and provide a constant and steady supply of electricity. Additionally, at several customer sites, there are peak-shaving generators the utility uses to offset periods of heavy load. Mutual aid contracts are in place with other utilities to offer assistance when major weather events cause disruptions.

The Gas Fund operates a liquefied natural gas plant to inject natural gas into the system during periods of high usage. This fuel is shipped to the plant by truck and may provide an alternative for a portion of customer demand, as needed.

### **Change in Rates**

To support GUC's effort to continue to provide exceptional customer service while maintaining key financial performance metrics, several rate increases are necessary for FY 2023–24 implementation. The water rate plan approved in FY 2018 to support funding of the water treatment plant upgrade and distribution system improvements projects will be resumed with the implementation of the fourth of four rate increases included in the plan. Monthly bills for residential customers using 6 kGal will increase 4.0%. The typical residential gas customer bill will increase 5.5%. No rate increases are proposed for electric or sewer customers.

### **Capital Investment**

The Commission serves more than 168,000 customer connections across all four operating funds. With local economic development on the rise in our service areas, the utility is preparing for increased customer growth within the operating systems. Continuous customer growth places new demands on the capacities of the systems and requires infrastructure extensions and capacity expansions, and increased investments in capital spending. Capital spending, and the associated debt required to finance the strategic investment in infrastructure, is a major driver of the budgeting process and impacts rates for all funds.

The Commission's capital improvements planning and project prioritization program supports department level project planning and enables the assessment of each project's alignment with the Commission's long-term vision and strategic plan. Strategic alignment considerations include the enhancement of safety and customer service, promoting the lowest reasonable cost of service, and supporting growth as a regional utility. Functional considerations include asset criticality, reliability, and capacity, and financial evaluations are utilized to determine project impact on revenues, operations and maintenance costs. As part of the annual budget process, five-year financial, capital spending, and capital funding plans are prepared to identify spending needs, planned sources and scheduling of funding.

Efforts continue in the Electric department to replace wood pole structures and peak shaving generators. Existing 115 kilovolt (kV) wood pole structures reaching end of design life are being replaced with steel pole structures to harden the transmission system and increase system reliability. Existing diesel peak shaving generators are being replaced due to age in an effort to maintain fleet readiness. Proctor and Gamble, Mayne Pharma, and ECU School of Medicine are included in the replacement project which is expected to be completed in 2025.

The Commission now has three 230 kV point of delivery (POD) substations that supply power to all of the distribution substations on the system. If a transmission line is damaged and the flow of power to one of the distribution substations is lost, power can be re-routed from the other POD substations through the transmission loop. This enables our customers to continue to receive power until the problem is resolved. Construction continues on the 115 kV transmission line for POD #3 to Simpson substation which will complete the transmission loop, making each substation along the loop more reliable. This

transmission line will also feed the new Hudson’s Crossroads Substation that will support future growth anticipated from the southeast sewer system expansion and will also provide redundancy and load support to the existing Simpson and Hollywood Substations.

The Water Treatment Plant (WTP) Upgrade is on schedule to be completed in July of this year. The project is expanding the WTP from its current capacity of 22.5 million gallons per day (mgd) to 32 mgd to provide sufficient capacity for future economic expansion in the Greenville region. Significant amounts of erosion continue to occur along the river bank at the WTP raw water intake and is in need of immediate repair. Repair and stabilization of the river bank is important to prevent any further erosion from impacting the raw water intake screens.

The Southeast Service Area Sewer Improvements Project establishes a backbone collection system for approximately 1,500 acres and includes a sewer pumping station and 8,000 feet of gravity collection piping. GUC is partnering with five developers to fund the project. This development activity will spur future partnerships to develop additional land tracts. Construction began in December 2022 and is currently scheduled for completion by the end of 2023.

Expansion has begun on the Liquefied Natural Gas (LNG) Plant. This project will be completed in three phases. This first phase will include two 70,000-gallon cryogenic storage tanks and spill containment. The expansion will allow the Commission to reduce its reliance on trucked LNG during peak period demands.

### **Supply Chain Issues/Price Inflation**

With the continuous supply chain issues and supply prices on the rise, the Commission has been planning even further ahead than usual to ensure enough supplies are on hand to continue to provide exceptional customer service at the lowest reasonable cost. Consistent price negotiations and the addition of two mobile warehouse units set up at substations have assisted in being able to keep extra stock accessible.

### **Personnel Funding**

The Commission recognizes that employees are the most valuable asset available to the utility. As employees complete their working careers and retire, it is imperative that a new generation is available to continue the high standards of service that define the utility. The Commission began an initiative to identify and train personnel replacements to promote an orderly transition into the future. In addition, the utility has adopted an iLead program to identify and educate employees that are likely to be ready to move into supervisory and management positions within the next 10 years.

In an effort to develop a pipeline of diverse, talented, and prepared employees eligible to earn a North Carolina Certification as a water treatment plant or wastewater treatment plant operator, GUC created the iGrow program, which provides on-the-job training and North Carolina Rural Water Association (NCRWA) Certification classes for current employees.

### **Operational Excellence**

Federal, State and local regulations continue to impact all of the Commission’s operating funds. Regulations concerning the siting and construction of new generation plants, reliability standards, homeland security, employee safety, renewable resource mandates, and quality standards are all contributing to costs and will continue to impact rate strategies.

To address emerging cybersecurity threats, the Commission’s Information Technology department performs continuous review and tuning of training, processes, and technology. All employees are required to participate in robust and comprehensive cybersecurity training. Advanced technologies have been implemented to detect, defend, and mitigate the effects of cybersecurity threats. Quarterly exercises are also performed to evaluate and test the Commission’s ability to defend against and react to both physical and cybersecurity threats.



## Awards

The Commission received recognition from Electricities of North Carolina for the outstanding job that is performed day in and day out to support the mission of delivering better service and more value to the Greenville region despite the challenges in recent years. The five awards of excellence include Grid Modernization, Value of Public Power, Wholesale Power Cost, Workforce Planning and Development, and Continuous Improvement. This is the 17<sup>th</sup> year in a row that GUC has won Awards of Excellence.

In 2021, GUC's Electric Department once again received the American Public Power Association's (APPA) highest award, the Reliable Public Power Provider (RP3) Diamond Designation, for providing customers with the highest degree of safe and reliable electric service. Public power utilities must demonstrate proficiency in reliability, safety, workforce development, and system improvement. The Commission's overall system reliability is at 99.5%, which is a testament to the quality work our employees do every day. The designation is good for three years.

The Commission once again earned the Smart Energy Provider (SEP) designation from the APPA in 2022 for demonstrating commitment to and proficiency in energy efficiency, distributed generation, and environmental initiatives that support a goal of providing low-cost, quality, safe, and reliable electric service. The SEP designation, which lasts for two years, recognizes public power utilities for demonstrating leading practices in four key disciplines: smart energy program structure, energy efficiency and distributed energy programs, environmental and sustainability initiatives, and the customer experience. In total, 90 public power utilities nationwide hold the SEP designation.

For the 7<sup>th</sup> year in a row, our WTP has received the prestigious North Carolina Area Wide Optimization Award (AWOP). The NC Division of Water Resources has included the Commission among the 66 out of 149 water treatment plants in the State honored for surpassing federal and state drinking water standards in 2021. The award recognition is a state effort to enhance the performance of existing surface water treatment facilities.

The Wastewater Treatment Plant (WWTP) "Smooth Operators" team competed at the 21st annual Operations Challenge and came in first overall along with first, second, and third place finishes in all five of the events. These events are designed to test the diverse skills required for the operation and maintenance of wastewater facilities, collection systems, and laboratories.

GUC's Public Information Office received two Excellence in Public Power Communications awards from the APPA for work done in 2021. The awards were in the Video and Social Media categories. This was the 6<sup>th</sup> time the Commission has won an award for website and/or social media efforts, and the 4<sup>th</sup> award for video. GUC was one of 49 utilities that took home an award from this year's APPA Customer Connections Conference. Awards were given to those who showed ingenuity and creativity in telling their stories through outstanding copy, design, graphics, social media engagement, and video.

The Commission places a high value on employee safety, prioritizing working safely and keeping their customers safe. For the 8<sup>th</sup> time in its 118-year history, Greenville Utilities achieved an important milestone in 2022: one million consecutive man hours without a lost workday due to injury. Considering the challenges of delivering electric, water, sewer, and natural gas services in recent years, it is a remarkable feat to work a million hours without a major injury. Each year, staff from various departments attend the NC Department of Labor (NCDOL) and Greenville-Pitt County Chamber of Commerce's annual Safety Banquet to recognize the Commission's safety record, along with other local businesses. For one of our departments, this was the 16<sup>th</sup> consecutive year earning awards. In all, the Commission was honored with nine safety awards in 2023. Gold Level Awards were presented to companies with days away from work, job transfers, or restricted time rates at least 50% below industry average. Awards at this level went to Wastewater Treatment Plant (16<sup>th</sup> year), Customer Relations (10<sup>th</sup> year), Water Treatment Plant (6<sup>th</sup> year), Express Office (3<sup>rd</sup> year), Administration (2<sup>nd</sup> year), Administration Building (2<sup>nd</sup> year), Finance (2<sup>nd</sup> year), Information Technology (2<sup>nd</sup> year), and Meter (2<sup>nd</sup> year). NCDOL's Safety Awards Program was established in 1946 and recognizes private and public firms throughout the state that maintain good safety records.

The Commission's Gas Department was one of 31 gas systems from across the country awarded the American Public Gas Association (APGA) Safety Award for an outstanding safety record in 2021. This marks the 12<sup>th</sup> year (and 5<sup>th</sup> consecutive year) that the Gas Department staff has exemplified worker safety at the national level.

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to GUC for its annual budget for the fiscal year beginning July 1, 2022. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan, and a communications device. GUC has received this award for the past seven years. The Commission also earned the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 13<sup>th</sup> consecutive year. The purpose of the Annual Comprehensive Financial Report is to prepare financial reports of the highest quality for the benefit of its citizens and other parties with a vital interest in the Commission's finances.

For the 12<sup>th</sup> year in a row, the Commission's Purchasing division received the Sustained Professional Purchasing Award (SPPA), presented by the Carolinas Association of Governmental Purchasing (CAGP). GUC is one of 15 member agencies throughout North Carolina and South Carolina to receive this designation for fiscal year 2022.

## Economic Development & Community Involvement

GUC maintains its commitment to supporting growth and economic development initiatives throughout the City of Greenville and Pitt County. The Commission continues to be a sustaining member of the public-private partnership Greenville ENC Alliance to promote economic development in our community.

The Commission continues to be a leader in the community by participating in community sponsored events such as PirateFest, Freeboot Friday, and job fairs at our local Pitt County high schools. The Electric Department participates in the local Tradesformers program, which is a youth apprenticeship program designed to connect high school students with growing industry trades in our area. GUC also participates in the STEM Outreach Program which focuses on educating schools and colleges about the diverse set of science, technology, engineering, and math (STEM) careers that the Commission offers. For the fourth year in a row, the Commission donated 100 blankets to the Pitt County Council on Aging in an effort to provide relief during the winter months for local residents. During the summer, GUC's fan donation program provided 100 fans to the Pitt County Department of Social Services and Council on Aging to be distributed to customers in need. Last fall, the GUC American Heart Association (AHA) Heart Walk teams raised over \$2,000 for the AHA. Through the participation of GUC teams and other community teams, the Greenville AHA Heart Walk raised over \$52,000. GUC's United Way committee raised almost \$35,000 in its most recent campaign to support those most in need in our community. The Commission is also a member of the Greenville-Pitt County Chamber of Commerce and actively participates in chamber-related events.

## SUMMARY

The FY 2023–24 balanced budget was developed with the staff's best effort to control costs, while continuing to provide a high level of service to GUC's customers. Not only is the budget balanced for the near term, it also includes key components to position GUC for long-term sustainability. This budget supports GUC's vision to provide safe, innovative, and sustainable utility solutions that serve as the foundation of growth for the Greenville region.

On behalf of the entire staff at GUC, I am pleased to present this budget for FY 2023–24.



Anthony C. Cannon  
General Manager/CEO  
May 19, 2023



## Profile of the Greenville Utilities Commission

In 1903, Greenville was a town of just 2,565 governed by a Board of Aldermen. With an eye towards progress, on April 7, 1903, a \$65,000 bond referendum was passed to fund the creation of the water, sewer and electric systems. Two years later, on March 20, 1905, Greenville's new Water & Light Commission was established with about 72 electric and 30 water customers. The natural gas system was added in 1925.

The Commission is owned by the citizens of Greenville and is governed by an eight-member Board of Commissioners responsible for approving rates, development plans, the annual budget and for setting policy that is carried out by our General Manager/CEO. The City Manager for the City of Greenville serves as a full-voting member of the Board. Five other additional board members are nominated by the City Council and two are nominated by the Pitt County Board of Commissioners. All members are approved by the City Council. Board members serve three-year terms, with a maximum of two terms. The Commission meetings are held the third Thursday of each month, except in June when the meeting is on the second Thursday.

The Commission operates under a charter issued by the North Carolina General Assembly (the Utilities Commission Charter). In accordance with the provisions of the Utilities Commission Charter, the Commission annually transfers to the City of Greenville an amount equal to six percent of the difference between the electric and natural gas systems' net fixed assets and total bonded indebtedness, plus an amount equal to fifty percent of the Commission's retail cost of service for the City of Greenville's public lighting. The annual transfer amount represents approximately eight percent of the City's total annual General Fund budget and provides a secondary benefit to the citizens of Greenville in addition to the direct benefit of utility services.

## GUC Board of Commissioners



**Kelly L. Darden, Jr.**  
Chair



**Peter Geiger**  
Chair-Elect



**Lindsey Griffin**  
Secretary



**Ann Wall**  
City Manager



**Marcus Jones**  
Board Member



**Mark Garner**  
Board Member



**Tommy Stoughton**  
Board Member



**Ferrell Blount III**  
Board Member



# INTRODUCTORY SECTION

*Fiscal Year 2023–2024 Budget*







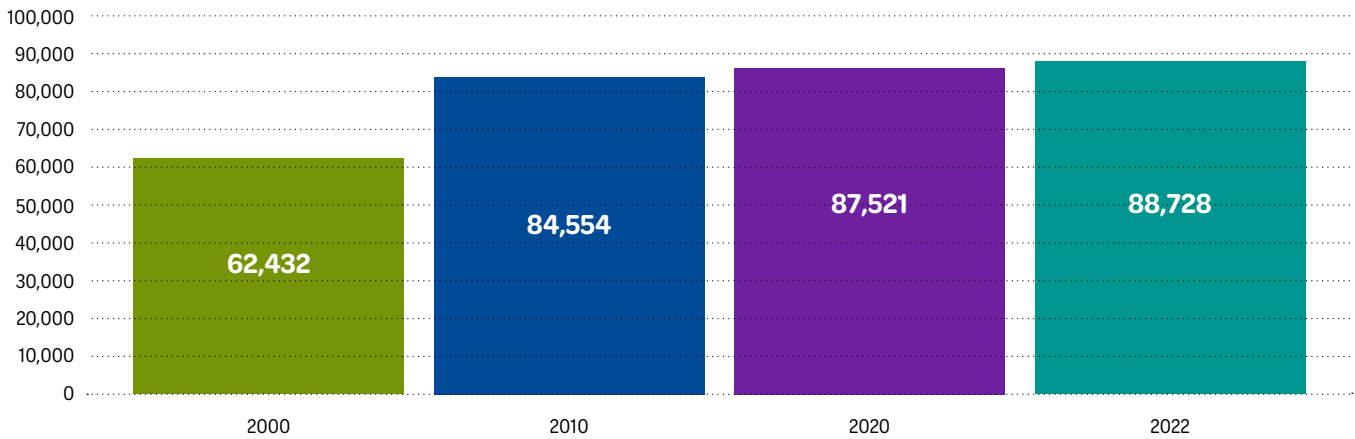
## City of Greenville/Pitt County

The City is situated on the Tar River in the central coastal plain of North Carolina. It was founded by English settlers in 1774 and named Martinsborough. It was soon named and continues to serve as the seat of Pitt County (the “County”). In 1786, the residents changed the name to Greenville to honor revolutionary war hero and fellow North Carolinian, Nathaniel Greene. The City covers an area of approximately 35 square miles. On December 31, 1992, the United States Department of Housing and Urban Development classified the City as a Metropolitan Statistical Area (“MSA”).

The Greenville, North Carolina MSA is one of the fastest growing in the state. Home to East Carolina University and Vidant Medical Center, the area serves as a culture, economic, education and medical hub of eastern North Carolina. Greenville’s population has surged to more than 90,000 in recent years while the MSA includes more than 175,000 residents.

The United States Department of Commerce, Bureau of the Census, has recorded the population of the City to be as follows:

**Greenville Population** | U.S. Dept of Commerce, Bureau of the Census



**Per-Capita Income** | Separate statistics for the City are not available. (U.S. Dept of Commerce, Bureau of Economic Analysis)

Fiscal Year Ended June 30	Pitt County	State
2015	\$37,802	\$41,839
2016	38,077	42,574
2017	39,225	44,094
2018	41,163	45,758
2019	45,951	47,660
2020	49,350	51,938
2021	53,200	56,095
2022	n/a	57,416



ECU Campus

## COMMERCE AND INDUSTRY

The City is a commercial, educational, cultural, and medical hub for eastern North Carolina. The area is one of the fastest growing urban centers in the State. The local economy is well positioned with government, wholesale, retail trade and manufacturing sectors contributing to total employment. A well-diversified economy helps the region thrive with industries in advanced manufacturing, pharmaceuticals, life science and food processing leading the way. In 2021, an internationally circulated business publication covering corporate real estate and economic development ranked North Carolina and Georgia as the states with the top business climates in the United States. Site Selection magazine ranked the two southeastern states as tied for first place.

Agriculture is also a strong contributor to the economy; tobacco, corn, soybeans, wheat, peanuts, eggs, livestock, poultry and vegetables are the primary agricultural products. The Greenville-ENC Alliance (Alliance), a public-private partnership that focuses on the economic development efforts of public and private sectors, was founded in 2019. The Alliance is charged with helping ensure the growth and success of existing industries, building a capable and qualified workforce, strengthening the region's competitive position and facilitating investments that build capacity, generate prosperity and enhance economic vitality.

The diversity, quality and availability of the human resources in the City are among the primary reasons many large corporations locate in the area. Major industries and employers in the area include:

**East Carolina University** ("ECU") is the fourth largest university in the State with over 27,000 students and employs more than 5,600 employees. ECU is a member of the 17-campus University of North Carolina system and is accredited by the Southern Association of Colleges and Schools. The University began as a two-year Teacher Training School in 1909 and has grown to include 11 colleges/schools plus the Graduate School. ECU has 13 doctoral degree programs, 6 professional degree programs and more than 70 master's degree programs. ECU has also undertaken several major construction projects in recent years. A 220,000 square foot, \$122 million student union building with adjacent 720-car parking garage and a \$90 million Life Sciences and Biotechnology building are two of the main projects completed. The Life Sciences and Biotechnology building is the first new phase of ECU's Millennial Campus. ECU's millennial campus will connect the talents of university researchers and partners in industry, government, military and more to discover innovations that boost rural and coastal prosperity. The millennial campus will consist of 328.35 acres on four sites and will be a \$141 million





ECU Health

investment in the City. ECU received a \$1.9 million grant from the Golden LEAF Foundation to build a pharmaceutical manufacturing-training center which will train students and pharmaceutical employees to address the need for pharmaceutical workers with four-year college degrees. Pitt, Johnston, Wilson, Nash, and Edgecombe Community Colleges are all part of the five-year project. The Eastern Region Pharma Center will employ three new faculty members and two academic advisers.

**ECU Health Medical Center**, formerly Vidant Medical Center, is a level 1 trauma center and is the teaching hospital for ECU's Brody School of Medicine. ECU Health Medical Center employs over 6,760 employees and is part of ECU Health, a 1,447 bed hospital system that serves more than 1.4 million people in 29 Eastern NC counties. ECU Health is the largest private employer in Eastern NC.

**Thermo Fisher Scientific** has become one of North Carolina's largest pharma manufacturers. The company's current facility is 1.5 million square feet and is a multipurpose pharmaceutical manufacturing campus, including packaging, covering 640 acres, and employing more than 1,800 employees.

**Avient Protective Materials** manufactures a proprietary medical-grade ultra-high molecular weight polyethylene fiber known as dyneema, which is used in medical applications, such as orthopedic implants. Dyneema is also used in safety gloves for the metalworking industry and in fine yarns for applications in sporting goods and the medical sector. In addition, Avient's products are used in bullet resistant armor and clothing for police and military personnel and are an important component in ropes, cables and nets in the fishing, shipping and offshore industries. Avient employs over 330 people.



Wildwood Park

**Pitt Community College**, a community college in Winterville, serves more than 7,000 students annually and is the sixth-largest in the 58-member N.C. Community College System. The college awards degrees in more than 60 programs and provides adult basic education, literacy training and occupational extension courses. Recently completed projects include the addition of a \$19 million Science and Technology Building and a \$3.4 million Early College High School. A new \$14 million Student Advancement Center is currently under construction and expected to be completed in 2023. The college employs over 1,100 people.

**Hyster-Yale Group, Inc.** designs, engineers, and manufactures materials handling equipment, including warehouse trucks, counterbalanced trucks, and large capacity cargo and container handling trucks. Hyster-Yale Group, Inc. formerly known as NACCO Materials Handling Group, Inc., employs approximately 1,226 employees.

**Catalent** is a specialty pharmaceutical company which focuses on applying its drug delivery expertise to commercialize branded and generic pharmaceuticals. The company currently employs over 600 people and in connection with the 126,000 square foot, \$80 million manufacturing expansion recently completed, the company added roughly 100 new jobs. Catalent recently launched new drugs that will be made at its facility.

**TRC, Inc. (The Roberts Company)** is a fully integrated fabrication, construction and plant services company designed to work specifically with heavy and light industrial clients. The company provides services to the following industries: chemical, specialty chemical, mining, power port facilities/terminals, pulp and paper, oil and gas, light industrial pharmaceutical and manufacturing. The company employs approximately 500 people.

*Continued on page 12.*





Continued from page 11.

Stallings Stadium at Elm Street Park

**Grady-White Boats** recently completed the expansion of their manufacturing facility. This \$6 million project added over 70,000 square feet, creating additional production capacity, and adding at least 65 new jobs. Grady White continues to make additional investments in the Greenville area.

**Victoria, Inc.**, the largest, exclusive, premium retail partner for Verizon Wireless, announced in 2020 they would expand their operations in Greenville adding 125 positions by the end of 2023 and an additional 75 jobs by the end of 2025. New positions will include sales associates, IT professionals, Human Resources staff, operations analysts, and executive leadership.

**World Cat**, owned by HC Composites, LLC, the world's largest maker of power catamarans, has expanded its operations to the City and opened a new boat manufacturing facility. The company will occupy the former Camping World Distribution Center to allow for the production of 36 to 50-foot custom catamarans. World Cat plans to make an \$8.8 million investment and hire 60 full-time employees in the City.

**Grover Gaming**, a software development and design company founded in Greenville, announced in 2020 a local expansion that is expected to bring 200 new jobs and \$12.5 million in capital investment over five years to the Greenville and Pitt County region. The new location will be home to the company's newly expanded headquarters and is expected to employ 350 people total.

**MetroNet** plans to invest more than \$40 million in the community to bring fiber optic high-speed internet to business and residents. Construction began in January 2021.





Pitt Community College

**EDUCATION**

The City and the County are also an educational center for the eastern part of the State. In addition to the higher education opportunities available at ECU and Pitt Community College (“PCC”), Pitt County Public Schools serves over 23,000

students in 38 schools and employs 3,699 employees. The student-teacher ratio is approximately 15 to 1.



GK Butterfield Transportation Center

**TRANSPORTATION INDUSTRY**

The transportation industry is expanding in the City and the County. The North Carolina Department of Transportation (NCDOT) recently completed a 12.5-mile interstate-type Southwest Bypass costing \$200 million. To ease the flow of traffic from the City to Vidant Medical Center, the NCDOT opened a 1.4-mile highway costing \$35 million. The GK Butterfield Transportation Center is designed to encourage multiple modes of transportation within the City, provide

a central access point where people can transfer from one mode to another, and create a hub not only for transportation within the City, but also serve as a catalyst for revitalization and economic development.

In 2020, the City was selected as the new home of the Little League International’s Little League Softball World Series for a period of five years. The World Series will be hosted at Greenville’s Elm Street Park and will be broadcast for over a week each summer on ESPN.

The first phase of Wildwood Park, a new 164-acre adventure park along the north bank of the Tar River in the City, was completed in 2021. Currently under construction are the boardwalk and pedestrian bridge that will complete the trail loop around the lake.

**Total Taxable Sales for Pitt County** | Separate statistics for the City are not available. (NC Dept of Revenue)

Fiscal Year Ended June 30	Total Taxable Sales	Increase over Previous Year
2018	\$2,356,000,000	1.1%
2019	2,457,257,762	4.3
2020	2,551,848,073	3.8
2021	2,929,521,574	14.8
2022	3,225,920,776	10.1

**EMPLOYMENT STATISTICS**

**Major Employers** | In or within a few miles of the City (Pitt County Development Commission (July 2023))

Company/Institution	Product/Service	Approximate Number of Employees
ECU Health Medical Center	Health Care	6,760
East Carolina University	Education	5,160
Pitt County Public Schools	Education	3,699
Thermo Fisher Scientific	Pharmaceuticals	1,852
Hyster-Yale Group, Inc.	Lift Trucks	1,226
City of Greenville	Government Administration	1,132
Pitt Community College	Education	1,100
County of Pitt	Government Administration	931
Catalent	Pharmaceuticals	629
TRC, Inc. (The Roberts Company)	Metal Fabrication	500

**Pitt County Unemployment Percentage** | (The NC Dept of Commerce, Labor & Economic Analysis Division)

	2016	2017	2018	2019	2020	2021	2022	2023
January	5.6%	5.4%	4.6%	4.6%	4.3%	6.0%	3.9%	4.1%
February	5.5	5.1	4.6	4.4	3.9	5.8	3.9	3.9
March	5.3	4.7	4.2	4.2	4.4	5.3	3.8	4.0
April	5.2	4.4	3.9	3.7	9.7	5.2	3.7	3.5
May	5.5	4.9	4.2	4.3	10.4	5.4	4.0	4.0
June	6.0	5.2	5.0	4.9	7.1	5.8	4.6	4.2
July	6.1	5.4	4.9	5.1	8.6	5.6	4.6	4.4
August	6.0	5.3	4.7	4.8	6.6	5.3	4.8	-
September	5.3	4.4	3.8	3.8	7.0	4.4	3.9	-
October	6.1	4.3	3.9	3.8	5.9	4.4	4.0	-
November	5.2	4.5	3.9	3.8	6.1	3.9	4.0	-
December	5.1	4.2	4.1	3.6	6.2	3.4	3.5	-



**Ten Largest Customers** | Current Year and Nine Years Ago

Electric Fund		Fiscal Year 2023		Fiscal Year 2014	
Customer	Product/Service	Amount Billed	Percentage of Total Revenue	Amount Billed	Percentage of Total Revenue
Thermo Fisher Scientific <sup>1</sup>	Pharmaceuticals	\$5,312,433	3.12%	\$6,891,121	3.59%
Avient Protective Materials <sup>2</sup>	High Performance Fibers	5,055,469	2.97%	4,226,077	2.20%
ECU Health <sup>3</sup>	Health Care	4,161,692	2.45%	5,354,855	2.79%
East Carolina University	Education	3,134,059	1.84%	4,079,982	2.12%
East Carolina University	Education	3,076,119	1.81%	3,310,464	1.72%
Attends Healthcare Products	Medical Products	2,653,398	1.56%	3,189,010	1.66%
East Carolina University	Education	2,455,912	1.44%	2,630,339	1.37%
ECU Health <sup>3</sup>	Health Care	2,091,379	1.23%	1,625,801	0.85%
City of Greenville	Government	2,002,347	1.18%	--	--
Hyster Yale Group <sup>4</sup>	Fork Lift Trucks	1,049,474	0.62%	1,365,578	0.71%
DENSO Manufacturing <sup>5</sup>	Motors	--	--	1,590,792	0.83%
<b>Total</b>		<b>\$30,992,282</b>	<b>18.22%</b>	<b>\$34,264,019</b>	<b>17.84%</b>

Water Fund		Fiscal Year 2023		Fiscal Year 2014	
Customer	Product/Service	Amount Billed	Percentage of Total Revenue	Amount Billed	Percentage of Total Revenue
Thermo Fisher Scientific <sup>1</sup>	Pharmaceuticals	\$1,030,292	4.14%	\$654,634	4.16%
Town of Farmville	Government	947,031	3.81%	652,132	4.15%
Town of Winterville	Government	384,485	1.55%	194,031	1.23%
Avient Protective Materials <sup>2</sup>	High Performance Fibers	257,099	1.03%	111,195	0.71%
ECU Health <sup>3</sup>	Health Care	245,091	0.99%	242,844	1.54%
Stokes Regional Water Corporation	Water Utility	213,568	0.86%	60,173	0.38%
Fuji Silysia Chemical USA, LTD	Silica Gel	204,294	0.82%	74,982	0.48%
ECU Health <sup>3</sup>	Health Care	173,527	0.70%	70,553	0.45%
ECU Health <sup>3</sup>	Health Care	134,338	0.54%	65,978	0.42%
Greenville Uptown PropCo, LLC	Apartments	92,171	0.37%	--	--
East Carolina University	Education	--	--	60,979	0.39%
<b>Total</b>		<b>\$3,681,896</b>	<b>14.81%</b>	<b>\$2,187,501</b>	<b>13.91%</b>

<sup>1</sup>Formerly DSM Pharmaceuticals, Inc.  
<sup>2</sup>Formerly DSM Dyneema, LLC  
<sup>3</sup>Formerly Vidant Medical Center  
<sup>4</sup>Formerly NACCO Materials Handling  
<sup>5</sup>Formerly ASMO of Greenville

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Sewer Fund		Fiscal Year 2023		Fiscal Year 2014	
Customer	Product/Service	Amount Billed	Percentage of Total Revenue	Amount Billed	Percentage of Total Revenue
Thermo Fisher Scientific <sup>1</sup>	Pharmaceuticals	\$840,921	3.45%	\$732,114	4.21%
Avient Protective Materials <sup>2</sup>	High Performance Fibers	505,301	2.07%	247,285	1.42%
ECU Health <sup>3</sup>	Health Care	364,129	1.49%	414,659	2.38%
Fuji Silysia Chemical USA, LTD	Silica Gel	321,131	1.32%	135,033	0.78%
ECU Health <sup>3</sup>	Health Care	257,231	1.06%	117,993	0.68%
ECU Health <sup>3</sup>	Health Care	199,948	0.82%	112,672	0.65%
Greenville Uptown PropCo, LLC	Apartments	136,421	0.56%	--	--
East Carolina University	Education	119,866	0.49%	104,320	0.60%
Greenville Housing Authority	Apartments	100,290	0.41%	54,012	0.31%
East Carolina University	Education	81,935	0.34%	--	--
Town of Bethel	Government	--	--	590,786	3.40%
The Province Greenville NC LP	Apartments	--	--	54,444	0.31%
<b>Total</b>		<b>\$2,927,173</b>	<b>12.01%</b>	<b>\$2,563,318</b>	<b>14.74%</b>

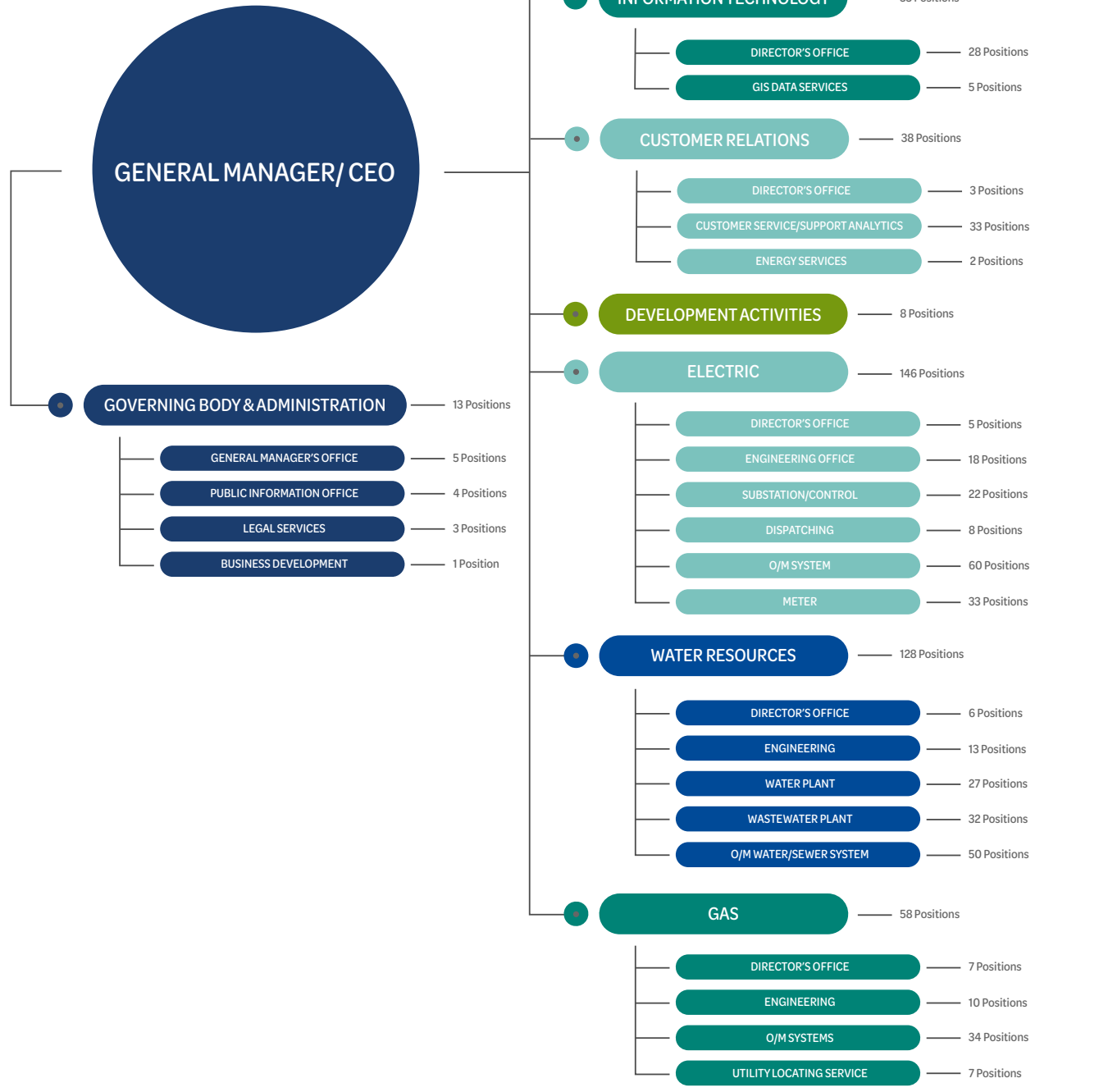
Gas Fund		Fiscal Year 2023		Fiscal Year 2014	
Customer	Product/Service	Amount Billed	Percentage of Total Revenue	Amount Billed	Percentage of Total Revenue
ECU Health <sup>3</sup>	Health Care	\$2,950,877	6.39%	\$1,919,922	5.47%
East Carolina University	Education	2,758,331	5.98%	2,753,844	7.85%
Thermo Fisher Scientific <sup>1</sup>	Pharmaceuticals	2,482,931	5.38%	3,340,756	9.52%
Thermo Fisher Scientific <sup>1</sup>	Pharmaceuticals	1,526,019	3.31%	--	--
Avient Protective Materials <sup>2</sup>	High Performance Fibers	1,413,668	3.06%	1,065,181	3.03%
ECU Health <sup>3</sup>	Health Care	1,385,095	3.00%	676,537	1.93%
Catalent Greenville, Inc. <sup>4</sup>	Pharmaceuticals	1,165,194	2.52%	406,144	1.16%
Fuji Silysia Chemical USA, LTD	Silica Gel	974,441	2.11%	512,840	1.46%
East Carolina University	Education	903,714	1.96%	986,178	2.81%
Hyster Yale Group <sup>5</sup>	Fork Lift Trucks	829,102	1.80%	469,533	1.34%
Avient Protective Materials <sup>2</sup>	High Performance Fibers	--	--	769,034	2.19%
<b>Total</b>		<b>\$16,389,372</b>	<b>35.51%</b>	<b>\$12,899,969</b>	<b>36.76%</b>

<sup>1</sup>Formerly DSM Pharmaceuticals, Inc.  
<sup>2</sup>Formerly DSM Dyneema, LLC  
<sup>3</sup>Formerly Vidant Medical Center  
<sup>4</sup>Formerly Metrics, Inc.  
<sup>5</sup>Formerly NACCO Materials Handling





# ORGANIZATION CHART

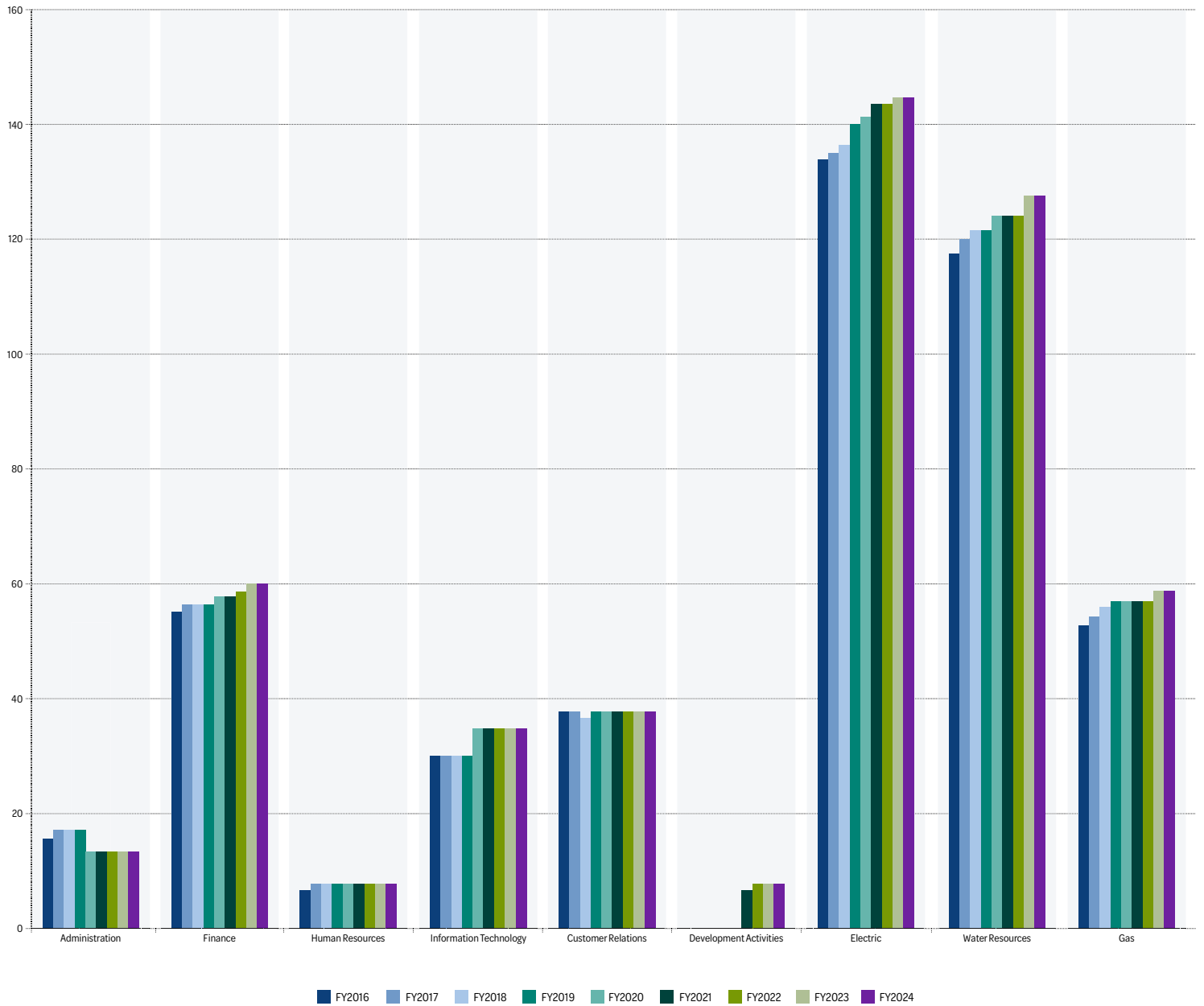


## Greenville Utilities Personnel Summary

DEPARTMENT	FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24
<b>Administration</b>	<b>16</b>	<b>16</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>
Full-time	16	16	13	13	11	11	11
Part-time	0	0	0	0	2	2	2
<b>Finance</b>	<b>56</b>	<b>56</b>	<b>58</b>	<b>58</b>	<b>59</b>	<b>60</b>	<b>60</b>
Full-time	56	56	58	58	59	60	60
Part-time	0	0	0	0	0	0	0
<b>Human Resources</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
Full-time	9	9	9	9	9	9	9
Part-time	0	0	0	0	0	0	0
<b>Information Technology</b>	<b>30</b>	<b>30</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>
Full-time	30	30	33	33	33	33	33
Part-time	0	0	0	0	0	0	0
<b>Customer Relations</b>	<b>37</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>38</b>
Full-time	37	38	38	38	38	38	38
Part-time	0	0	0	0	0	0	0
<b>Electric</b>	<b>137</b>	<b>141</b>	<b>143</b>	<b>145</b>	<b>145</b>	<b>146</b>	<b>146</b>
Full-time	137	141	143	145	145	146	146
Part-time	0	0	0	0	0	0	0
<b>Water Resources</b>	<b>122</b>	<b>122</b>	<b>124</b>	<b>124</b>	<b>124</b>	<b>128</b>	<b>128</b>
Full-time	122	122	124	124	121	125	125
Part-time	0	0	0	0	3	3	3
<b>Gas/ULS</b>	<b>54</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>58</b>	<b>58</b>
Full-time	54	55	55	55	55	58	58
Part-time	0	0	0	0	0	0	0
<b>Total Full-time</b>	<b>461</b>	<b>467</b>	<b>473</b>	<b>475</b>	<b>471</b>	<b>480</b>	<b>480</b>
<b>Total Part-time</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>5</b>



## Organization Positions by Department



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**ORDINANCE NO. 23-047**  
**CITY OF GREENVILLE, NORTH CAROLINA**  
**2023-24 GREENVILLE UTILITIES COMMISSION BUDGET ORDINANCE**

THE CITY COUNCIL OF THE CITY OF GREENVILLE, NORTH CAROLINA, DOES ORDAIN:

**Section I. Estimated Net Revenues and Fund Balances.** It is estimated that the following non-tax revenues and fund balances will be available during the fiscal year beginning July 1, 2023 and ending June 30, 2024 to meet the subsequent expenditures, according to the following schedules:

<u>Revenues</u>		<u>Budget</u>
<b>A. <u>Electric Fund</u></b>		
Rates & Charges	\$182,903,800	
Fees & Charges	1,730,000	
Miscellaneous	2,007,564	
Interest on Investments	530,000	
Transfer from Rate Stabilization	<u>7,800,000</u>	
<b>Total Electric Fund Revenue</b>		<b>\$194,971,364</b>
<b>B. <u>Water Fund</u></b>		
Rates & Charges	\$26,171,128	
Fees & Charges	450,000	
Miscellaneous	239,000	
Interest on Investments	<u>100,000</u>	
<b>Total Water Fund Revenue</b>		<b>\$26,960,128</b>
<b>C. <u>Sewer Fund</u></b>		
Rates & Charges	\$24,729,081	
Fees & Charges	420,250	
Miscellaneous	92,250	
Interest on Investments	<u>85,000</u>	
<b>Total Sewer Fund Revenue</b>		<b>\$25,326,581</b>
<b>D. <u>Gas Fund</u></b>		
Rates & Charges	\$44,517,551	
Fees & Charges	182,000	
Miscellaneous	75,046	
Interest on Investments	100,000	
Transfer from Rate Stabilization	<u>2,400,000</u>	
<b>Total Gas Fund Revenue</b>		<b><u>\$47,274,597</u></b>
<b>Total Revenues</b>		<b><u><u>\$294,532,670</u></u></b>

**Section II. Expenditures.** The following amounts are hereby estimated for the Greenville Utilities Commission to be expended for managing, operating, improving, maintaining, and extending electric, water, sewer and gas utilities during the fiscal year beginning July 1, 2023 and ending on June 30, 2024, according to the following schedules:

<u>Expenditures</u>		<u>Budget</u>
Electric Fund	\$194,971,364	
Water Fund	26,960,128	
Sewer Fund	25,326,581	
Gas Fund	<u>47,274,597</u>	
<b>Total Expenditures</b>		<b><u><u>\$294,532,670</u></u></b>

**Section III. Capital Improvements.** The following Capital Improvements anticipated revenues and project appropriations as listed below in this section are hereby adopted in the fiscal year beginning July 1, 2023.



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 (a) It is estimated that the following non-tax revenues and long term debt proceeds will be available to fund capital project expenditures that will begin in the fiscal year beginning July 1, 2023.

<u>Capital Projects Revenues</u>	<u>Budget</u>
Electric Fund - Long Term Debt Proceeds	\$8,250,000
Water Fund - Long Term Debt Proceeds	1,000,000
Gas Fund - Capital Projects Fund Balance	1,500,000
 Total Revenues	 <u>\$10,750,000</u>

(b) The following amounts are hereby appropriated for capital projects that will begin during the fiscal year beginning July 1, 2023.

<u>Capital Projects Expenditures</u>	<u>Budget</u>
ECP10244 Hudson's Crossroads Substation	\$4,000,000
ECP10248 POD Transformer Replacement	4,250,000
WCP10040 WTP Lab Upgrades	1,000,000
GCP10124 Gas System Improvements for Industry and Commercial	<u>1,500,000</u>
 Total Capital Projects Expenditures	 <u>\$10,750,000</u>

Section IV: Amendments.

- (a) Pursuant to General Statutes 159-15, this budget may be amended by submission of proposed changes to the City Council.
- (b) Notwithstanding Subsection (a) above, the General Manager/CEO of Greenville Utilities Commission is authorized to transfer funds from one appropriation to another in an amount not to exceed \$100,000. Any such transfers shall be reported to the Greenville Utilities Commission and the City Council at their next regular meeting and shall be entered in the minutes.
- (c) In case of emergency which threatens the lives, health, or safety of the public, the General Manager/CEO may authorize expenditures in an amount necessary to meet the emergency so long as such amount does not exceed the amount in contingency accounts and the expenditure is reported to the Greenville Utilities Commission as soon as possible, and appropriate budget amendments are submitted to the City Council, if necessary, at its next regular meeting.
- (d) Capital Projects listed in section III may be amended on an individual project basis.

Section V: Appropriation. The capital project revenue and expenditure authorizations shall extend from year to year until each project is completed.

Section VI: Distribution. Copies of this ordinance shall be furnished to the General Manager/CEO and the Chief Financial Officer of the Greenville Utilities Commission, and the Director of Financial Services of the City of Greenville to be kept on file by them for their direction in the disbursement of funds.

Adopted this the 8th day of June, 2023.

DocuSigned by:  
 P J Connelly  
 E7003F027E481

\_\_\_\_\_  
 P. J. Connelly, Mayor

Attest:

DocuSigned by:  
 Valerie P. Shiuwegar  
 180A2F004193442

\_\_\_\_\_  
 Valerie Shiuwegar, City Clerk



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Greenville Utilities  
PO Box 1847  
Greenville, NC 27635-1847

www.guc.com

252.752.7166  
**Account Information**  
Account Number  
Account Name  
Service Address  
Bill Date

1234567890  
JANE DOE  
1234 MAIN ST  
2/17/22

**My Current Charge Breakdown**  
For an explanation of your bill charges visit [guc.com](http://guc.com).

- Electric Charges
- Gas Charges
- Sewer Charges
- Water Charges
- City Charges



**My Usage Snapshot**

Service	This Month	Last Year
Electric	297 KWH	348 KWH
Gas	19 CCF	21 CCF
Sewer	4 KGAL	3 KGAL
Water	4 KGAL	3 KGAL

**Total Amount Due by 3/07/22**  
**\$175.96**

Thank you, we received your payment of \$172.94 on 2/02/22.

**Account Summary**

Previous Balance	\$172.94
Payments Received - Thank you!	-\$172.94
<b>Balance Forward</b>	<b>\$0.00</b>

**Current Charges & Adjustments**

Electric Charges	\$36.68
Gas Charges	\$32.35
Sewer Charges	\$25.84
Water Charges	\$28.70
City Charges	\$52.39
<b>Total Current Charges</b>	<b>\$175.96</b>

**Total Amount Due** **\$175.96**

*Did You Know?*

Cold Temperatures = Higher Bills  
Most of your home's energy use is directly tied to the weather. When it gets really cold (or hot), your HVAC system has to work extra hard to keep up. Learn how to save money at [guc.com/ways-save/winter-5ps](http://guc.com/ways-save/winter-5ps).

Bill Issue Date: 11/17/21



Greenville Utilities  
PO Box 1847  
Greenville, NC 27635-1847



Account Number  
Current Charges  
Due Date

1234567890  
\$175.96  
12/07/21

**Total Amount Due**  
**\$175.96**

AMOUNT ENCLOSED

SEND REMITTANCE TO:  
GREENVILLE UTILITIES COMMISSION  
PO BOX 1432  
CHARLOTTE NC 28201-1432

JANE DOE  
1234 MAIN ST  
GREENVILLE, NC 27634-4567





Greenville Utilities  
PO Box 1847  
Greenville, NC 27635-1847

[www.guc.com](http://www.guc.com)

252.752.7166  
**Account Information**

Account Number  
Account Name  
Service Address  
Bill Date

1234567890  
JANE DOE  
1234 MAIN ST  
2/17/22

### My Current Charge Breakdown

For an exploration of your bill charges visit [guc.com](http://guc.com).

- Electric Charges
- Gas Charges
- Sewer Charges
- Water Charges
- City Charges



### My Usage Snapshot

Service	This Month	Last Year
Electric	297 KWH	348 KWH
Gas	19 CCF	22 CCF
Sewer	4 KGAL	3 KGAL
Water	4 KGAL	3 KGAL

**Total Amount Due by 3/07/22**

**\$175.96**

**Thank you,** we received your payment of \$172.94 on 2/02/22.

### Account Summary

Previous Balance \$172.94  
Payments Received - Thank you! -\$172.94  
**Balance Forward \$0.00**

### Current Charges & Adjustments

Electric Charges	\$52.39
Gas Charges	\$36.68
Sewer Charges	\$32.35
Water Charges	\$25.84
City Charges	\$28.70
<b>Total Current Charges</b>	<b>\$175.96</b>

**Total Amount Due \$175.96**

### Did You Know?

**Cold Temperatures = Higher Bills**  
Most of your home's energy use is directly tied to the weather. When it gets really cold (or hot), your HVAC system has to work extra hard to keep up. Learn how to save money at [guc.com/ways-save/winter-tips](http://guc.com/ways-save/winter-tips).

Please include the bottom portion of your statement if paying by mail or bring it with you when paying in person.

Bill Issue Date: 11/17/21



Greenville Utilities  
PO Box 1847  
Greenville, NC  
27635-1847



Account Number  
Current Charges  
Due Date

1234567890  
\$175.96  
12/07/21

**Total Amount Due**

**\$175.96**

AMOUNT ENCLOSED

SEND REBUTTANCE TO:  
GREENVILLE UTILITIES COMMISSION  
PO BOX 1432  
CHARLOTTE NC 28201-1432

ISSUED BY: JANE DOE  
1234 MAIN ST  
GREENVILLE NC 27634-4567





# SUMMARIES

## The Summaries Section Overview

The Summaries section presents budgeted information on the modified accrual basis as required by the Local Government and Budgeting Fiscal Control Act. Budget information is presented for each of the four (4) operating funds, (Electric, Water, Sewer, Gas) and for the combined funds. The primary budgeting reporting tools at the fund level are the Revenue and Expenditure reports. Both revenues and expenditures are aggregated into categories by major function, source or type and are compared to the previous years' budgets.

Several major differences exist between GAAP accounting and the modified accrual method. The modified accrual method does not include depreciation. Expenditures that are capital in nature, but that are not significant enough to warrant a separate capital project, are included in the budget as capital outlay expenditures. Examples of capital outlay include rolling stock, equipment, and infrastructure improvements. The modified accrual method treats debt principle payments as operating expenditures. The modified accrual method treats some revenues differently than standard GAAP accounting. Proceeds from debt issuances are budgeted as current revenues. Transfers from other funds like the capital projects fund or rate stabilization fund are budgeted as current year revenues in the operating fund.

Many times management's desire is to budget spending at levels greater than current revenues are able to support. That will lead to deficit spending and revenues are supplemented by the use of cash balances on hand and are designated as appropriated fund balance. When budgeted revenues are expected to exceed budgeted expenditures, the excess revenue is often transferred to various reserve funds to accumulate cash in expectation of future needs or is often classified as operating contingencies.

The Commission prepares budgets for 11 operating departments and 2 additional support areas of Shared Services and Ancillary. Shared Services accumulates expenditures associated with operating the communications network including fiber optics and radio services to all field crews and are allocated to the Electric, Water, Sewer and Gas funds in proportion to the number of radios in each of those areas. The Ancillary section contains the budgeted and actual expenditures for debt service, purchased commodities of electricity and natural gas, inter fund transfers, turnover (PILOT) to the City and operating contingencies.

Budgets are prepared at the department and fund levels and expenditures are further categorized by one of several types including operations, capital outlay, purchased commodities, debt service, transfers and operating contingencies. Operations include expenditures incurred in the normal course of business. Examples include salaries, insurance, supplies, repairs and administrative expenses. Capital outlay captures budgeted spending for the activities to maintain infrastructure such as transmission and distribution lines, mains, pump stations and major treatment plants for water and sewer activities. Capital spending captures expenditures for relatively capital improvements that are not large enough to justify a separate capital project. The Commission purchases natural gas and electricity for resale to rate payers. The costs of these commodities identified as purchased gas and purchased power are the Commission's largest categories of budgeted expenses. Debt service includes principal and interest payments that are due during the budget year and are treated as expenditures on the modified accrual basis. The Commission will often transfer funds from the operating fund into other funds such as the capital project funds or the rate stabilization funds to finance capital projects and to insulate revenues from future rate increases. The operating contingency category primarily serves as a balancing figure and when presented in the expenditure section is the difference between budgeted revenues and budgeted expenditures.

## Revenue & Expenditures: All Funds

REVENUE	2021–2022 ACTUAL	2022–2023 ORIGINAL BUDGET	2022–2023 PROJECTED	2023–2024 BUDGET
Rates & Charges	\$264,062,409	\$274,761,943	\$271,755,503	\$278,321,560
Fees & Charges	2,487,592	2,518,247	2,300,225	2,342,250
U. G. & Temp. Ser. Chgs.	447,050	434,348	415,000	440,000
Miscellaneous	4,434,856	2,880,665	2,638,766	2,413,860
Interest on Investments	632,210	408,000	1,090,000	815,000
FEMA/Insurance Reimbursement	130,808	-	-	-
Bond Proceeds	-	274,800	-	-
Transfer from Rate Stabilization	275,000	6,520,500	4,000,000	10,200,000
<b>Total</b>	<b>\$272,469,925</b>	<b>\$287,798,503</b>	<b>\$282,199,494</b>	<b>\$294,532,670</b>

EXPENDITURES	2021–2022 ACTUAL	2022–2023 ORIGINAL BUDGET	2022–2023 PROJECTED	2023–2024 BUDGET
Operations	\$74,855,588	\$82,568,039	\$83,205,877	\$87,406,176
Purchased Power	127,950,613	134,080,724	128,423,369	136,930,058
Purchased Gas	24,824,773	30,925,416	28,789,334	28,070,700
Capital Outlay	14,409,567	14,598,261	15,446,765	16,873,680
Debt Service	13,000,138	12,674,956	12,162,413	14,853,005
City Turnover—General	5,690,643	6,059,364	6,059,364	6,180,555
Street Light Reimbursement	1,038,708	979,944	979,944	959,977
Transfer to OPEB Trust	500,000	500,000	500,000	500,000
Transfer to Rate Stabilization	-	-	750,000	-
Transfer to Capital Projects	8,400,000	5,000,000	5,400,000	2,200,000
Operating Contingencies	-	411,799	482,428	558,519
<b>Total</b>	<b>\$270,670,030</b>	<b>\$287,798,503</b>	<b>\$282,199,494</b>	<b>\$294,532,670</b>

## Revenue & Expenditures: Electric Fund

REVENUE	2021-2022 ACTUAL	2022-2023 ORIGINAL BUDGET	2022-2023 PROJECTED	2023-2024 BUDGET
Rates & Charges	\$175,816,560	\$179,718,246	\$174,920,151	\$182,903,800
Fees & Charges	1,402,118	1,346,990	1,270,500	1,310,000
U. G. & Temp. Ser. Chgs.	427,850	414,348	395,000	420,000
Miscellaneous	3,607,391	2,293,039	2,031,019	2,007,564
Interest on Investments	362,551	240,000	680,000	530,000
FEMA/Insurance Reimbursement	70,637	-	-	-
Bond Proceeds	-	217,683	-	-
Transfer from Rate Stabilization	-	5,000,000	4,000,000	7,800,000
<b>Total</b>	<b>\$181,687,107</b>	<b>\$189,230,306</b>	<b>\$183,296,670</b>	<b>\$194,971,364</b>

EXPENDITURES	2021-2022 ACTUAL	2022-2023 ORIGINAL BUDGET	2022-2023 PROJECTED	2023-2024 BUDGET
Operations	\$31,702,142	\$34,884,562	\$34,185,750	\$36,393,624
Purchased Power	127,950,613	134,080,724	128,423,369	136,930,058
Capital Outlay	9,963,801	9,722,316	10,064,399	10,926,900
Debt Service	4,348,201	4,669,709	4,311,049	4,782,256
City Turnover—General	4,020,920	4,356,852	4,356,852	4,443,989
Street Light Reimbursement	1,038,708	979,944	979,944	959,977
Transfer to OPEB Trust	275,000	275,000	275,000	275,000
Transfer to Capital Projects	1,150,000	-	500,000	-
Operating Contingencies	-	261,199	200,307	259,560
<b>Total</b>	<b>\$180,449,385</b>	<b>\$189,230,306</b>	<b>\$183,296,670</b>	<b>\$194,971,364</b>



## Revenue & Expenditures: Water Fund

REVENUE	2021-2022 ACTUAL	2022-2023 ORIGINAL BUDGET	2022-2023 PROJECTED	2023-2024 BUDGET
Rates & Charges	\$23,775,785	\$24,399,360	\$24,802,087	\$26,171,128
Fees & Charges	499,344	500,538	402,500	430,000
U. G. & Temp. Ser. Chgs.	19,200	20,000	20,000	20,000
Miscellaneous	368,007	265,823	256,237	239,000
Interest on Investments	86,237	53,000	125,000	100,000
FEMA/Insurance Reimbursement	20,929	-	-	-
Bond Proceeds	-	19,039	-	-
<b>Total</b>	<b>\$24,769,502</b>	<b>\$25,257,760</b>	<b>\$25,605,824</b>	<b>\$26,960,128</b>

EXPENDITURES	2021-2022 ACTUAL	2022-2023 ORIGINAL BUDGET	2022-2023 PROJECTED	2023-2024 BUDGET
Operations	\$15,766,561	\$16,919,891	\$18,165,648	\$18,779,372
Capital Outlay	1,350,296	1,502,110	2,056,599	1,966,250
Debt Service	2,385,598	2,183,442	2,191,564	4,405,043
Transfer to OPEB Trust	75,000	75,000	75,000	75,000
Transfer to Capital Projects	4,900,000	4,500,000	3,000,000	1,600,000
Operating Contingencies	-	77,317	117,013	134,463
<b>Total</b>	<b>\$24,477,455</b>	<b>\$25,257,760</b>	<b>\$25,605,824</b>	<b>\$26,960,128</b>

## Revenue & Expenditures: Sewer Fund

REVENUE	2021-2022 ACTUAL	2022-2023 ORIGINAL BUDGET	2022-2023 PROJECTED	2023-2024 BUDGET
Rates & Charges	\$24,202,207	\$24,135,503	\$24,678,017	\$24,729,081
Fees & Charges	409,118	485,732	450,225	420,250
Miscellaneous	181,063	148,207	125,998	92,250
Interest on Investments	68,527	45,000	110,000	85,000
FEMA/Insurance Reimbursement	20,929	-	-	-
Bond Proceeds	-	38,078	-	-
<b>Total</b>	<b>\$24,881,844</b>	<b>\$24,852,520</b>	<b>\$25,364,240</b>	<b>\$25,326,581</b>

EXPENDITURES	2021-2022 ACTUAL	2022-2023 ORIGINAL BUDGET	2022-2023 PROJECTED	2023-2024 BUDGET
Operations	\$15,943,677	\$17,780,941	\$17,708,111	\$18,645,956
Capital Outlay	1,557,975	1,767,235	1,816,519	1,434,130
Debt Service	4,733,763	4,657,173	4,488,052	4,492,110
Transfer to OPEB Trust	75,000	75,000	75,000	75,000
Transfer to Capital Projects	2,350,000	500,000	1,150,000	600,000
Operating Contingencies	-	72,171	126,558	79,385
<b>Total</b>	<b>\$24,660,415</b>	<b>\$24,852,520</b>	<b>\$25,364,240</b>	<b>\$25,326,581</b>

## Revenue & Expenditures: Natural Gas Fund

REVENUE	2021-2022 ACTUAL	2022-2023 ORIGINAL BUDGET	2022-2023 PROJECTED	2023-2024 BUDGET
Rates & Charges	\$40,267,857	\$46,508,834	\$47,355,248	\$44,517,551
Fees & Charges	177,012	184,987	177,000	182,000
Miscellaneous	278,395	173,596	225,512	75,046
Interest on Investments	114,895	70,000	175,000	100,000
FEMA/Insurance Reimbursement	18,313	-	-	-
Transfer from Rate Stabilization	275,000	1,520,500	-	2,400,000
<b>Total</b>	<b>\$41,131,472</b>	<b>\$48,457,917</b>	<b>\$47,932,760</b>	<b>\$47,274,597</b>

EXPENDITURES	2021-2022 ACTUAL	2022-2023 ORIGINAL BUDGET	2022-2023 PROJECTED	2023-2024 BUDGET
Operations	\$11,443,208	\$12,982,645	\$13,146,368	\$13,587,224
Purchased Gas	24,824,773	30,925,416	28,789,334	28,070,700
Capital Outlay	1,537,495	1,606,600	1,509,248	2,546,400
Debt Service	1,532,576	1,164,632	1,171,748	1,173,596
City Turnover—General	1,669,723	1,702,512	1,702,512	1,736,566
Transfer to OPEB Trust	75,000	75,000	75,000	75,000
Transfer to Rate Stabilization	-	-	750,000	-
Transfer to Capital Projects	-	-	750,000	-
Operating Contingencies	-	1,112	38,550	85,111
<b>Total</b>	<b>\$41,082,775</b>	<b>\$48,457,917</b>	<b>\$47,932,760</b>	<b>\$47,274,597</b>



## Budget by Department 2023–2024

DEPARTMENT	ELECTRIC	WATER	SEWER	NATURAL GAS	TOTAL
Governing Body and Administration	\$1,382,760	\$862,760	\$862,760	\$862,760	<b>\$3,971,040</b>
Finance	9,386,013	2,591,960	2,501,324	2,825,044	<b>17,304,341</b>
Human Resources	1,831,958	983,002	938,320	714,910	<b>4,468,190</b>
Information Technology	4,109,550	1,237,547	1,237,547	1,409,910	<b>7,994,554</b>
Customer Relations	4,070,614	295,663	300,663	501,327	<b>5,168,267</b>
Developmental Activities	791,465	-	-	-	<b>791,465</b>
Electric Department	23,143,828	-	-	-	<b>23,143,828</b>
Shared Resources	184,750	80,250	72,000	83,000	<b>420,000</b>
Meter Services	1,989,793	542,671	542,671	542,671	<b>3,617,806</b>
Water Department	-	13,721,131	-	-	<b>13,721,131</b>
Sewer Department	-	-	13,193,033	-	<b>13,193,033</b>
Natural Gas Department	-	-	-	8,763,028	<b>8,763,028</b>
Utility Locating Service	433,023	433,023	433,023	433,023	<b>1,732,092</b>
Ancillary	147,647,610	6,212,121	5,245,240	31,138,924	<b>190,243,895</b>
<b>Total</b>	<b>\$194,971,364</b>	<b>\$26,960,128</b>	<b>\$25,326,581</b>	<b>\$47,274,597</b>	<b>\$294,532,670</b>

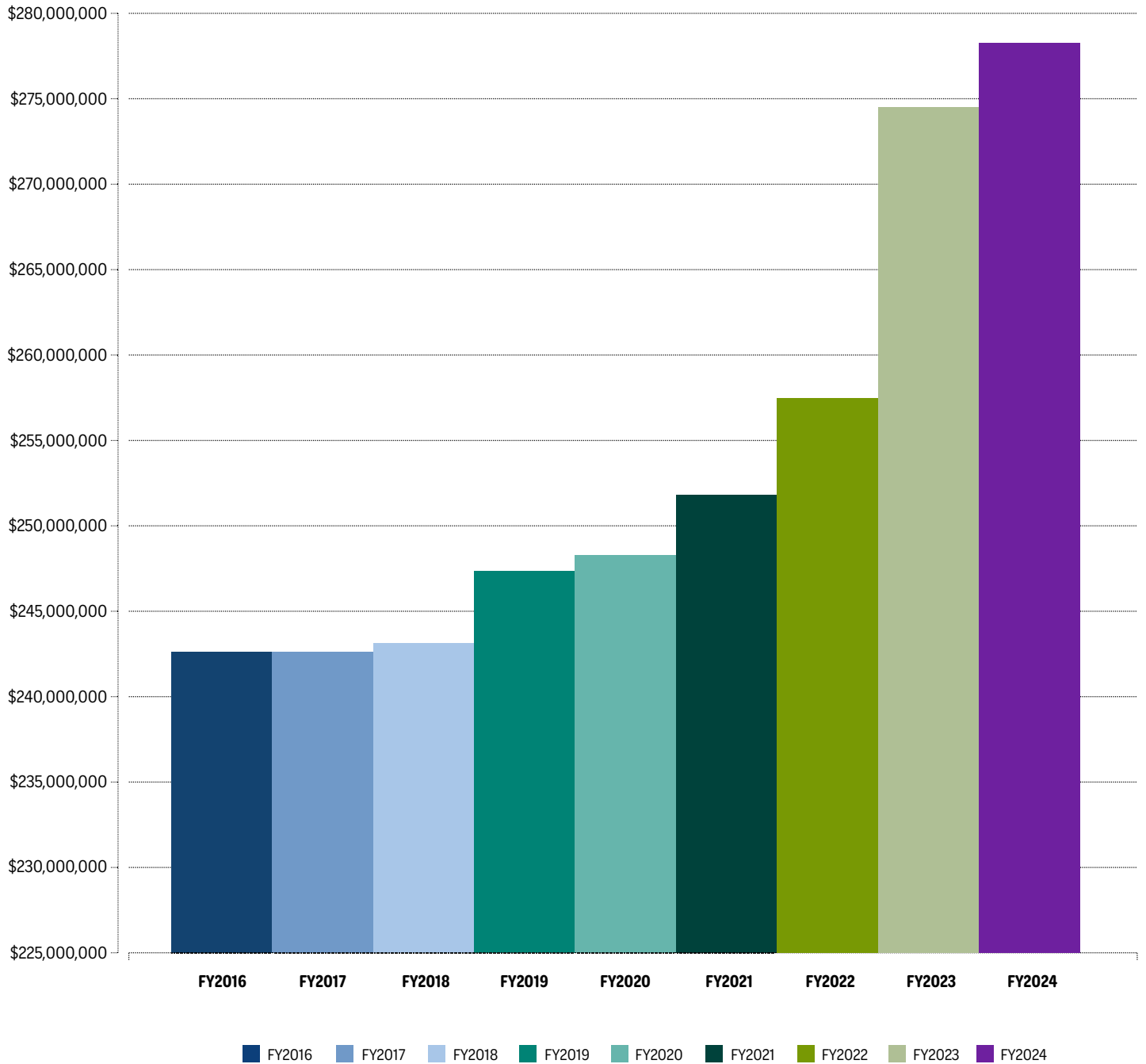
## Budget by Department 2022–2023

DEPARTMENT	ELECTRIC	WATER	SEWER	NATURAL GAS	TOTAL
Governing Body and Administration	\$1,348,759	\$848,759	\$848,759	\$848,759	<b>\$3,895,036</b>
Finance	8,146,286	2,683,509	2,618,002	2,500,142	<b>15,947,939</b>
Human Resources	1,708,751	916,891	875,214	666,830	<b>4,167,686</b>
Information Technology	4,161,069	1,229,233	1,229,233	1,400,624	<b>8,020,159</b>
Customer Relations	3,734,101	249,475	249,475	451,450	<b>4,684,501</b>
Development Activities	971,852	-	-	-	<b>971,852</b>
Electric Department	21,800,469	-	-	-	<b>21,800,469</b>
Shared Resources	327,150	104,850	87,300	110,700	<b>630,000</b>
Meter Services	1,947,233	531,064	531,064	531,064	<b>3,540,425</b>
Water Department	-	11,397,012	-	-	<b>11,397,012</b>
Sewer Department	-	-	12,647,921	-	<b>12,647,921</b>
Natural Gas Department	-	-	-	7,618,468	<b>7,618,468</b>
Utility Locating Service	461,209	461,209	461,209	461,209	<b>1,844,836</b>
Ancillary	144,623,427	6,835,758	5,304,343	33,868,671	<b>190,632,199</b>
<b>Total</b>	<b>\$189,230,306</b>	<b>\$25,257,760</b>	<b>\$24,852,520</b>	<b>\$48,457,917</b>	<b>\$287,798,503</b>

## Expenditures by Department

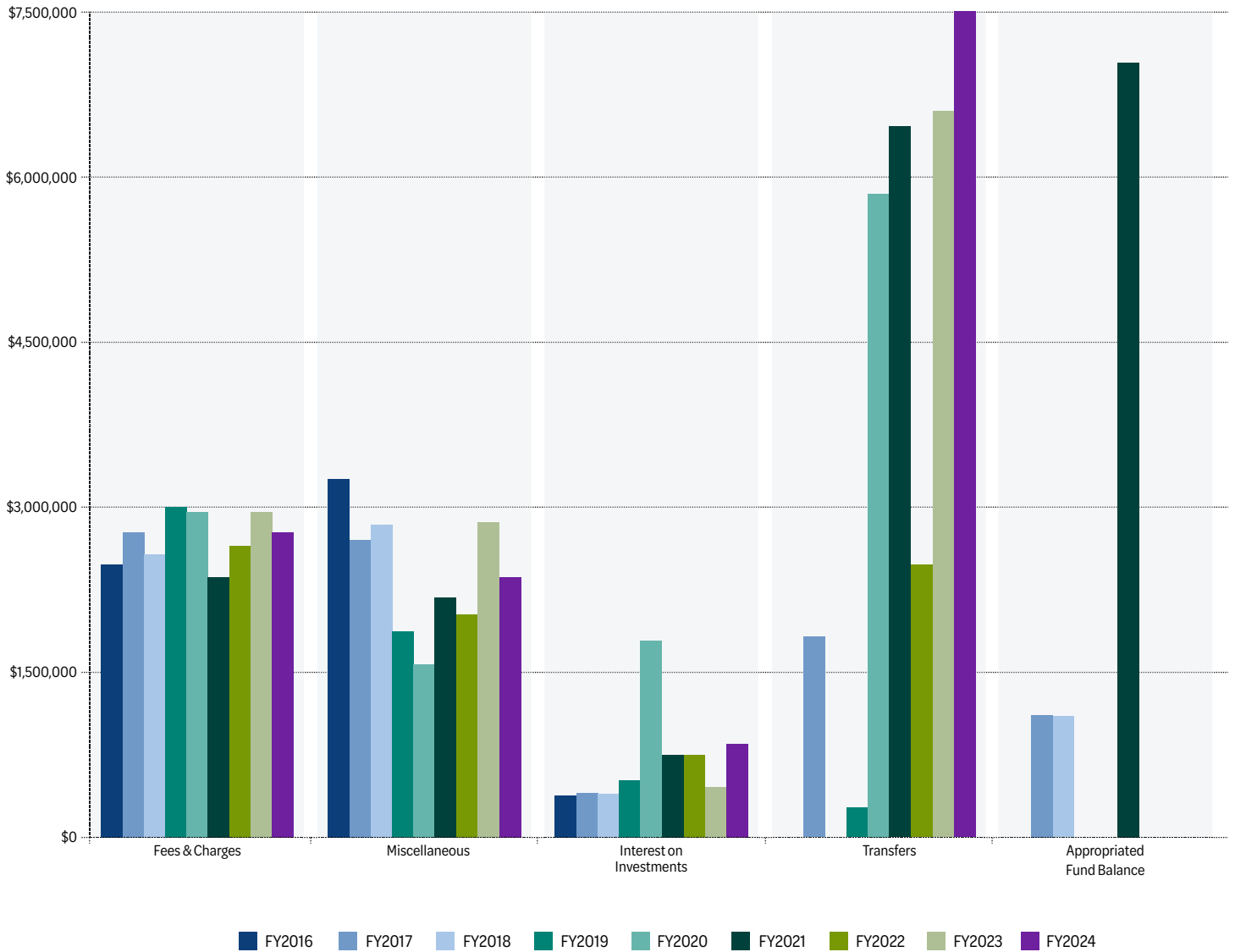
DEPARTMENT	2021–2022 ACTUAL	2022–2023 BUDGET	2022–2023 PROJECTED	2023–2024 BUDGET
Governing Body and Administration	\$3,348,133	\$3,895,036	\$3,854,341	\$3,971,040
Finance	12,932,317	15,947,939	14,314,512	17,304,341
Human Resources	3,850,239	4,167,686	4,361,717	4,468,190
Information Technology	6,461,008	8,020,159	7,780,375	7,994,554
Customer Relations	4,178,564	4,684,501	4,782,231	5,168,267
Development Activities	775,576	971,852	839,827	791,465
Electric Department	22,641,316	21,800,469	22,321,249	23,143,828
Shared Resources	254,597	630,000	415,000	420,000
Meter Services	2,970,218	3,540,425	3,614,110	3,617,806
Water Department	11,430,915	11,397,012	13,549,808	13,721,131
Sewer Department	11,909,596	12,647,921	12,912,485	13,193,033
Natural Gas Department	7,341,929	7,618,468	7,956,314	8,763,028
Utility Locating Service	1,329,772	1,844,836	2,031,943	1,732,092
Ancillary	181,245,850	190,632,199	183,465,582	190,243,895
<b>Total</b>	<b>\$270,670,030</b>	<b>\$287,798,503</b>	<b>\$282,199,494</b>	<b>\$294,532,670</b>

## Summary of Revenue by Rates and Charges

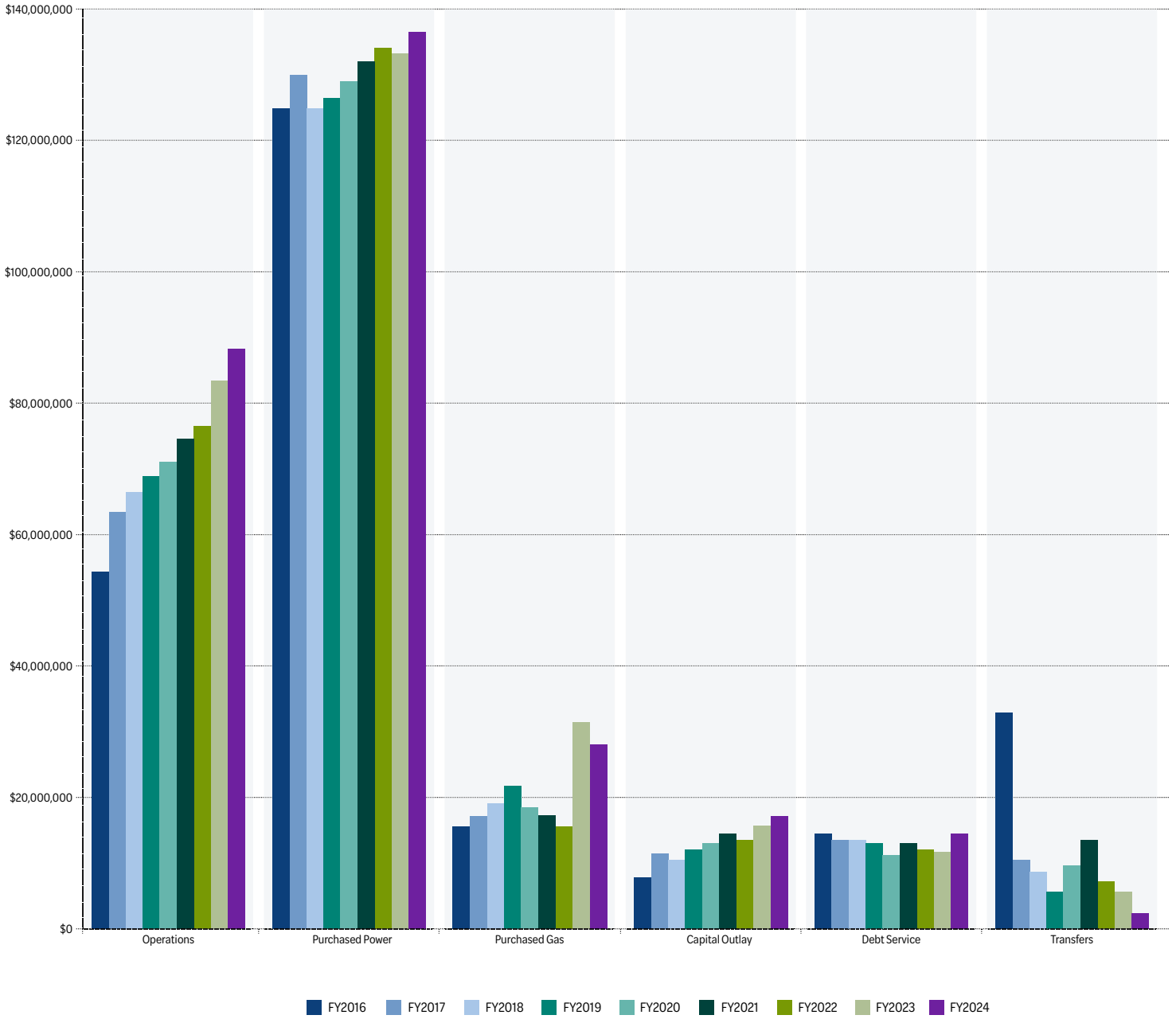




## Summary of Revenue by Other Major Categories



## Summary of Expenditures by Major Categories



## Commission Budget by Department

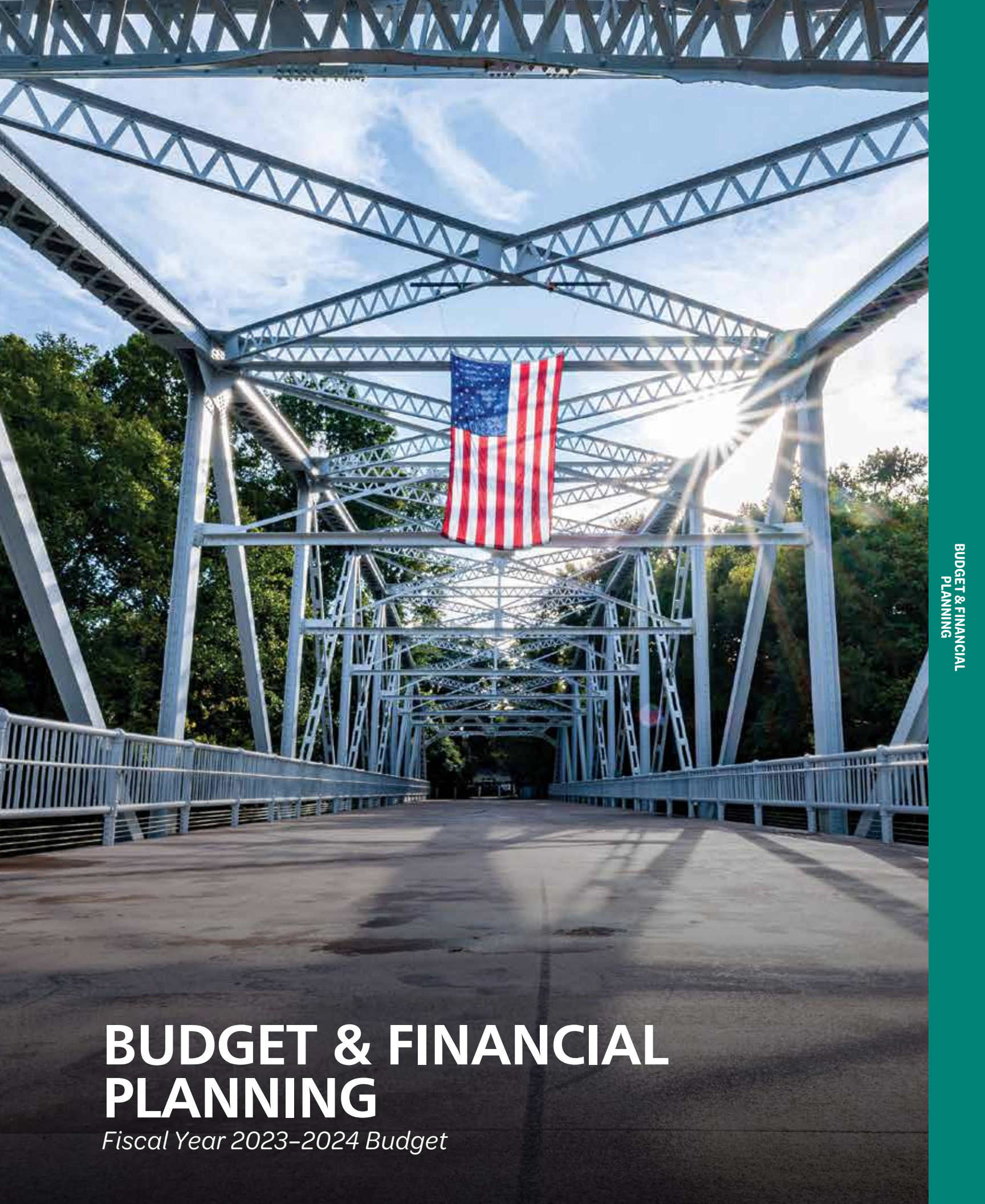
Department	2018–2019 ACTUAL	2019–2020 BUDGET	2020–2021 BUDGET	2021–2022 BUDGET	2022–2023 BUDGET	2023–2024 BUDGET
<b>Governing Body</b>						
Operations	\$2,980,714	\$3,588,888	\$3,628,844	\$3,713,889	\$3,895,035	\$3,971,040
Capital	9,345	-	-	-	-	-
<b>Total</b>	<b>\$2,990,059</b>	<b>\$3,588,888</b>	<b>\$3,628,844</b>	<b>\$3,713,889</b>	<b>\$3,895,035</b>	<b>\$3,971,040</b>
<b>Finance</b>						
Operations	10,230,004	11,085,000	11,407,727	12,034,221	14,641,939	13,911,341
Capital	179,059	499,000	1,015,000	1,023,000	1,306,000	3,393,000
<b>Total</b>	<b>\$10,409,063</b>	<b>\$11,584,000</b>	<b>\$12,422,727</b>	<b>\$13,057,221</b>	<b>\$15,947,939</b>	<b>\$17,304,341</b>
<b>Human Resources</b>						
Operations	3,570,110	3,694,352	4,037,710	4,461,409	4,167,685	4,468,190
Capital	-	-	-	-	-	-
<b>Total</b>	<b>\$3,570,110</b>	<b>\$3,694,352</b>	<b>\$4,037,710</b>	<b>\$4,461,409</b>	<b>\$4,167,685</b>	<b>\$4,468,190</b>
<b>Information Technology</b>						
Operations	6,074,597	7,629,198	7,907,894	7,648,856	7,771,158	7,755,554
Capital	113,558	205,315	401,000	272,000	249,000	239,000
<b>Total</b>	<b>\$6,188,155</b>	<b>\$7,834,513</b>	<b>\$8,308,894</b>	<b>\$7,920,856</b>	<b>\$8,020,158</b>	<b>\$7,994,554</b>
<b>Customer Relations</b>						
Operations	3,858,083	4,169,145	4,567,026	4,527,477	4,652,502	5,168,267
Capital	-	-	-	-	32,000	-
<b>Total</b>	<b>\$3,858,083</b>	<b>\$4,169,145</b>	<b>\$4,567,026</b>	<b>\$4,527,477</b>	<b>\$4,684,502</b>	<b>\$5,168,267</b>
<b>Economic Development</b>						
Operations	-	-	563,019	824,653	971,852	791,465
Capital	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>\$563,019</b>	<b>\$824,653</b>	<b>\$971,852</b>	<b>\$791,465</b>
<b>Electric</b>						
Operations	11,396,985	12,595,579	12,379,191	12,617,751	13,457,540	14,878,728
Capital	9,065,356	6,349,200	7,826,976	7,545,026	8,342,926	8,265,100
<b>Total</b>	<b>\$20,462,341</b>	<b>\$18,944,779</b>	<b>\$20,206,167</b>	<b>\$20,162,777</b>	<b>\$21,800,466</b>	<b>\$23,143,828</b>
<b>Shared Services</b>						
Operations	39,975	98,000	50,000	50,000	50,000	75,000
Capital	83,241	45,000	45,000	45,000	580,000	345,000
<b>Total</b>	<b>\$123,216</b>	<b>\$143,000</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$630,000</b>	<b>\$420,000</b>
<b>Meter</b>						
Operations	3,289,633	2,904,859	3,064,721	3,006,817	3,281,424	3,487,806
Capital	134,849	216,000	370,000	219,000	259,000	130,000
<b>Total</b>	<b>\$3,424,482</b>	<b>\$3,120,859</b>	<b>\$3,434,721</b>	<b>\$3,225,817</b>	<b>\$3,540,424</b>	<b>\$3,617,806</b>
<b>Water</b>						
Operations	8,824,271	9,187,984	9,693,849	9,731,979	10,280,233	12,137,131
Capital	561,126	998,900	840,280	928,280	1,116,780	1,584,000
<b>Total</b>	<b>\$9,385,397</b>	<b>\$10,186,884</b>	<b>\$10,534,129</b>	<b>\$10,660,259</b>	<b>\$11,397,013</b>	<b>\$13,721,131</b>
<b>Sewer</b>						
Operations	8,445,544	9,319,923	9,883,621	10,338,746	11,241,078	12,094,703
Capital	1,452,022	2,006,000	2,205,334	1,552,330	1,406,845	1,098,033
<b>Total</b>	<b>\$9,897,566</b>	<b>\$11,325,923</b>	<b>\$12,088,955</b>	<b>\$11,891,076</b>	<b>\$12,647,923</b>	<b>\$13,193,033</b>



## Commission Budget by Department

Department	2018–2019 ACTUAL	2019–2020 BUDGET	2020–2021 BUDGET	2021–2022 BUDGET	2022–2023 BUDGET	2023–2024 BUDGET
<b>Gas</b>						
Operations	\$5,154,858	\$5,327,155	\$5,521,055	\$5,532,269	\$6,383,759	\$6,956,778
Capital	1,016,735	674,000	1,201,020	1,111,520	1,234,710	1,806,250
<b>Total</b>	<b>\$6,171,593</b>	<b>\$6,001,155</b>	<b>\$6,722,075</b>	<b>\$6,643,789</b>	<b>\$7,618,469</b>	<b>\$8,763,028</b>
<b>Utility Locating Service</b>						
Operations	658,535	692,144	766,753	1,254,573	1,773,834	1,719,092
Capital	35,990	7,000	98,000	8,000	71,000	13,000
<b>Total</b>	<b>\$694,525</b>	<b>\$699,144</b>	<b>\$864,753</b>	<b>\$1,262,573</b>	<b>\$1,844,834</b>	<b>\$1,732,092</b>
<b>Ancillary</b>						
<b>Total</b>	<b>\$184,209,894</b>	<b>\$179,585,306</b>	<b>\$183,017,818</b>	<b>\$177,082,482</b>	<b>\$190,632,203</b>	<b>\$190,243,895</b>
<b>Total-All Departments</b>	<b>\$261,384,484</b>	<b>\$260,877,948</b>	<b>\$270,491,838</b>	<b>\$265,529,278</b>	<b>\$287,798,503</b>	<b>\$294,532,670</b>

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# BUDGET & FINANCIAL PLANNING

*Fiscal Year 2023-2024 Budget*







## Budget Planning

The Commission’s budget process is a collaborative effort between the staff, the Finance department, and the Management Team which begins in July each year. The Finance department begins preparing the Budget Calendar and identifies the Board meeting dates and City Council meeting dates first in order to be able to meet all deadlines. Once a preliminary Budget Calendar is created, it is reviewed by the General Manager/CEO. After approval is given, the Budget Calendar is finalized and sent to all departments. Departments can then begin working on their requests for personnel, vehicle/equipment replacements, and capital projects.

Once the budget is completed, it remains on public display for ten days before it can be formally adopted.

As needed, the Commission will amend the budget during the year. Typically, the Commission only amends the budget once per year in May. Due to the level of budgetary control at the fund level, in most years it is unlikely that spending will exceed the ordinance at mid-year.

The basis used to prepare the annual budget is the modified accrual method of accounting as required by state law. This basis of budgeting uses several accounting methods that differ from generally accepted accounting principles and produces a budget that primarily focuses on cash outflows and the necessary revenues needed to fund those outflows. The modified accrual basis recognizes principle payments and capital outlay as expenditures. The modified accrual budget method does not provide for depreciation and it is not included in any financial statements prepared on this basis. The modified accrual method recognizes debt proceeds as a revenue.

Other items of revenue and expenses that differ from the GAAP (Generally Accepted Accounting Principles) accounting method and the modified accrual method are illustrated below.

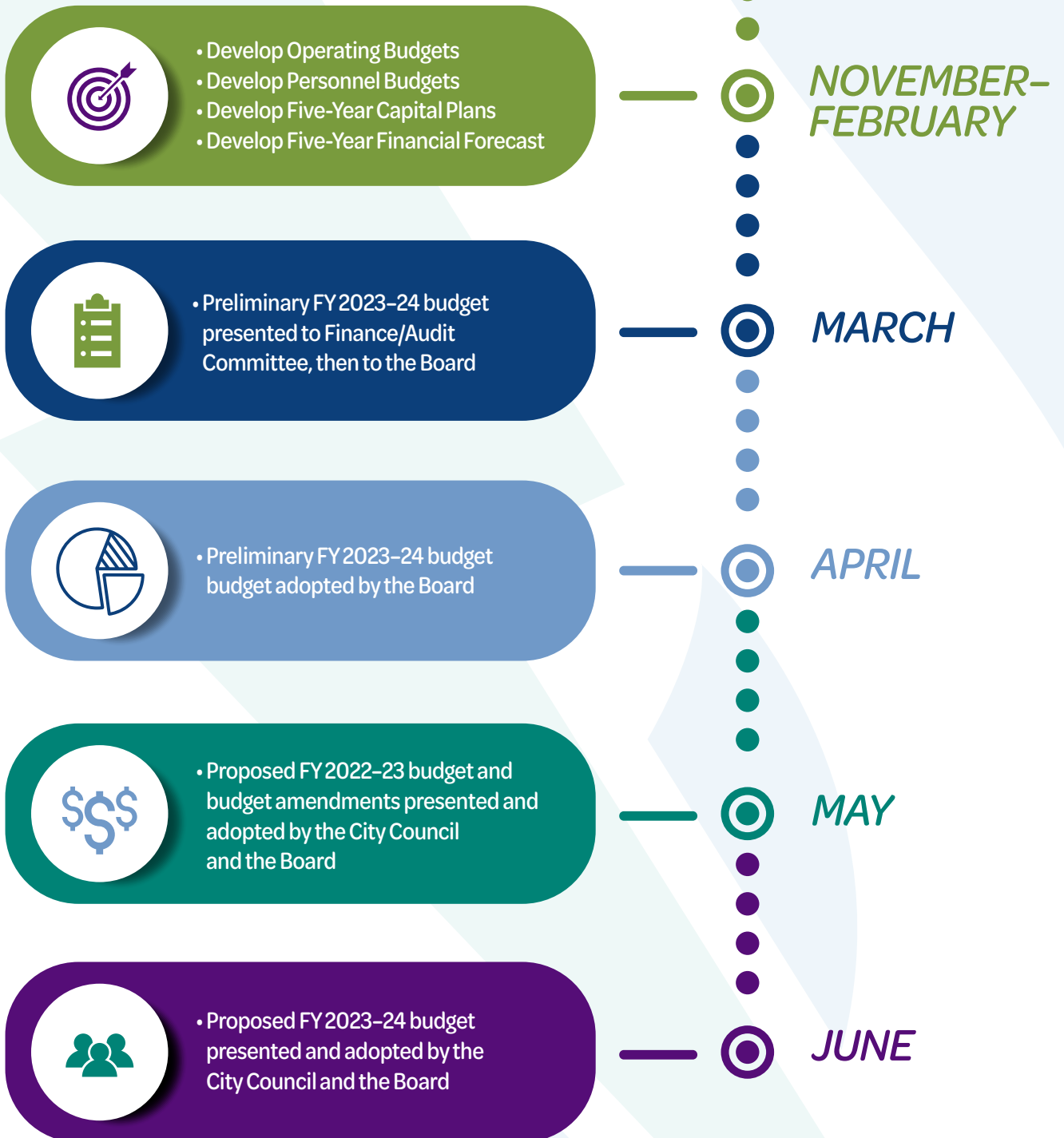
Transaction Type	GAAP Reporting	Modified Accrual Reporting
Depreciation Expense	Included as an expense	Excluded as an expense
Capital Outlay Expense	Included as an asset	Included as an expense
Debt Principal Payments	Reduction of liability	Included as an expense
Proceeds from Debt Issuance	Included as liability	Included as revenue
Transfers from Capital Projects Fund	Excluded as revenue	Included as revenue
Transfers to Capital Projects Fund	Excluded as expense	Included as expense
Transfers from Rate Stabilization Fund	Excluded as revenue	Included as revenue

## Budget Calendar FY 2023–2024

Task	Start Date	End Date
<b>1.0—Human Resource Planning</b>	<b>10/4/22</b>	<b>12/5/22</b>
1.1—New position/reclassification forms submitted to Human Resources (HR) Director for review, then to General Manager’s Office for review	10/4/22	11/23/22
1.2—GMO sends approved position/reclassifications to Management Team, Finance, and HR Director	12/5/22	12/5/22
<b>2.0—Capital Improvements Planning</b>	<b>10/4/22</b>	<b>1/23/23</b>
2.1—Current (FY 2023–27) five-year capital plan status update between Departments and Finance	10/4/22	11/1/22
2.2—Departments complete preliminary five-year capital project projections	10/10/22	10/31/22
2.3—Finance to finalize the debt financing plan to fund the five-year capital projects plan	1/17/23	1/23/23
<b>3.0—Replacement Schedules</b>	<b>11/1/22</b>	<b>11/1/22</b>
3.1—Computer replacement schedule with updated prices sent to Departments from Information Technology	11/1/22	11/1/22
3.2—Vehicle/equipment replacement schedules with updated prices sent to Departments from Fleet	11/1/22	11/1/22
<b>4.0—Budget &amp; Financial Planning</b>	<b>10/3/22</b>	<b>6/8/23</b>
4.1—Finance reviews revenue projection assumptions with Departments (base case—no rate increases)	10/3/22	11/11/22
4.2—Finance—reconciles data, reviews budget submissions, and produces draft budget reports	12/19/22	1/3/23
4.3—Budget reports developed and updated by Finance (including debt financing)	1/30/23	2/9/23
4.4—Finance to prepare budget reports and five-year financial forecast	2/9/23	2/13/23
4.5—Finance/Audit Committee meeting	3/7/23	3/7/23
4.6—Finance to finalize R&Es, five-year financial forecast, capital spending plan, budget memo, and budget presentation for GUC Board Meeting	3/10/23	3/10/23
4.7—GUC regular meeting—Presentation on preliminary draft budget, five-year capital plans & Finance Audit Committee recommendation	3/16/23	3/16/23
4.8—Finance—prepare end of year budget amendments	4/6/23	4/11/23
4.9—GUC regular meeting—Adopt FY 2023–24 preliminary budget & consider proposed rate adjustment(s)	4/20/23	4/20/23
4.10—Joint City of Greenville/GUC Meeting	4/24/23	4/24/23
4.11—Presentation of FY 2023–24 preliminary budget to City Council	5/11/23	5/11/23
4.12—GUC regular meeting—Adopt end of year budget amendments	5/18/23	5/18/23
4.13—Public display of budget ordinance prior to Public Hearing	5/25/23	6/5/23
4.14—City Public Hearing	6/5/23	6/5/23
4.15—City Adoption of end of year budget amendments	6/5/23	6/5/23
4.16—GUC regular meeting—Adopt FY 2023–24 Budget	6/8/23	6/8/23
4.17—City Adoption of FY 2023–24 Budget	6/8/23	6/8/23



# BUDGET PROCESS



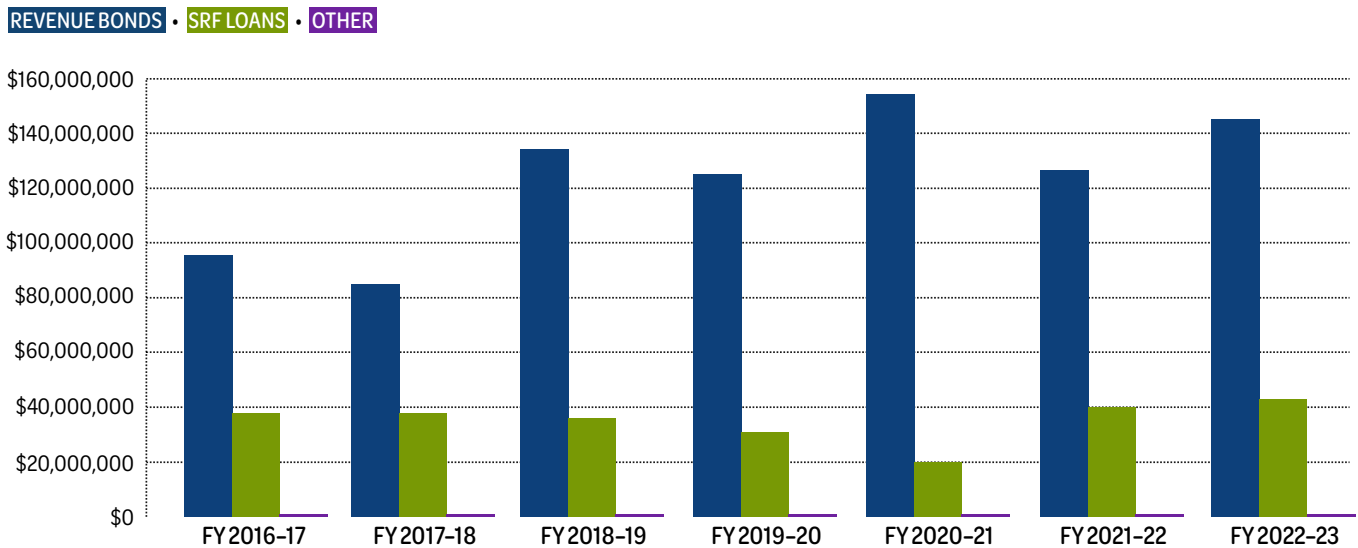


## Debt Service

Capital improvements spending to expand and maintain major infrastructure systems are an integral part of the budgeting cycle each year. The Commission’s goal is to use a combination of debt and pay-as-you-go funding to meet system infrastructure requirements and to maintain the lowest reasonable rates for the customers we serve.

The Commission is a separately chartered enterprise fund, responsible for the management of the utility. Debt financing is primarily provided by revenue bonds and state revolving fund loans. The Commission bond order does not limit the total amount of debt but does contain covenants on debt service coverages. The covenants require parity debt coverage of 125% and a coverage ratio of 100% for all debt.

The Commission’s total debt at June 30, 2023 was \$189,907,038 consisting of \$145,244,998 in revenue bonds, and \$44,662,040 in SRF Loans. The total debt service for the 2023–24 fiscal year is \$14,853,005. The Commission primarily relies on revenue bond funding and NC State Revolving Fund loans to finance major infrastructure projects.



The Commission’s internal debt policy manages the debt portfolio to ensure adequate debt service coverage ratios and to maintain an acceptable balance of debt while continuing to make the continuous infrastructure improvements needed.

Financial ratios are used to measure and assist in recommending proper debt levels. Debt to equity ratios are calculated and compared to an acceptable range between 30%–40% of total equity. A capital spending ratio is also used to measure the amount of capital spending compared to the amount of depreciation. The goal is for capital spending to be in a range between 100% and 120% of depreciation. A third ratio, degree of asset depreciation, is also used to measure the amount of useful lives of infrastructure assets that remain. The goal is to maintain a percentage of 50% of useful lives remaining.

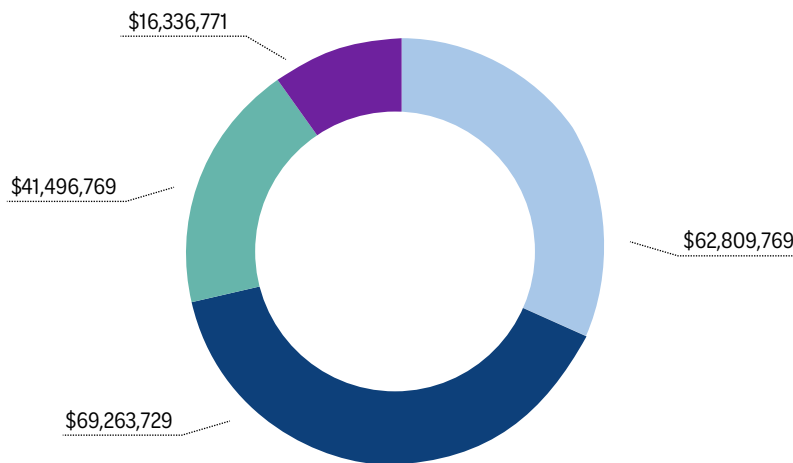
The Electric Fund is the largest fund in terms of customers and revenues. The total outstanding debt is \$69,263,729 with annual debt service due of \$4,782,256 or 2% of total budgeted revenues.

The Sewer Fund has outstanding debt of \$41,496,769 with annual debt service due of \$4,492,110. The budgeted debt service is approximately 18% of total budgeted revenue.

The Water Fund has outstanding debt of \$62,809,769 with annual debt service due of \$4,405,043 representing 16% of total budgeted revenues.

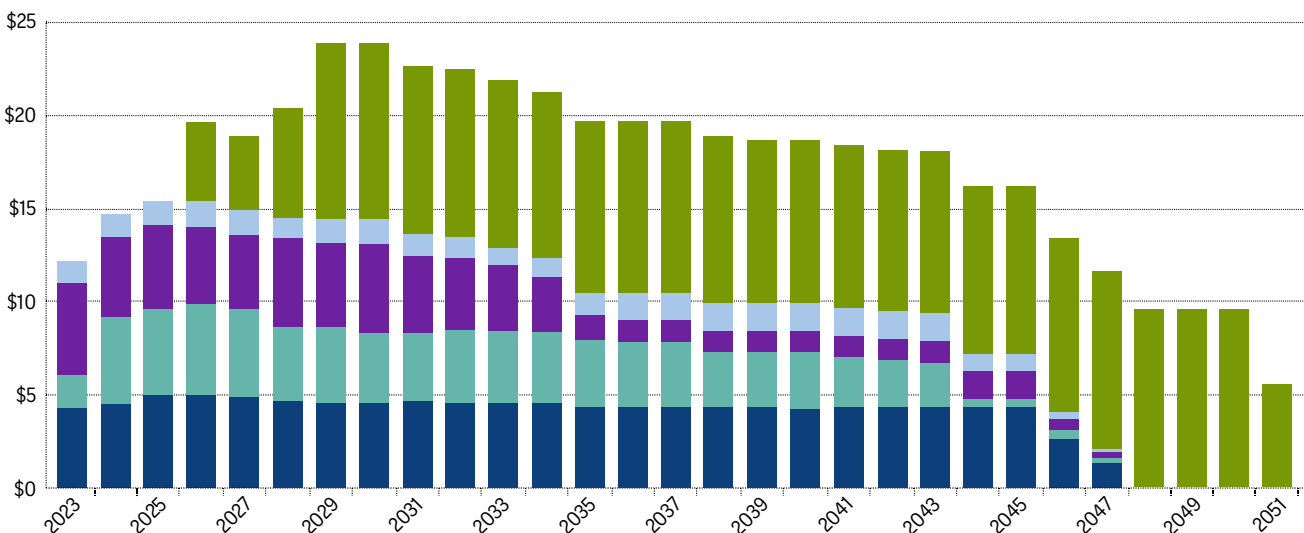
The Gas Fund, the fund with the fewest customers, has outstanding debt of \$16,336,771 and debt service of \$1,173,596 or 2% of total budgeted revenues.

**Outstanding Debt** | ELECTRIC | WATER | SEWER | NATURAL GAS



The Commission expects to issue approximately \$83M in long-term debt over the next five years to fund the capital improvement plan. The five-year financing plan is to issue debt of \$50M in FY 2025 and \$33M in FY 2027. The current and projected debt service is expected to peak at \$23.9 in 2030 and then decrease, according to the chart below, to approximately \$3.1M in 2053.

**Debt Service (millions of dollars)** | ELECTRIC | WATER | SEWER | NATURAL GAS | PROPOSED DEBT SERVICE



## Financial Policies

Many of the Commission’s financial policies focus on providing services at the lowest reasonable cost. These principles serve as the roadmap for continuing to be the local advantage for our rate payers.

### Sustainability

Each of the four enterprise funds for the Commission, Electric, Water, Sewer and Gas, are standalone funds with independent rate structures. Each fund manages its revenues and expenditures and is expected to meet all financial metrics. No fund receives a subsidy from the other funds, nor provides any subsidy for any other fund.

### Auditing and Financial Reporting

The Commission engages an independent firm to perform an annual financial and compliance audit according to generally accepted government-auditing principles. The firm issues an opinion which is presented to the Board of Commissioners and is also included as part of the annual comprehensive financial report.

Monthly financial reports are presented to the Board to review the prior month’s financial activity and key performance indicators. Each year, the Commission will submit the annual financial statements to the Government Finance Officers Association to seek a Certificate of Achievement for Excellence in Financial Reporting. The annual financial statements are also submitted to the Local Government Commission. Also annually, the budget is submitted for the Distinguished Budget Presentation Award.

### Budgeting

The Commission exercises budgetary control at the fund level. An annual budget ordinance is created, approved by the Commission, and enacted into law by the City Council. The ordinance includes budgeted revenues and expenditures for each of the four operating funds separately. To comply with the budget ordinance, actual total spending by any fund must not exceed the budgeted amount. The Commission is required by statute to submit a balanced budget each year. An annual budget is balanced when the sum of estimated net revenues and appropriated fund balance is equal to appropriations.

### Capital Improvements Planning and Project Prioritization

Each capital project narrative tells an important story of the life of a capital project. The purpose is to strategically organize and schedule capital projects over the next five years and manage the financing of those projects to ensure they tie in with the Commission’s long-term vision and strategic plan. Evaluation criteria for each project includes strategic alignment, criticality, reliability/capacity, financial, and ancillary. Each project consists of a project description, proposed location, project costs and proposed funding sources, project schedule, and completed project matrix by the department. It is important for the Commission to prioritize capital projects that align with the strategic plan which will increase efficiency across all departments. Projects are reviewed quarterly to ensure they are meeting the Commission’s mission.

### Capitalization Policy

The Commission’s policy for capitalizing assets requires that any eligible expenditure must meet two requirements. The first is that the expenditure must provide benefits for at least 2 years. The second requirement is that the expenditure must be greater than \$5,000 individually or combined with other similar expenditures as part of an identifiable asset.

### Cashier Cash Discrepancies & Drawer Limits

The purpose of this policy is to establish guidelines and performance standards for the Collections department. The policy was approved on October 3, 2018, with no updates made since that time. This policy is intended to address the areas of cash discrepancies, acceptance of inappropriate monies, misapplied funds, and excessive cash in the Collections area. Types of discrepancies include cashier drawer overages/shortages, counterfeit cash, inaccurate check amounts, and the application of funds to the wrong customer account.

### Conflict of Interest

On May 18, 2017, the Conflict of Interest Policy was approved to address potential conflicts occurring when an employee is



in a position to influence a GUC decision that may result in direct or indirect personal gain and to ensure the transparency of related party relationships. The policy also addresses conflicts that may arise when a GUC employee’s personal interests or relationships conflict with the ability of an employee to act in a neutral manner. No updates have been made to the policy since its inception.

**Credit Ratings**

In May 2019, Moody’s upgraded the Commission’s rating from an Aa2 to an Aa1. Fitch and Standard & Poor’s ratings have remained the same. Excellent credit ratings provide an assessment of an organization’s credit worthiness, make it easier to find financing, and result in lower interest rates. The Commission’s ratings reflect a stable service area anchored by institutional presence, independent rate setting authority and regular rate increases that help drive sound financial operations, and moderate system leverage. The Commission’s credit ratings are as follows:

- Moody’s: “Aa1”
- FitchRatings: “AA-”

**Investments**

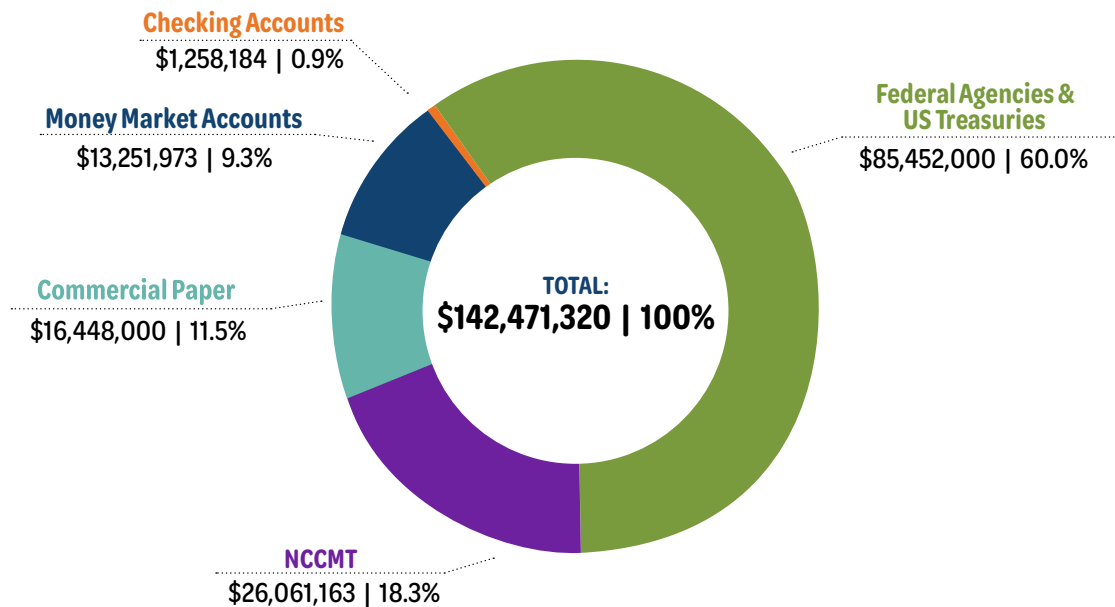
It is the policy of the Commission to invest public funds in a manner which will provide the highest return with the maximum security while meeting the daily cash flow demands of the Commission and conforming to all state and local statutes governing the investment of public funds.

The Investment Policy was last revised on November 18, 2021, and is reviewed annually by the Finance/Audit Committee each October. The Chief Financial Officer and/or Director of Financial Services submits an Annual Statement of Compliance with Investment Policy to the Commission, noting compliance with Commission policies. This statement is submitted annually in July.

The primary model for investing is the SLY method regarding investment decisions in the priority order of 1) Safety 2) Liquidity and 3) Yield. The Commission primarily invests in money market accounts, certificates of deposits, shares in a money market mutual fund approved by the NC State Treasurer’s office, and certain government sponsored entities including FHLB, FNMA, FHLMC and Farm Credit.

Cash from all of the operating funds is combined into a single pool and allocated among the investment options available to the Commission. A minimum standard of investment return uses the 90-day Treasury bill as a benchmark. The investment portfolio by investment type is displayed in the following chart.

**Investment Portfolio by Investment Type** | As of June 30, 2023



### Non-Retaliation Policy

This Policy is intended to encourage and enable employees to raise serious concerns confidentially. The policy provides guidelines on reporting irregularities and for submitting incidents regarding financial reporting, questionable accounting and internal accounting controls, auditing practices, theft of goods or services and concerns regarding health, safety and environmental violations. The policy establishes procedures for the receipt, investigation and resolution of such irregularities and concerns. The policy applies to all officers, directors, managers and employees of GUC.

### Reserve Funds

The Commission has implemented a Financial Reserves Policy designed to define overall liquid reserve levels that are reasonable, prudent and necessary to provide adequate availability of funds to ensure the ongoing operations of the Commission. The policy was adopted by the Commission’s Board in December 2009 and is reviewed annually as part of the budget process. It was last amended in October 2022. The policy also assists in enhancing long-term financial stability and high credit ratings and the ability to maintain stable rates for utility services.

The Commission is subject to many types of risk that can be mitigated by having sufficient cash reserves to ensure adequate and reasonable liquidity. Weather events such as hurricanes, tornadoes, snow and ice, harsh weather conditions and conversely, mild weather conditions often impact both costs and revenues. Commodity prices can be impacted by weather, market conditions and international events. Budgeted revenues can be impacted by major vendors that cease or reduce operations in our service area. Major vendors may also startup operations requiring infrastructure investments that were not anticipated during budget preparation. The Financial Reserve Policy identifies 4 major types of reserve funds that are designed to mitigate a specific type of risk. The four funds include the Operating Reserve, Capital Reserve, Renewals and Replacements and a Rate Stabilization Reserve. Goals for minimum and maximum cash levels are set for each fund.

The Operating Reserve is intended to ensure adequate liquidity to meet the Commission’s ongoing operations, including any unforeseen event(s), which are temporary in nature. A minimum and maximum days-cash-on-hand range has been determined to balance the burden on rate payers and sufficient cash reserves. The range is currently set at a minimum of 100 days cash on hand and a maximum of 200 days.

The Capital Reserve fund provides capital for planned capital improvement projects and also provides a contingency for unexpected capital funding needs. The minimum funding is set at 75% of annual depreciation and 120% of annual depreciation is a maximum. Cash reserves ranging from \$20.8 million to \$33.2 million have been identified as targets for this fund.

The Renewals and Replacements Reserves plans for higher than normal vehicle and equipment replacements, as well as replacement of major information technology systems due to obsolescence, and is intended to reduce reliance on the use of debt. The goal is a range determined by the lowest and highest average depreciation for vehicles and equipment for the most recent 3-year period. A cash reserve between \$3.6 million and \$4.0 million has been established for this fund.

The Rate Stabilization fund is intended to maintain rate competitiveness and stability by mitigating cost increases for the utility services provided to customers. A minimum of 1.5% of rates and charges and a maximum of 15% of rates and charges has been established as the goal of these funds. The goal for the combined funds is a reserve of \$4.2 million to \$41.4 million dollars.

	Total
<b>Operating Reserves</b>	
Minimum—100 Days Cash on Hand	<b>\$68,100,000</b>
Maximum—200 Days Cash on Hand	<b>\$136,200,000</b>
<b>Capital Reserves</b>	
Minimum—75% of Annual Depreciation	<b>\$20,800,000</b>
Maximum—120% of Annual Depreciation	<b>\$33,200,000</b>
<b>Renewal &amp; Replacement Reserves</b>	
Minimum—lowest amt. in 3 yr avg. for annual depr on veh. & equip.	<b>\$3,600,000</b>
Maximum—3 yr. average of annual depreciation on veh. & equip.	<b>\$4,000,000</b>
<b>Rate Stabilization Reserves via Rate Stabilization Fund(s)</b>	
Minimum—1.5% of Rates and Charges	<b>\$4,200,000</b>
Maximum—15% of Rates and Charges	<b>\$41,400,000</b>

### Purchasing Manual

The Commission’s Purchasing Manual is intended to be used as a guide to purchasing methods and practices for all employees. Some of the goals of the purchasing program include complying with the legal and ethical requirements of public purchasing and procurement, assuring vendors that impartial and equal treatment is afforded to all who wish to do business with the Commission, and receiving maximum value for each dollar spent by awarding purchase orders to the lowest responsible responsive bidder, taking into consideration quality, performance, technical support, delivery schedule, past performance and other relevant factors.

The policy includes company-issued purchasing cards to be used for purchase less than \$5,000, as well as the issuance of purchase orders for purchases in excess of \$5,000.

### Turnover

Created by a separate and distinct charter enacted by the NC General Assembly in 1905, the Commission’s charter stipulates that the entire management and supervision of the utility is the responsibility of the Commission’s Board of Commissioners. The City Council does approve the budget and appoints members to serve on the Commission’s Board. Due to the special relationship, the Commission does transfer to the City of Greenville each year certain funds that are essentially a payment in lieu of taxes. The transfers are designated as turnover and the amounts are included as expenditures in the annual budget. The turnover formula is stipulated in the charter as six percent (6%) of the difference between the electric and natural gas system’s net fixed assets and total bonded indebtedness. Additionally, the Commission transfers an amount equal to fifty percent (50%) of the Commission’s retail cost of service for the City of Greenville’s public lighting. Public lighting is defined in the charter to mean City of Greenville street lights and City of Greenville Parks and Recreation Department recreational outdoor lighting. The Electric fund has budgeted \$4,443,989 in turnover and \$959,977 in street lighting for the 2023-24 fiscal year. The Gas Fund has budgeted \$1,736,566 for general turnover.

Financial Policy	Purpose	Compliance
Cashier Cash Discrepancies & Drawer Limits	To establish guidelines and performance standards for the Collections department.	✓
Capitalization Policy	Assets must meet certain requirements to be capitalized.	✓
Capital Improvements Planning and Project Prioritization	To define and mandate a Commission-wide approach that will establish a professionally accepted framework for the efficient management and delivery of capital projects while minimizing the risk of the Commission.	✓
Credit Ratings	Maintain excellent credit ratings to make it easier to find financing, and result in lower interest rates.	✓
Financial Reserves Policy	To define overall liquid reserve levels that are reasonable, prudent and necessary to provide adequate availability of funds to ensure the on-going operations of the Commission.	✓
Investment Policy	To invest public funds which will provide the highest return with the maximum security while meeting the daily cash flow demands of the Commission.	✓
Purchasing Policy	To guide purchasing methods and practices for all Commission employees.	✓

## Fund Balance

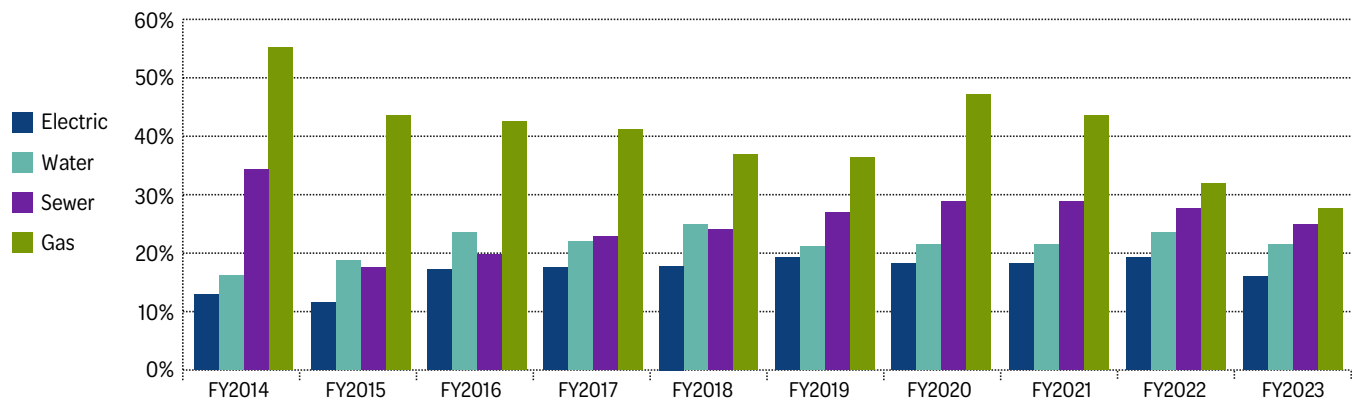
The NC General Assembly has enacted GS 159 titled The Local Government Budget Fiscal Control Act to prescribe for local governments and public authorities a uniform system of budget adoption, administration, and fiscal control. As defined in the statute, fund balance is the sum of cash and investments less the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as of the close of the fiscal year. The intent is to derive the amount of cash on hand after settling current liabilities that is available to be appropriated. Sufficient fund balance available is essential to fiscal health and viability. The Commission is an enterprise fund and places more emphasis on days-cash-on-hand, but does calculate fund balance by fund and for the combined utility.

Fund balance ended the fiscal year 2023 at 19.1% compared to 22.4% for last year. Fund balances for each of the four operating funds and the combined utility are strong, providing liquidity and the ability to meet ongoing obligations.

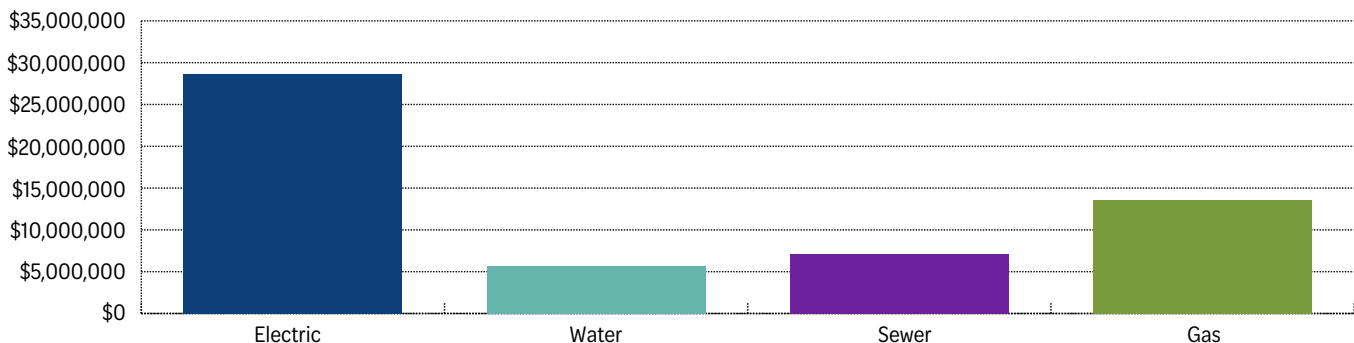
The Commission is a member of the North Carolina Eastern Municipal Power Agency (NCEMPA), a 32-city group that negotiated a new electric power supply agreement with Duke Energy Progress in August 2015. The new agreement resulted in a 7% retail rate reduction to the Commission’s customers and a corresponding large decrease in the largest current liability of purchased power. Fund balances in all funds are expected to remain steady over the next five years.

The Commission does calculate fund balance by fund and for the total combined enterprise as show in the following graphs.

### Fund Balance Percentages



### Fund Balance FY 2023





## Net Position

Net position for the Commission has grown steadily through 2022, but the 2023–24 fiscal year budget, prepared using the modified accrual method, anticipates that net position will decrease approximately \$6.42 million due primarily to increased purchased power costs and operating expenditures. The budget for one of the four operating funds includes planned growth in net position.

The Electric Fund, the largest fund in terms of revenue, expects an approximate \$5.44 million decrease in net position. The Water Fund anticipates an increase of \$2.66 million in net position. The Sewer Fund, the fund with the most capital assets, is projecting a decrease in net position of approximately \$1.98 million. The Gas Fund, the second largest fund in terms of revenue dollars, is forecasting a decrease in net position of \$1.66 million.

Using generally accepted accounting principles, the Electric, Water, Sewer, and Gas funds are projecting changes in net position for fiscal year 2022–23 of (\$4.46 million), \$1.57 million, (\$1.84 million), and \$586,000, respectively. The table below gives a comparison of net position over the last five years.

FY2018–2019	FY2019–2020	FY2020–2021	FY2021–2022	FY2022–2023
\$394,456,066	\$408,931,214	\$417,526,844	\$441,531,280	\$437,387,376

The Commission began the FY 2022–23 with a net position of \$441,531,280. The net position at the end of the fiscal year is projected to decrease to \$437,387,376. Net position by fund and combined funds is listed below.

	Electric	Water	Sewer	Natural Gas	Total
<b>Beginning Net Position</b>	\$160,842,917	\$93,086,611	\$133,645,369	\$53,956,383	\$441,531,280
<b>Ending Net Position</b>	<b>\$156,384,784</b>	<b>\$94,651,527</b>	<b>\$131,808,325</b>	<b>\$54,542,740</b>	<b>\$437,387,376</b>

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# CAPITAL

*Fiscal Year 2023–2024 Budget*







## Capital Improvements Plan

Capital improvement planning is a major component of effective utility management and critical to the Commission’s mission to safely provide reliable utility services at the lowest reasonable cost. Capital spending includes utility infrastructure improvements, expansions, and new construction as well as the purchase of vehicles, equipment, facilities, and land required to support operations and maintenance activities. Due to the large scale of capital expenditures and the duration of associated debt service required to fund a major portion of capital projects, the capital improvement plan is a significant factor in financial planning and customer rate setting for the Commission.

Capital spending is categorized as either outlay or project-specific. The annual budget includes appropriations for capital outlay, which is money spent to maintain, upgrade, acquire, or repair capital assets. These assets include vehicles, equipment, and small-scale infrastructure projects. Planned spending for the 2023–24 fiscal year includes capital outlays of more than \$16 million. Capital project spending for 2023–2024 fiscal year is expected to be over \$52 million and will be funded by a combination of capital projects fund balance, grants, and long-term financing. Capital projects are typically large in scale and expense, and often span multiple fiscal years. Capital projects are authorized by a separate ordinance and are not part of the operating budget. However, the debt service necessary to service capital project related debt is part of the annual budget. The annual budget also includes additional operating and maintenance expenses associated with capital asset modifications, such as an increase in utility expenditures directly related to a plant expansion.

Each of the Commission’s four operating departments (Electric, Water, Sewer, and Gas) has a capital improvement plan (CIP) identifying the spending and implementation schedules, and budgets for each infrastructure project to be implemented over the next five years. Similarly, several support departments including Finance and Information Technology also maintain CIPs primarily consisting of facility/building projects and IT system upgrade projects. The CIPs of all departments are consolidated into an organizational level CIP for supporting financial planning activities and overall assessment of capital spending on the financial health of the Commission at both the fund and organizational levels.

The 2024–2028 CIP includes major initiatives across all four operating departments. Electric system projects include peak-shaving generator replacements, transmission line installations, new substations, and transmission structure (pole) replacements. The water transmission and distribution system is being expanded to increase capacity for meeting projected customer demands. Sewer projects include multiple collection system improvements, pump station upgrades, and a new clarifier planned for construction at the wastewater treatment plant. The gas department continues working to meet growing system peak demands with a planned liquified natural gas (LNG) peak-shaving facility expansion project. State road widening projects have also driven the need for multiple gas distribution main relocate projects. Information technology projects included in the CIP will upgrade the organization’s customer care and billing and asset management software systems.

The 2023–24 fiscal year budget has appropriated \$14.9 million in debt service payments for capital projects that have been completed or, are in progress. Annual debt service appropriations included in the five-year financial plan are projected to increase to \$21 million in 2028. Combined capital outlay spending plus debt service total more than \$31.7 million, or more than 10% of all expenditures, appropriated in the annual budget.

The Commission’s practice is to conservatively budget for revenues and expenditures. The 2023–24 budget is balanced with total revenues estimated to be \$294,532,670. The expenditures include \$2.2 million in transfers to the capital projects fund to be utilized as cash-funding for future projects.

Financial metrics are an integral part of the operating budget and include debt service coverage, days cash on hand, and the debt-to-equity ratio. As part of long-term debt financings, the Commission adheres to certain bond covenants that require certain actions. A debt service coverage of 125% of the principal and interest requirements of parity debt and 100% of principal and interest requirements on all debt including parity and subordinated debt is mandated. The 2023–24 budget includes provisions to achieve debt service coverages of 211%, a favorable indication of the Commission’s commitment to bond holders and rate payers.

The Commission’s practice is to maintain a strong balance sheet with high coverages and low debt ratios combined with sufficient cash reserves to supplement unexpected fluctuations in revenues and expenditures. The budget ordinance enacted will provide a reserve of days cash on hand of 122 days.

## Five-Year Spending Plan: Electric

CAPITAL PROJECTS	2024	2025	2026	2027	2028	5-Year Spending
Distribution Substation Transformer Replacement(s)	-	-	\$2,000,000	\$2,000,000	\$2,000,000	\$6,000,000
ECP10168—POD #3 to Simpson Substation 1	3,000,000	3,000,000	5,000,000	4,654,459	-	15,654,459
ECP10218—Mt Pleasant to Wellcome 115 kV Transformer	5,570,820	-	-	-	-	5,570,820
ECP10219—Peak Shaving Generator(s) Replacement	4,000,000	-	5,000,000	5,000,000	-	14,000,000
ECP10220—Transmission Structure Replacement	2,500,000	500,000	-	-	-	3,000,000
Hollywood Substation—115 kV Conversion	-	-	-	600,000	-	600,000
Hudson's Xrds Substation	300,000	3,700,000	-	-	-	4,000,000
POD Transformer Replacement	1,000,000	1,000,000	2,250,000	4,250,000	-	8,500,000
Radial Substation Conversion	-	400,000	300,000	400,000	-	1,100,000
<b>Total Capital Projects</b>	<b>\$16,370,820</b>	<b>\$8,600,000</b>	<b>\$14,550,000</b>	<b>\$16,904,459</b>	<b>\$2,000,000</b>	<b>\$58,425,279</b>
<b>Capital Outlay</b>	<b>\$8,740,100</b>	<b>\$9,002,303</b>	<b>\$9,272,372</b>	<b>\$9,550,543</b>	<b>\$9,837,060</b>	<b>\$46,402,378</b>
<b>Total Capital</b>	<b>\$25,110,920</b>	<b>\$17,602,303</b>	<b>\$23,822,372</b>	<b>\$26,455,002</b>	<b>\$11,837,060</b>	<b>\$104,827,657</b>

FUNDING SOURCE	2024	2025	2026	2027	2028	5-Year Spending
Pay Go	\$8,740,100	\$9,002,303	\$9,272,372	\$9,550,543	\$9,837,060	\$46,402,378
Transfers	-	-	-	-	-	-
Fund Balance	284,549	500,000	-	-	-	784,549
Revenue Bonds	16,086,271	8,100,000	14,550,000	16,904,459	2,000,000	57,640,730
SRF/Installment Loans	-	-	-	-	-	-
Grants	-	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$25,110,920</b>	<b>\$17,602,303</b>	<b>\$23,822,372</b>	<b>\$26,455,002</b>	<b>\$11,837,060</b>	<b>\$104,827,657</b>
<b>% Paid Pay Go/Operating Transfers</b>	<b>35.94%</b>	<b>53.98%</b>	<b>38.92%</b>	<b>36.10%</b>	<b>83.10%</b>	<b>45.01%</b>
<b>% Paid from Bonds and Loans</b>	<b>64.06%</b>	<b>46.02%</b>	<b>61.08%</b>	<b>63.90%</b>	<b>16.90%</b>	<b>54.99%</b>
<b>% Paid from Grants</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

## Five-Year Spending Plan: Water

CAPITAL PROJECTS	2024	2025	2026	2027	2028	5-Year Spending
McGregor Downs Road Water Main Extension	-	\$950,000	\$950,000	-	-	\$1,900,000
WCP10030—Water Distribution System Improvements	1,000,000	3,900,000	8,000,000	8,000,000	7,000,000	27,900,000
WCP10033—Water Treatment Plant River Bank Stabilization	700,000	149,120	-	-	-	849,120
WCP10035—Bethel Water System Improvements	1,500,000	38,539	-	-	-	1,538,539
WCP10036—Elm Street Water Main Relocation	-	575,000	-	-	-	575,000
WCP10037—NCDOT Memorial Dr. Bridge Water Main Relocation	-	-	300,000	-	-	300,000
WCP10039—Water Main Rehab Phase III	500,000	3,000,000	2,500,000	-	-	6,000,000
WCP-117—Water Treatment Plant Upgrade Phase 1	3,649,759	-	-	-	-	3,649,759
WCP-124—Residual Lagoon Improvements	500,000	-	-	-	-	500,000
Water Treatment Plant Lab Upgrades	250,000	750,000	-	-	-	1,000,000
<b>Total Capital Projects</b>	<b>\$8,099,759</b>	<b>\$9,362,659</b>	<b>\$11,750,000</b>	<b>\$8,000,000</b>	<b>\$7,000,000</b>	<b>\$44,212,418</b>
<b>Capital Outlay</b>	<b>\$1,584,000</b>	<b>\$1,631,520</b>	<b>\$1,680,466</b>	<b>\$1,730,880</b>	<b>\$1,782,806</b>	<b>\$8,409,672</b>
<b>Total Capital</b>	<b>\$9,683,759</b>	<b>\$10,994,179</b>	<b>\$13,430,466</b>	<b>\$9,730,880</b>	<b>\$8,782,806</b>	<b>\$52,622,090</b>

FUNDING SOURCE	2024	2025	2026	2027	2028	5-Year Spending
Pay Go	\$1,584,000	\$1,631,520	\$1,680,466	\$1,730,880	\$1,782,806	\$8,409,672
Transfers	-	-	-	-	-	-
Capacity Fees	-	-	-	-	-	-
Fund Balance	4,849,759	649,120	300,000	-	-	5,798,879
Revenue Bonds	1,350,000	5,675,000	8,950,000	8,000,000	7,000,000	30,975,000
SRF/Installment Loans	-	-	1,000,000	-	-	1,000,000
Grants/Contributions	1,900,000	3,038,539	1,500,000	-	-	6,438,539
<b>Total Funding Sources</b>	<b>\$9,683,759</b>	<b>\$10,994,179</b>	<b>\$13,430,466</b>	<b>\$9,730,880</b>	<b>\$8,782,806</b>	<b>\$52,622,090</b>
<b>% Paid Pay Go/Operating Transfers</b>	<b>66.44%</b>	<b>20.74%</b>	<b>14.75%</b>	<b>17.79%</b>	<b>20.30%</b>	<b>27.00%</b>
<b>% Paid from Bonds and Loans</b>	<b>13.94%</b>	<b>51.62%</b>	<b>74.09%</b>	<b>82.21%</b>	<b>79.70%</b>	<b>60.76%</b>
<b>% Paid from Grants</b>	<b>19.62%</b>	<b>27.64%</b>	<b>11.17%</b>	<b>-</b>	<b>-</b>	<b>12.24%</b>
<b>% Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

## Five-Year Spending Plan: Wastewater

CAPITAL PROJECTS	2024	2025	2026	2027	2028	5-Year Spending
SCP10221—Southeast Area Sewer Extension	\$2,200,000	-	-	-	-	\$2,200,000
SCP10229—Greene Street Pump Station and Force Main	-	-	-	1,000,000	1,052,486	2,052,486
SCP10230—Forlines Pump Station Expansion	731,981	-	-	-	-	731,981
SCP10233—Wastewater Treatment Plant Headworks Improvements	250,000	-	-	-	-	250,000
SCP10238—Wastewater Treatment Plant Clarifier Replacement	4,800,000	6,800,000	-	-	-	11,600,000
SCP10241—Bethel Wastewater System Improvements	2,750,000	450,000	-	-	-	3,200,000
SCP10242—Sewer System Improvements for Industry & Commercial	466,585	-	-	-	-	466,585
SCP10243—Elm Street Sewer Pipeline Relocations	550,000	-	-	-	-	550,000
SCP10244—Sewer System Extensions Phase I	2,920,643	-	-	-	-	2,920,643
SCP10245—Frog Level Pump Station Improvements	1,000,000	375,000	-	-	-	1,375,000
<b>Total Capital Projects</b>	<b>\$15,669,209</b>	<b>\$7,625,000</b>	<b>-</b>	<b>\$1,000,000</b>	<b>\$1,052,486</b>	<b>\$25,346,695</b>
<b>Capital Outlay</b>	<b>\$1,098,330</b>	<b>\$1,131,280</b>	<b>\$1,165,218</b>	<b>\$1,200,175</b>	<b>\$1,236,180</b>	<b>\$5,831,183</b>
<b>Total Capital</b>	<b>\$16,767,539</b>	<b>\$8,756,280</b>	<b>\$1,165,218</b>	<b>\$2,200,175</b>	<b>\$2,288,666</b>	<b>\$31,177,878</b>

FUNDING SOURCE	2024	2025	2026	2027	2028	5-Year Spending
Pay Go	\$1,098,330	\$1,131,280	\$1,165,218	\$1,200,175	\$1,236,180	\$5,831,183
Transfers	-	-	-	-	-	-
Acresage/Capacity/System Development Fees	1,658,902	-	-	-	-	1,658,902
Fund Balance	3,523,955	375,000	-	1,000,000	1,052,486	5,951,441
Revenue Bonds	4,736,352	5,941,655	-	-	-	10,678,007
SRF/Installment Loans	-	-	-	-	-	-
Grants or Contributions	5,750,000	1,308,345	-	-	-	7,058,345
<b>Total Funding Sources</b>	<b>\$16,767,539</b>	<b>\$8,756,280</b>	<b>\$1,165,218</b>	<b>\$2,200,175</b>	<b>\$2,288,666</b>	<b>\$31,177,878</b>
<b>% Paid Pay Go/Operating Transfers</b>	<b>37.46%</b>	<b>17.20%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>43.11%</b>
<b>% Paid from Bonds and Loans</b>	<b>28.25%</b>	<b>67.86%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34.25%</b>
<b>% Paid from Grants</b>	<b>34.28%</b>	<b>14.95%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22.65%</b>
<b>% Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>



## Five-Year Spending Plan: Natural Gas

CAPITAL PROJECTS	2024	2025	2026	2027	2028	5-Year Spending
GCP10108—Allen Rd Widening (NCDOT U-5875)	-	\$600,000	\$372,277	-	-	\$972,277
GCP10113—Evans St Widening (NCDOT U-2817)	124,000	-	2,766,667	2,766,667	2,766,667	8,424,001
GCP10114—14 <sup>th</sup> St Widening (NCDOT U-5917)	85,353	-	-	-	70,000	155,353
GCP-92—LNG Liquefaction Additions	7,605,248	4,082,752	-	-	-	11,688,000
LNG Expansion Project Phase II	-	-	-	-	6,400,000	6,400,000
Gas System Improvements for Industry and Commercial	500,000	1,000,000	-	-	-	1,500,000
<b>Total Capital Projects</b>	<b>\$8,314,601</b>	<b>\$5,682,752</b>	<b>\$3,138,944</b>	<b>\$2,766,667</b>	<b>\$9,236,667</b>	<b>\$29,139,631</b>
<b>Capital Outlay</b>	<b>\$1,819,250</b>	<b>\$1,604,997</b>	<b>\$1,653,147</b>	<b>\$1,702,742</b>	<b>\$1,753,824</b>	<b>\$8,533,960</b>
<b>Total Capital</b>	<b>\$10,133,851</b>	<b>\$7,287,749</b>	<b>\$4,792,091</b>	<b>\$4,469,409</b>	<b>\$10,990,491</b>	<b>\$37,673,591</b>

FUNDING SOURCE	2024	2025	2026	2027	2028	5-Year Spending
Pay Go	\$1,819,250	\$1,604,997	\$1,653,147	\$1,702,742	\$1,753,824	\$8,533,960
Transfers	-	-	-	-	-	-
Fund Balance	500,000	3,100,000	372,277	-	-	3,972,277
Revenue Bonds	7,814,601	2,582,752	2,766,667	2,766,667	9,236,667	25,167,354
SRF/Installment Loans	-	-	-	-	-	-
Grants	-	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$10,133,851</b>	<b>\$7,287,749</b>	<b>\$4,792,091</b>	<b>\$4,469,409</b>	<b>\$10,990,491</b>	<b>\$37,673,591</b>
<b>% Paid Pay Go/Operating Transfers</b>	<b>22.89%</b>	<b>64.56%</b>	<b>42.27%</b>	<b>38.10%</b>	<b>15.96%</b>	<b>33.20%</b>
<b>% Paid from Bonds and Loans</b>	<b>77.11%</b>	<b>35.44%</b>	<b>57.73%</b>	<b>61.90%</b>	<b>84.04%</b>	<b>66.80%</b>
<b>% Paid from Grants</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

## Five-Year Spending Plan: Facilities & Other Support Groups

CAPITAL PROJECTS	2024	2025	2026	2027	2028	5-Year Spending
FCP10072—New Operations Center Phase 2	\$1,200,000	-	-	-	-	\$1,200,000
ESRI—Next Generation Network Upgrade (Utility Network)	-	700,000	1,500,000	-	-	2,200,000
ICP10189—Asset Management Software	1,571,892	-	-	-	-	1,571,892
ICP10211—Customer Care and Billing Software Upgrade	1,197,040	-	-	-	-	1,197,040
<b>Total Capital Projects</b>	<b>\$3,968,932</b>	<b>\$700,000</b>	<b>\$1,500,000</b>	<b>-</b>	<b>-</b>	<b>\$6,168,932</b>
<b>Capital Outlay</b>	<b>\$3,632,000</b>	<b>\$3,494,470</b>	<b>\$2,165,254</b>	<b>\$2,108,362</b>	<b>\$2,299,303</b>	<b>\$13,699,389</b>
<b>Total Capital</b>	<b>\$7,600,932</b>	<b>\$4,194,470</b>	<b>\$3,665,254</b>	<b>\$2,108,362</b>	<b>\$2,299,303</b>	<b>\$19,868,321</b>

FUNDING SOURCE	2024	2025	2026	2027	2028	5-Year Spending
Pay Go	\$3,632,000	\$3,494,470	\$2,165,254	\$2,108,362	\$2,299,303	\$13,699,389
Transfers	-	-	-	-	-	-
Fund Balance	1,200,000	-	-	-	-	1,200,000
Revenue Bonds	2,768,932	700,000	1,500,000	-	-	4,968,932
SRF/Installment Loans	-	-	-	-	-	-
Grants	-	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$7,600,932</b>	<b>\$4,194,470</b>	<b>\$3,665,254</b>	<b>\$2,108,362</b>	<b>\$2,299,303</b>	<b>\$19,868,321</b>
<b>% Paid Pay Go/Operating Transfers</b>	<b>63.57%</b>	<b>83.31%</b>	<b>59.08%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>74.99%</b>
<b>% Paid from Bonds and Loans</b>	<b>36.43%</b>	<b>16.69%</b>	<b>40.92%</b>	<b>-</b>	<b>-</b>	<b>25.01%</b>
<b>% Paid from Grants</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

# Capital Improvements Funding Plan

<b>GREENVILLE UTILITIES TOTAL</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>5-Year Spending</b>
Capital Projects	\$52,423,321	\$31,970,411	\$30,938,944	\$28,671,126	\$19,289,153	\$163,292,955
Capital Outlay	16,873,680	16,864,570	15,936,457	16,292,702	16,909,173	82,876,582
	<b>\$69,297,001</b>	<b>\$48,834,981</b>	<b>\$46,875,401</b>	<b>\$44,963,828</b>	<b>\$36,198,326</b>	<b>\$246,169,537</b>
<b>Funding—Debt Financing</b>						
Revenue Bonds	\$32,756,156	\$22,999,407	\$27,766,667	\$27,671,126	\$18,236,667	\$129,430,023
SRF/Installment Loans	-	-	1,000,000	-	-	1,000,000
	<b>\$32,756,156</b>	<b>\$22,999,407</b>	<b>\$28,766,667</b>	<b>\$27,671,126</b>	<b>\$18,236,667</b>	<b>\$130,430,023</b>
<b>% to Total Capital</b>	<b>47.3%</b>	<b>47.1%</b>	<b>61.4%</b>	<b>61.5%</b>	<b>50.4%</b>	<b>53.0%</b>
<b>Funding—Cash</b>						
Pay Go	\$16,873,680	\$16,864,570	\$15,936,457	\$16,292,702	\$16,909,173	\$82,876,582
Capital Project Transfer	-	-	-	-	-	-
Acreage/Capacity/ System Development Fees	1,658,902	-	-	-	-	1,658,902
Fund Balance	10,358,263	4,624,120	672,277	1,000,000	1,052,486	17,707,146
Grants and Contributions	7,650,000	4,346,884	1,500,000	-	-	13,496,884
	<b>\$36,540,845</b>	<b>\$25,835,574</b>	<b>\$18,108,734</b>	<b>\$17,292,702</b>	<b>\$17,961,659</b>	<b>\$115,739,514</b>
<b>% to Total Capital</b>	<b>52.7%</b>	<b>52.9%</b>	<b>38.6%</b>	<b>38.5%</b>	<b>49.6%</b>	<b>47.0%</b>
<b>Total Funding</b>	<b>\$69,297,001</b>	<b>\$48,834,981</b>	<b>\$46,875,401</b>	<b>\$44,963,828</b>	<b>\$36,198,326</b>	<b>\$246,169,537</b>



## Capital Projects

Each budget year, the Commission continues to make investments in capital projects in order to maintain reliability, meet ongoing regulatory requirements, and remain strategically positioned to facilitate growth.





## Capital Improvements Planning & Project Prioritization

The Commission’s mission is to provide quality utility services at the lowest reasonable cost. One of the primary factors affecting customer rates is the debt service associated with the expansion, improvement and maintenance of the utility infrastructure. Submitting a request for a capital project includes a “business case” that specifies the project description and justification, operating costs, project schedule, and relevant data and information to support the project. Project submittals are then prioritized by critical impacts on the Commission and rate payers, legislative mandates, and funding sources, and evaluated by both the department and the Capital Projects Review Team using the project matrix.

### Purpose

The purpose of Capital Improvements Planning and Project Prioritization is to strategically organize and schedule capital projects over the next five years and manage the financing of those projects to ensure they tie in with the Commission’s long-term vision and strategic plan. The type, availability, predictability, and timing of funding can have a significant impact on project schedules. A continuous relationship exists between the Capital Improvements Plan and the annual budget. It is also important for the Commission to prioritize capital projects that align with the strategic plan which will increase efficiency across all departments.

### Process



### Key Principles



## Evaluation Criteria

### A. Strategic Alignment

- a. Enhancement to safety (public, employees, services)
- b. Enhancement to providing exceptional customer service
- c. Promotes lowest reasonable cost of service
- d. Supports growth as a regional utility

### B. Criticality

- a. Required to meet existing or anticipated load
- b. Required to prevent unacceptable failure of critical assets
- c. Required to meet current laws, regulations, or existing contracts

### C. Reliability/Capacity

- a. Provides significant improvements to system reliability or efficiency
- b. Replaces or keeps existing assets in good operating condition
- c. Improves employee work processes
- d. Enhances sustainability of services

### D. Financial

- a. Project will result in net positive return on investment
- b. Project will result in reduction of operations/maintenance costs

### E. Ancillary

- a. Essential improvements to existing facilities
- b. Facilities improvements or additions that are desirable, but not essential and has limited consequences

## Project Requirements

A Capital Project Narrative is required for all capital projects requests. The Capital Project Narrative includes the following information:

- Project description
- Proposed location
- Project costs and proposed funding sources
- Project schedule
- Completed Project Matrix by the department

## Submission of Requests

Established Capital Project Narratives can be updated and submitted at any time throughout the year. New Capital Project Narratives should be submitted by the Budget Calendar deadline.

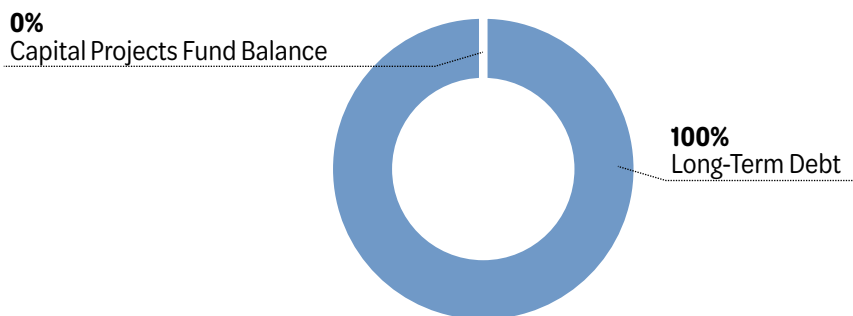
## Hudson’s Crossroads Substation—ECP10244 | As of June 8, 2023

	% of Proposed Budget	Budget
<b>Revenues:</b>		
Long-Term Debt	100%	\$4,000,000
<b>Total Revenue</b>	<b>100%</b>	<b>\$4,000,000</b>
<b>Expenditures:</b>		
Project Costs		\$4,000,000
<b>Total Expenditures</b>		<b>\$4,000,000</b>

### Project Description:

Scope includes construction of a new 115 kV distribution substation on Black Jack Simpson Rd. New substation will support future growth in the area and provide relief from existing Simpson substation.

### Funding Source:



### Strategic Alignment to Commission Objectives

- Improves Reliability of Service—Project enhances the capabilities of infrastructure, equipment, or staff to avoid and/or minimize the effects of potential service interruptions.
- Enhancement to providing exceptional customer service—Project will increase current service level.
- Supports growth as a regional utility—Project produces beneficial effects on relationships with other jurisdictions or quasi-governmental agencies in the area.
- Required to meet existing or anticipated load within 4+ years—Project expands existing system capacity or infrastructure to provide service. Deferral of implementation will result in inability to meet customer demands.
- Provides significant improvements to system reliability or efficiency—Project provides infrastructure to support existing functions that are currently experiencing a negative consequence from the lack of sufficient infrastructure.
- Facilities improvements or additions that are desirable, but not essential and have limited consequences—Project implementation supports improved budget management or promotes achievement of operational performance goals.



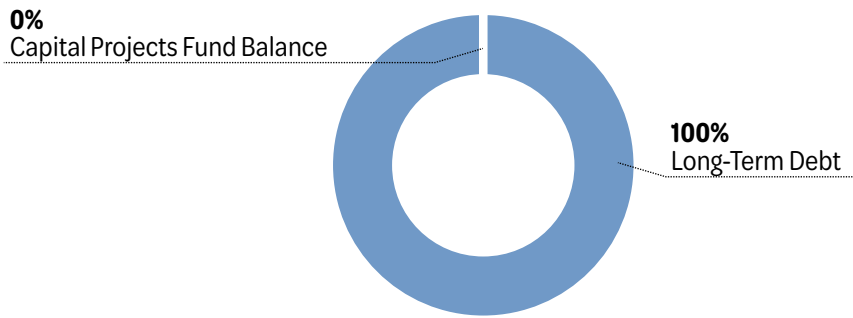
## POD Transformer Replacement—ECP10248 | As of June 8, 2023

	% of Proposed Budget	Budget
<b>Revenues:</b>		
Long-Term Debt	100%	\$4,250,000
<b>Total Revenue</b>	<b>100%</b>	<b>\$4,250,000</b>
<b>Expenditures:</b>		
Project Costs		\$4,250,000
<b>Total Expenditures</b>		<b>\$4,250,000</b>

### Project Description:

Project includes the replacement of existing transformer #2 at G230 substation.

### Funding Source:



### Strategic Alignment to Commission Objectives

- Improves reliability of service—Project enhances the capabilities of infrastructure, equipment, or staff to avoid and/or minimize the effects of potential service interruptions.
- Required to prevent unacceptable failure of critical assets—Project required to maintain critical components in a state of good operating condition. These projects, if not undertaken, could result in prolonged service interruption.
- Replaces or keeps existing assets in good operating condition—Project is not mandatory, but if not undertaken the current level of service/ condition of the capital asset will decline.
- Essential improvements to existing facilities—Project implementation results in operational cost savings or productivity improvements, or deferral of project will significantly increase the cost of the project.

**START DATE:**  
07/01/2024

**COMPLETION DATE:**  
06/30/2027



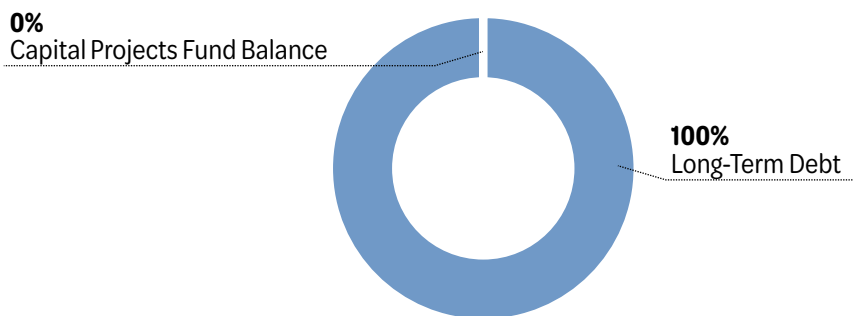
## WTP Lab Upgrades—WCP10040 | As of June 8, 2023

	% of Proposed Budget	Budget
<b>Revenues:</b>		
Long-Term Debt	100%	\$1,000,000
<b>Total Revenue</b>	<b>100%</b>	<b>\$1,000,000</b>
<b>Expenditures:</b>		
Project Costs		\$1,000,000
<b>Total Expenditures</b>		<b>\$1,000,000</b>

### Project Description:

The Greenville Utilities Commission Water Treatment Plant Laboratory was constructed along with the original Water Treatment Plant in 1983. No significant updates or infrastructure improvements have been made to the Laboratory since it was placed in service 40 years ago. Original countertops and cabinets are still in use and other areas in the lab have been repurposed to accommodate current needs over the years. Since 1983, technological advances have required the acquisition of more and more sophisticated laboratory equipment that have outpaced the aging electrical system in the WTP Lab. Additionally, as the GUC water system and WTP have grown, so has the Laboratory Staff. The original layout of the Laboratory is no longer conducive to personnel for the amount and types of analyses being performed. HVAC, lighting, chemical vent hoods and storage are additional issues in need of updates and improvements.

### Funding Source:



### Strategic Alignment to Commission Objectives

- Enhancement to Safety (Public, Employees, Services)—Project mitigates/corrects potential threats to life or safety within the existing facility.
- Enhancement to providing exceptional customer service—Project will increase current service level.
- Required to meet existing or anticipated load within 4+ years—Project expands existing system capacity or infrastructure to provide service. Deferral of implementation will result in inability to meet customer demands.
- Provides significant improvements to system reliability or efficiency—Project provides infrastructure to support existing functions that are currently experiencing a negative consequence from the lack of sufficient infrastructure.
- Replaces or keeps existing assets in good operating condition—Project is not mandatory, but if not undertaken the current level of service/ condition of the capital asset will decline.
- Improves employee work processes or efficiencies—Project improves work functions and services creating space or equipment utilization efficiency and reduces staffing demands.
- Enhances Sustainability of Services—Project will result in positive impact(s) on businesses and community in terms of revenue generation and/or environmental stewardship (job creation, value assessment, growth, tourism, noise, light, air, land and water pollution, recreational/cultural opportunities, etc.)
- Essential improvements to existing facilities—Project implementation results in operational cost savings or productivity improvements, or deferral of project will significantly increase the cost of the project.

**START DATE:**  
07/01/2023

**COMPLETION DATE:**  
06/30/2025

# Gas System Improvements for Industry and Commercial—GCP10124

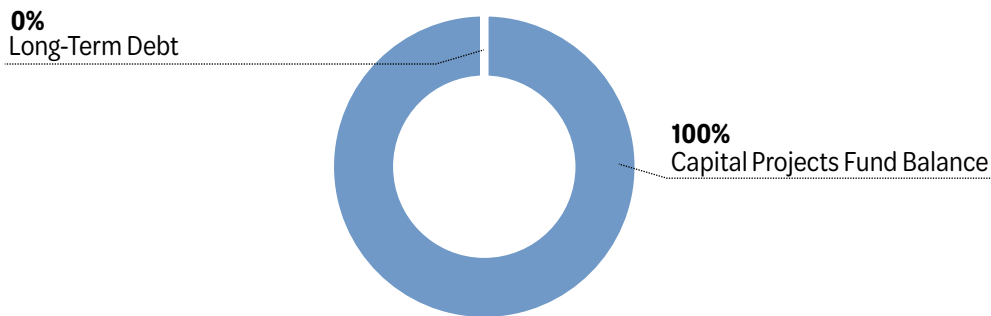
| As of June 8, 2023

	% of Proposed Budget	Budget
<b>Revenues:</b>		
Capital Projects Fund Balance	100%	\$1,500,000
<b>Total Revenue</b>	<b>100%</b>	<b>\$1,500,000</b>
<b>Expenditures:</b>		
Project Costs		\$1,500,000
<b>Total Expenditures</b>		<b>\$1,500,000</b>

**Project Description:**

This project will improve gas system extensions across the system that provide economic development and serve commercial and industrial customers.

**Funding Source:**



**Strategic Alignment to Commission Objectives**

- Enhancement to providing exceptional customer service—Project will increase current service level.
- Supports growth as a regional utility—Project produces beneficial effects on relationships with other jurisdictions or quasi-governmental agencies in the area.
- Required to meet existing or anticipated load within 0–2 years—Project expands existing system capacity or infrastructure to provide service. Deferral of implementation will result in inability to meet customer demands.
- Enhances Sustainability of Services—Project will result in positive impact(s) on businesses and community in terms of revenue generation and/or environmental stewardship (job creation, value assessment, growth, tourism, noise, light, air, land and water pollution, recreational/cultural opportunities, etc.)
- Project will result in net positive return on investment—Project will have a positive breakeven over the life of the capital investment due to operational cost savings and/or will provide financial benefits in the future.

**START DATE:**  
07/01/2023

**COMPLETION DATE:**  
06/30/2025

## Long-Term Financial Planning

The Commission’s mission is to enhance the quality of life for those we serve by safely providing reliable utility solutions at the lowest reasonable cost. The budget process includes a five-year financial plan that projects future revenues and expenditures, capital improvements, debt issuances, and rate adjustments.

To project revenues, the financial plan incorporates customer growth and usage trends, all based on normalized weather assumptions. Revenues are weather-dependent and GUC has implemented rate stabilization funds and rate design strategies to help mitigate the impacts actual weather has on the financial performance.

Significant infrastructure needs and associated costs planned for the next five to ten years are defined in the Capital Improvements Plan (CIP). Due to the capital-intensive nature of utilities, the CIP is a large driver of costs in the Commission’s five-year financial plan. To supplement departmental capital planning and budgeting processes, a capital projects prioritization rating system is utilized for measuring each project’s alignment with the Commission’s strategic plan and the needs of its customers (existing and future). Understanding the benefits of capital projects also guides the capital funding plan. The capital funding plan defines the timing, sources, and amounts of funding to be secured for the CIP. This ensures an appropriate balance of cash resources and new debt is utilized to support system expansions, replacements, and rehabilitation projects. It also ensures that cost recovery is appropriately distributed among existing and future customers.

The financial forecast for the next five years shows steady revenue increases and assumes expenditure growth of approximately 2% per year in administrative and operating expenses. Major contributors to the increase in the Commission’s FY 2023–24 budget are operations, capital outlay, and debt service. Costs for materials, labor, and insurance, as well as recent commissioning of new operations facilities are key drivers for increased operational and capital outlay expenses. Typical capital outlay expenditures over the planning period are assumed to increase 3% per year, driven primarily by inflationary impacts on materials and labor, and are subject to system growth demands. Incremental costs for accelerated fleet vehicle replacements are also included in years 1 and 2 of the financial plan. The debt service increase in FY 2023–24 is primarily due to the commencement of debt service payments associated with the Water Treatment Plant Upgrade Project. The financial plan also includes increases in debt service due to future borrowings to fund capital improvement plan implementation, as well as rate increases sufficient for achieving positive net revenues in each year presented. Financial key performance indicators (KPI’s) are calculated for each year of the five-year financial plan to support evaluation of the financial health of the organization. KPI’s including debt service coverage, days cash on hand, and fund balance are maintained at or above minimum levels throughout the planning period. The financial plan provides direction to the utility, accommodates customer growth, and provides rate predictability and stability for rate payers.

## Greenville Utilities Total Funds

### STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS (000's)

	2023 Projection	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	Line #
<b>Operating revenues</b>							
Charges for service	\$274,471	\$281,104	\$289,900	\$295,875	\$301,585	\$309,208	1
Other operating revenues	594	594	665	666	667	599	2
<b>Total revenues</b>	<b>\$275,065</b>	<b>\$281,698</b>	<b>\$290,565</b>	<b>\$296,541</b>	<b>\$302,252</b>	<b>\$309,807</b>	<b>3</b>
<b>Operating expenses</b>							
Administration and general	29,918	31,748	32,067	32,705	33,354	34,017	4
Operations and maintenance	53,788	56,158	56,880	58,012	59,168	60,343	5
Purchased power and gas	157,212	165,001	169,016	161,224	164,405	167,361	6
Depreciation	28,249	23,998	22,924	21,517	20,751	20,069	7
<b>Total operating expenses</b>	<b>\$269,167</b>	<b>\$276,905</b>	<b>\$280,887</b>	<b>\$273,458</b>	<b>\$277,678</b>	<b>\$281,790</b>	<b>8</b>
<b>Operating income (loss)</b>	<b>\$5,898</b>	<b>\$4,793</b>	<b>\$9,678</b>	<b>\$23,083</b>	<b>\$24,574</b>	<b>\$28,017</b>	<b>9</b>
<b>Nonoperating revenues (expenses)</b>							
Interest income	1,090	815	805	815	815	815	10
Debt interest expense and services charges	(6,137)	(6,711)	(6,561)	(9,830)	(8,566)	(10,328)	11
Other, net	2,045	1,820	1,870	1,887	1,903	1,920	12
<b>Total nonoperating revenues (expenses)</b>	<b>(\$3,002)</b>	<b>(\$4,076)</b>	<b>(\$3,886)</b>	<b>(\$7,128)</b>	<b>(\$5,848)</b>	<b>(\$7,593)</b>	<b>13</b>
<b>Income before contributions and transfers</b>	<b>\$2,896</b>	<b>\$717</b>	<b>\$5,792</b>	<b>\$15,955</b>	<b>\$18,726</b>	<b>\$20,424</b>	<b>14</b>
<b>Contributions and transfers</b>							
Capital contributions	-	-	-	-	-	-	15
Transfer to City of Greenville, general fund	(6,060)	(6,181)	(6,304)	(6,431)	(6,559)	(6,690)	16
Transfer to City of Greenville, street lighting	(980)	(960)	(979)	(999)	(1,019)	(1,039)	17
<b>Total contributions and transfers</b>	<b>(\$7,040)</b>	<b>(\$7,141)</b>	<b>(\$7,283)</b>	<b>(\$7,430)</b>	<b>(\$7,578)</b>	<b>(\$7,729)</b>	<b>18</b>
<b>Changes in net assets</b>	<b>(\$4,144)</b>	<b>(\$6,424)</b>	<b>(\$1,491)</b>	<b>\$8,525</b>	<b>\$11,148</b>	<b>\$12,695</b>	<b>19</b>
<b>Net assets, beginning of year</b>	<b>\$441,531</b>	<b>\$437,387</b>	<b>\$430,963</b>	<b>\$429,472</b>	<b>\$437,997</b>	<b>\$449,145</b>	<b>20</b>
<b>Net assets, end of year</b>	<b>\$437,387</b>	<b>\$430,963</b>	<b>\$429,472</b>	<b>\$437,997</b>	<b>\$449,145</b>	<b>\$461,840</b>	<b>21</b>



# Greenville Utilities Total Funds

## DEBT COVERAGE CALCULATION

	2023 Projection	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	Line #
<b>Revenues</b>							
Revenues <sup>1</sup>	\$277,001	\$283,518	\$292,435	\$298,428	\$304,155	\$311,727	22
Less capacity/acreage fees <sup>2</sup>	0	0	0	0	0	0	23
Plus interest income <sup>3</sup>	1,025	750	740	750	750	750	24
<b>Total revenues</b>	<b>\$278,026</b>	<b>\$284,268</b>	<b>\$293,175</b>	<b>\$299,178</b>	<b>\$304,905</b>	<b>\$312,477</b>	<b>25</b>
<b>Current expenses</b>							
Operations	83,706	87,906	88,948	90,717	92,523	94,360	26
Purchased power and gas	157,212	165,001	169,016	161,224	164,405	167,361	27
<b>Total current expenses</b>	<b>\$240,918</b>	<b>\$252,907</b>	<b>\$257,964</b>	<b>\$251,941</b>	<b>\$256,928</b>	<b>\$261,721</b>	<b>28</b>
<b>Net revenues/funds available for debt service</b>	<b>\$37,108</b>	<b>\$31,361</b>	<b>\$35,211</b>	<b>\$47,237</b>	<b>\$47,977</b>	<b>\$50,756</b>	<b>29</b>
<b>Debt service</b>							
Parity debt <sup>4</sup>	\$11,726	\$12,178	\$12,721	\$16,702	\$16,194	\$18,054	30
Subordinate debt <sup>5</sup>	437	2,680	2,843	2,818	2,793	2,768	31
<b>Total debt service</b>	<b>\$12,163</b>	<b>\$14,858</b>	<b>\$15,564</b>	<b>\$19,520</b>	<b>\$18,987</b>	<b>\$20,822</b>	<b>32</b>
Parity debt service coverage, requirement = 1.25 <sup>6</sup>	3.16	2.58	2.77	2.83	2.96	2.81	33
Total debt service coverage, requirement = 1.00 <sup>7</sup>	3.05	2.11	2.26	2.42	2.53	2.44	34
Debt service coverage after transfers <sup>8</sup>	2.47	1.63	1.79	2.04	2.13	2.07	35
<b>Unrestricted Cash and Investments</b>	<b>\$109,718</b>	<b>\$100,152</b>	<b>\$93,267</b>	<b>\$94,209</b>	<b>\$96,023</b>	<b>\$97,171</b>	<b>36</b>
<b>Days Cash on Hand</b>	<b>166</b>	<b>145</b>	<b>132</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>37</b>
<b>Unappropriated Fund Balance</b>	<b>\$56,421</b>	<b>\$56,093</b>	<b>\$55,528</b>	<b>\$55,447</b>	<b>\$55,254</b>	<b>\$54,818</b>	<b>38</b>
<b>Fund Balance as % of Expenditures</b>	<b>20%</b>	<b>19%</b>	<b>18%</b>	<b>19%</b>	<b>18%</b>	<b>18%</b>	<b>39</b>

<sup>1</sup> Line 3 plus Line 12 less gain on disposal of fixed assets and grants.

<sup>2</sup> The capacity/acreage/system development fees are restricted funds and are not included in the unrestricted cash and investment (line 36) or the unappropriated fund balance (line 38).

<sup>3</sup> Interest income from Operating Funds only.

<sup>4</sup> Includes principal and interest requirements relating to existing revenue bonds and the estimated principal and interest requirements relating to anticipated revenue bonds.

<sup>5</sup> Includes principal and interest requirements relating to existing state revolving fund loans and the principal and interest requirements relating to anticipated state revolving fund loans.

<sup>6</sup> Line 29 divided by Line 30

<sup>7</sup> Line 29 divided by Line 32

<sup>8</sup> Line 29 plus Line 16 plus Line 17 and then divided by Line 32

## Electric Fund

### STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS (000's)

	2023 Projection	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
<b>Operating revenues</b>						
Charges for service	\$176,586	\$184,634	\$189,522	\$191,981	\$196,631	\$201,536
Other operating revenues	448	448	514	515	516	448
<b>Total revenues</b>	<b>\$177,034</b>	<b>\$185,082</b>	<b>\$190,036</b>	<b>\$192,496</b>	<b>\$197,147</b>	<b>\$201,984</b>
<b>Operating expenses</b>						
Administration and general	14,793	15,716	15,940	16,255	16,576	16,903
Operations and maintenance	19,667	20,953	21,283	21,707	22,140	22,581
Purchased power and gas	128,423	136,930	140,888	133,048	136,180	139,086
Depreciation	12,894	10,594	9,989	9,484	8,780	8,203
<b>Total operating expenses</b>	<b>\$175,777</b>	<b>\$184,193</b>	<b>\$188,100</b>	<b>\$180,494</b>	<b>\$183,676</b>	<b>\$186,773</b>
<b>Operating income (loss)</b>	<b>\$1,257</b>	<b>\$889</b>	<b>\$1,936</b>	<b>\$12,002</b>	<b>\$13,471</b>	<b>\$15,211</b>
<b>Nonoperating revenues (expenses)</b>						
Interest income	680	530	530	530	530	530
Interest income, capital project fund	-	-	-	-	-	-
Interest income, rate stabilization fund	-	-	-	-	-	-
Debt interest expense and services charges	(2,640)	(3,013)	(2,912)	(4,230)	(3,753)	(5,369)
Other, net	1,583	1,560	1,610	1,627	1,643	1,660
<b>Total nonoperating revenues (expenses)</b>	<b>(\$377)</b>	<b>(\$923)</b>	<b>(\$772)</b>	<b>(\$2,073)</b>	<b>(\$1,580)</b>	<b>(\$3,179)</b>
<b>Income before contributions and transfers</b>	<b>\$880</b>	<b>(\$34)</b>	<b>\$1,164</b>	<b>\$9,929</b>	<b>\$11,891</b>	<b>\$12,032</b>
<b>Contributions and transfers</b>						
Transfer to City of Greenville, general fund	(4,357)	(4,444)	(4,533)	(4,624)	(4,716)	(4,810)
Transfer to City of Greenville, street lighting	(980)	(960)	(979)	(999)	(1,019)	(1,039)
<b>Total contributions and transfers</b>	<b>(\$5,337)</b>	<b>(\$5,404)</b>	<b>(\$5,512)</b>	<b>(\$5,623)</b>	<b>(\$5,735)</b>	<b>(\$5,849)</b>
<b>Changes in net assets</b>	<b>(\$4,457)</b>	<b>(\$5,438)</b>	<b>(\$4,348)</b>	<b>\$4,306</b>	<b>\$6,156</b>	<b>\$6,183</b>
<b>Net assets, beginning of year</b>	<b>\$160,843</b>	<b>\$156,386</b>	<b>\$150,948</b>	<b>\$146,600</b>	<b>\$150,906</b>	<b>\$157,062</b>
<b>Net assets, end of year</b>	<b>\$156,386</b>	<b>\$150,948</b>	<b>\$146,600</b>	<b>\$150,906</b>	<b>\$157,062</b>	<b>\$163,245</b>

# Electric Fund

## DEBT COVERAGE CALCULATION

	2023 Projection	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
<b>Revenues</b>						
Revenues <sup>1</sup>	\$178,549	\$186,642	\$191,646	\$194,123	\$198,790	\$203,644
Plus interest income <sup>2</sup>	650	500	500	500	500	500
<b>Total revenues</b>	<b>\$179,199</b>	<b>\$187,142</b>	<b>\$192,146</b>	<b>\$194,623</b>	<b>\$199,290</b>	<b>\$204,144</b>
<b>Current expenses</b>						
Operations <sup>3</sup>	34,461	36,669	37,223	37,962	38,716	39,484
Purchased power and gas	128,423	136,930	140,888	133,048	136,180	139,086
<b>Total current expenses</b>	<b>\$162,884</b>	<b>\$173,599</b>	<b>\$178,111</b>	<b>\$171,010</b>	<b>\$174,896</b>	<b>\$178,570</b>
<b>Net revenues/funds available for debt service</b>	<b>\$16,315</b>	<b>\$13,543</b>	<b>\$14,035</b>	<b>\$23,613</b>	<b>\$24,394</b>	<b>\$25,574</b>
<b>Debt service</b>						
Parity debt	\$4,295	\$4,779	\$5,232	\$6,834	\$6,706	\$8,239
Subordinate debt	16	3	3	3	3	3
<b>Total debt service</b>	<b>\$4,311</b>	<b>\$4,782</b>	<b>\$5,236</b>	<b>\$6,837</b>	<b>\$6,709</b>	<b>\$8,243</b>
Parity debt service coverage, requirement = 1.25	3.80	2.83	2.68	3.46	3.64	3.10
Total debt service coverage, requirement = 1.00	3.78	2.83	2.68	3.45	3.64	3.10
Debt service coverage after transfers	2.55	1.70	1.63	2.63	2.78	2.39
<b>Unrestricted Cash and Investments</b>	<b>\$73,996</b>	<b>\$66,589</b>	<b>\$59,511</b>	<b>\$60,231</b>	<b>\$61,332</b>	<b>\$61,332</b>
<b>Days Cash on Hand</b>	<b>166</b>	<b>140</b>	<b>122</b>	<b>129</b>	<b>128</b>	<b>125</b>
<b>Unappropriated Fund Balance</b>	<b>\$33,627</b>	<b>\$32,999</b>	<b>\$32,490</b>	<b>\$32,500</b>	<b>\$32,196</b>	<b>\$31,765</b>
<b>Fund Balance as % of Expenditures</b>	<b>18%</b>	<b>17%</b>	<b>16%</b>	<b>17%</b>	<b>16%</b>	<b>16%</b>

<sup>1</sup> Sum of operating revenues and other nonoperating revenues, net less gain on disposal of fixed assets and grants

<sup>2</sup> Interest income from Operating Funds only

<sup>3</sup> Excluding unfunded OPEB expenses

## Water Fund

### STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS (000's)

	2023 Projection	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
<b>Operating revenues</b>						
Charges for service	\$25,225	\$26,621	\$27,503	\$28,410	\$28,497	\$29,376
Other operating revenues	60	61	66	66	66	66
<b>Total revenues</b>	<b>\$25,285</b>	<b>\$26,682</b>	<b>\$27,569</b>	<b>\$28,476</b>	<b>\$28,563</b>	<b>\$29,442</b>
<b>Operating expenses</b>						
Administration and general	5,145	5,447	5,481	5,591	5,702	5,816
Operations and maintenance	13,096	13,407	13,587	13,857	14,133	14,414
Depreciation	4,813	4,220	4,111	3,748	3,732	3,703
<b>Total operating expenses</b>	<b>\$23,054</b>	<b>\$23,074</b>	<b>\$23,179</b>	<b>\$23,196</b>	<b>\$23,567</b>	<b>\$23,933</b>
<b>Operating income (loss)</b>	<b>\$2,231</b>	<b>\$3,608</b>	<b>\$4,390</b>	<b>\$5,280</b>	<b>\$4,996</b>	<b>\$5,509</b>
<b>Nonoperating revenues (expenses)</b>						
Interest income	125	100	100	100	100	100
Debt interest expense and services charges	(988)	(1,228)	(1,335)	(1,654)	(1,476)	(1,553)
Other, net	197	178	178	178	178	178
<b>Total nonoperating revenues (expenses)</b>	<b>(\$666)</b>	<b>(\$950)</b>	<b>(\$1,057)</b>	<b>(\$1,376)</b>	<b>(\$1,198)</b>	<b>(\$1,275)</b>
<b>Income before contributions and transfers</b>	<b>\$1,565</b>	<b>\$2,658</b>	<b>\$3,333</b>	<b>\$3,904</b>	<b>\$3,798</b>	<b>\$4,234</b>
<b>Contributions and transfers</b>						
Contributed capital	-	-	-	-	-	-
<b>Total contributions and transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Changes in net assets</b>	<b>\$1,565</b>	<b>\$2,658</b>	<b>\$3,333</b>	<b>\$3,904</b>	<b>\$3,798</b>	<b>\$4,234</b>
<b>Net assets, beginning of year</b>	<b>\$93,087</b>	<b>\$94,652</b>	<b>\$97,310</b>	<b>\$100,643</b>	<b>\$104,547</b>	<b>\$108,345</b>
<b>Net assets, end of year</b>	<b>\$94,652</b>	<b>\$97,310</b>	<b>\$100,643</b>	<b>\$104,547</b>	<b>\$108,345</b>	<b>\$112,579</b>



# Water Fund

## DEBT COVERAGE CALCULATION

	2023 Projection	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
<b>Revenues</b>						
Revenues <sup>1</sup>	\$25,475	\$26,860	\$27,747	\$28,654	\$28,741	\$29,620
Less capacity/acreage fees	-	-	-	-	-	-
Plus interest income <sup>2</sup>	100	75	75	75	75	75
<b>Total revenues</b>	<b>\$25,575</b>	<b>\$26,935</b>	<b>\$27,822</b>	<b>\$28,729</b>	<b>\$28,816</b>	<b>\$29,695</b>
<b>Current expenses</b>						
Operations <sup>3</sup>	18,241	18,854	19,068	19,448	19,836	20,230
Purchased power and gas	-	-	-	-	-	-
<b>Total current expenses</b>	<b>\$18,241</b>	<b>\$18,854</b>	<b>\$19,068</b>	<b>\$19,448</b>	<b>\$19,836</b>	<b>\$20,230</b>
<b>Net revenues/funds available for debt service</b>	<b>\$7,334</b>	<b>\$8,081</b>	<b>\$8,754</b>	<b>\$9,281</b>	<b>\$8,980</b>	<b>\$9,465</b>
<b>Debt service</b>						
Parity debt	\$1,994	\$1,943	\$1,971	\$2,412	\$2,329	\$2,508
Subordinate debt	198	2,462	2,631	2,607	2,584	2,560
<b>Total debt service</b>	<b>\$2,192</b>	<b>\$4,405</b>	<b>\$4,602</b>	<b>\$5,019</b>	<b>\$4,913</b>	<b>\$5,068</b>
Parity debt service coverage, requirement = 1.25	3.68	4.16	4.44	3.85	3.86	3.77
Total debt service coverage, requirement = 1.00	3.35	1.83	1.90	1.85	1.83	1.87
Debt service coverage after transfers	3.35	1.83	1.90	1.85	1.83	1.87
<b>Unrestricted Cash and Investments</b>	<b>\$7,387</b>	<b>\$7,521</b>	<b>\$7,650</b>	<b>\$7,851</b>	<b>\$8,019</b>	<b>\$8,203</b>
<b>Days Cash on Hand</b>	<b>148</b>	<b>146</b>	<b>146</b>	<b>147</b>	<b>148</b>	<b>148</b>
<b>Unappropriated Fund Balance</b>	<b>\$4,730</b>	<b>\$4,718</b>	<b>\$4,753</b>	<b>\$4,859</b>	<b>\$5,018</b>	<b>\$5,109</b>
<b>Fund Balance as % of Expenditures</b>	<b>18%</b>	<b>17%</b>	<b>17%</b>	<b>17%</b>	<b>17%</b>	<b>17%</b>

<sup>1</sup> Sum of operating revenues and other nonoperating revenues, net less gain on disposal of fixed assets and grants

<sup>2</sup> Interest income from Operating Funds only

<sup>3</sup> Excluding unfunded OPEB expenses

## Sewer Fund

### STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS (000's)

	2023 Projection	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
<b>Operating revenues</b>						
Charges for service	\$25,128	\$25,149	\$26,124	\$27,139	\$27,181	\$28,041
Other operating revenues	58	55	55	55	55	55
<b>Total revenues</b>	<b>\$25,186</b>	<b>\$25,204</b>	<b>\$26,179</b>	<b>\$27,194</b>	<b>\$27,236</b>	<b>\$28,096</b>
<b>Operating expenses</b>						
Administration and general	5,059	5,357	5,389	5,497	5,607	5,719
Operations and maintenance	12,724	13,364	13,542	13,812	14,087	14,366
Depreciation	7,615	6,796	6,570	6,190	6,174	6,136
<b>Total operating expenses</b>	<b>\$25,398</b>	<b>\$25,517</b>	<b>\$25,501</b>	<b>\$25,499</b>	<b>\$25,868</b>	<b>\$26,221</b>
<b>Operating income (loss)</b>	<b>(\$212)</b>	<b>(\$313)</b>	<b>\$678</b>	<b>\$1,695</b>	<b>\$1,368</b>	<b>\$1,875</b>
<b>Nonoperating revenues (expenses)</b>						
Interest income	110	85	75	85	85	85
Debt interest expense and services charges	(1,803)	(1,787)	(1,656)	(2,328)	(1,988)	(1,841)
Other, net	68	37	37	37	37	37
<b>Total nonoperating revenues (expenses)</b>	<b>(\$1,625)</b>	<b>(\$1,665)</b>	<b>(\$1,544)</b>	<b>(\$2,206)</b>	<b>(\$1,866)</b>	<b>(\$1,719)</b>
<b>Income before contributions and transfers</b>	<b>(\$1,837)</b>	<b>(\$1,978)</b>	<b>(\$866)</b>	<b>(\$511)</b>	<b>(\$498)</b>	<b>\$156</b>
<b>Contributions and transfers</b>						
Capital contributions	-	-	-	-	-	-
<b>Total contributions and transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Changes in net assets</b>	<b>(\$1,837)</b>	<b>(\$1,978)</b>	<b>(\$866)</b>	<b>(\$511)</b>	<b>(\$498)</b>	<b>\$156</b>
<b>Net assets, beginning of year</b>	<b>\$133,645</b>	<b>\$131,808</b>	<b>\$129,830</b>	<b>\$128,964</b>	<b>\$128,453</b>	<b>\$127,955</b>
<b>Net assets, end of year</b>	<b>\$131,808</b>	<b>\$129,830</b>	<b>\$128,964</b>	<b>\$128,453</b>	<b>\$127,955</b>	<b>\$128,111</b>

# Sewer Fund

## DEBT COVERAGE CALCULATION

	2023 Projection	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
<b>Revenues</b>						
Revenues <sup>1</sup>	\$25,251	\$25,241	\$26,216	\$27,231	\$27,273	\$28,133
Less capacity/acreage fees	-	-	-	-	-	-
Plus interest income <sup>2</sup>	100	75	65	75	75	75
<b>Total revenues</b>	<b>\$25,351</b>	<b>\$25,316</b>	<b>\$26,281</b>	<b>\$27,306</b>	<b>\$27,348</b>	<b>\$28,208</b>
<b>Current expenses</b>						
Operations <sup>3</sup>	17,783	18,721	18,932	19,309	19,694	20,086
Purchased power and gas	-	-	-	-	-	-
<b>Total current expenses</b>	<b>\$17,783</b>	<b>\$18,721</b>	<b>\$18,932</b>	<b>\$19,309</b>	<b>\$19,694</b>	<b>\$20,086</b>
<b>Net revenues/funds available for debt service</b>	<b>\$7,568</b>	<b>\$6,595</b>	<b>\$7,349</b>	<b>\$7,997</b>	<b>\$7,654</b>	<b>\$8,122</b>
<b>Debt service</b>						
Parity debt	\$4,272	\$4,284	\$4,341	\$5,191	\$4,883	\$4,839
Subordinate debt	216	208	207	206	204	203
<b>Total debt service</b>	<b>\$4,488</b>	<b>\$4,492</b>	<b>\$4,548</b>	<b>\$5,397</b>	<b>\$5,087</b>	<b>\$5,042</b>
Parity debt service coverage, requirement = 1.25	1.77	1.54	1.69	1.54	1.57	1.68
Total debt service coverage, requirement = 1.00	1.69	1.47	1.62	1.48	1.50	1.61
Debt service coverage after transfers	1.69	1.47	1.62	1.48	1.50	1.61
<b>Unrestricted Cash and Investments</b>	<b>\$8,122</b>	<b>\$8,201</b>	<b>\$8,352</b>	<b>\$8,361</b>	<b>\$8,393</b>	<b>\$8,441</b>
<b>Days Cash on Hand</b>	<b>167</b>	<b>160</b>	<b>161</b>	<b>158</b>	<b>156</b>	<b>153</b>
<b>Unappropriated Fund Balance</b>	<b>\$6,285</b>	<b>\$6,363</b>	<b>\$6,442</b>	<b>\$6,377</b>	<b>\$6,406</b>	<b>\$6,391</b>
<b>Fund Balance as % of Expenditures</b>	<b>25%</b>	<b>25%</b>	<b>24%</b>	<b>23%</b>	<b>23%</b>	<b>23%</b>

<sup>1</sup> Sum of operating revenues and other nonoperating revenues, net less gain on disposal of fixed assets and grants

<sup>2</sup> Interest income from Operating Funds only

<sup>3</sup> Excluding unfunded OPEB expenses

## Natural Gas Fund

### STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS (000's)

	2023 Projection	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
<b>Operating revenues</b>						
Charges for service	\$47,532	\$44,700	\$46,751	\$48,345	\$49,276	\$50,255
Other operating revenues	28	30	30	30	30	30
<b>Total revenues</b>	<b>\$47,560</b>	<b>\$44,730</b>	<b>\$46,781</b>	<b>\$48,375</b>	<b>\$49,306</b>	<b>\$50,285</b>
<b>Operating expenses</b>						
Administration and general	4,921	5,228	5,257	5,362	5,469	5,579
Operations and maintenance	8,301	8,434	8,468	8,636	8,808	8,982
Purchased power and gas	28,789	28,071	28,128	28,176	28,225	28,275
Depreciation	2,927	2,388	2,254	2,095	2,065	2,027
<b>Total operating expenses</b>	<b>\$44,938</b>	<b>\$44,121</b>	<b>\$44,107</b>	<b>\$44,269</b>	<b>\$44,567</b>	<b>\$44,863</b>
<b>Operating income (loss)</b>	<b>2,622</b>	<b>609</b>	<b>2,674</b>	<b>4,106</b>	<b>4,739</b>	<b>5,422</b>
<b>Nonoperating revenues (expenses)</b>						
Interest income	175	100	100	100	100	100
Debt interest expense and services charges	(706)	(683)	(658)	(1,618)	(1,349)	(1,565)
Other, net	197	45	45	45	45	45
<b>Total nonoperating revenues (expenses)</b>	<b>(\$334)</b>	<b>(\$538)</b>	<b>(\$513)</b>	<b>(\$1,473)</b>	<b>(\$1,204)</b>	<b>(\$1,420)</b>
<b>Income before contributions and transfers</b>	<b>\$2,288</b>	<b>\$71</b>	<b>\$2,161</b>	<b>\$2,633</b>	<b>\$3,535</b>	<b>\$4,002</b>
<b>Contributions and transfers</b>						
Transfer to City of Greenville, general fund	(1,703)	(1,737)	(1,771)	(1,807)	(1,843)	(1,880)
<b>Total contributions and transfers</b>	<b>(\$1,703)</b>	<b>(\$1,737)</b>	<b>(\$1,771)</b>	<b>(\$1,807)</b>	<b>(\$1,843)</b>	<b>(\$1,880)</b>
<b>Changes in net assets</b>	<b>\$585</b>	<b>(\$1,666)</b>	<b>\$390</b>	<b>\$826</b>	<b>\$1,692</b>	<b>\$2,122</b>
<b>Net assets, beginning of year</b>	<b>\$53,956</b>	<b>\$54,541</b>	<b>\$52,875</b>	<b>\$53,265</b>	<b>\$54,091</b>	<b>\$55,783</b>
<b>Net assets, end of year</b>	<b>\$54,541</b>	<b>\$52,875</b>	<b>\$53,265</b>	<b>\$54,091</b>	<b>\$55,783</b>	<b>\$57,905</b>



# Natural Gas Fund

## DEBT COVERAGE CALCULATION

	2023 Projection	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
<b>Revenues</b>						
Revenues <sup>1</sup>	\$47,726	\$44,775	\$46,826	\$48,420	\$49,351	\$50,330
Plus interest income <sup>2</sup>	175	100	100	100	100	100
<b>Total revenues</b>	<b>\$47,901</b>	<b>\$44,875</b>	<b>\$46,926</b>	<b>\$48,520</b>	<b>\$49,451</b>	<b>\$50,430</b>
<b>Current expenses</b>						
Operations <sup>3</sup>	13,221	13,662	13,725	13,998	14,277	14,560
Purchased power and gas	28,789	28,071	28,128	28,176	28,225	28,275
<b>Total current expenses</b>	<b>\$42,011</b>	<b>\$41,733</b>	<b>\$41,853</b>	<b>\$42,175</b>	<b>\$42,502</b>	<b>\$42,835</b>
<b>Net revenues/funds available for debt service</b>	<b>\$5,890</b>	<b>\$3,142</b>	<b>\$5,073</b>	<b>\$6,345</b>	<b>\$6,949</b>	<b>\$7,595</b>
<b>Debt service</b>						
Parity debt	\$1,165	\$1,172	\$1,177	\$2,265	\$2,276	\$2,468
Subordinate debt	7	7	2	2	2	2
<b>Total debt service</b>	<b>\$1,172</b>	<b>\$1,179</b>	<b>\$1,179</b>	<b>\$2,267</b>	<b>\$2,278</b>	<b>\$2,471</b>
Parity debt service coverage, requirement = 1.25	5.06	2.68	4.31	2.80	3.05	3.08
Total debt service coverage, requirement = 1.00	5.03	2.67	4.30	2.80	3.05	3.07
Debt service coverage after transfers	3.57	1.19	2.80	2.00	2.24	2.31
<b>Unrestricted Cash and Investments</b>	<b>\$20,213</b>	<b>\$17,841</b>	<b>\$17,754</b>	<b>\$17,766</b>	<b>\$18,279</b>	<b>\$19,195</b>
<b>Days Cash on Hand</b>	<b>176</b>	<b>156</b>	<b>155</b>	<b>154</b>	<b>157</b>	<b>164</b>
<b>Unappropriated Fund Balance</b>	<b>\$11,779</b>	<b>\$12,013</b>	<b>\$11,843</b>	<b>\$11,711</b>	<b>\$11,634</b>	<b>\$11,553</b>
<b>Fund Balance as % of Expenditures</b>	<b>25%</b>	<b>25%</b>	<b>25%</b>	<b>24%</b>	<b>23%</b>	<b>23%</b>

<sup>1</sup> Sum of operating revenues and other nonoperating revenues, net less gain on disposal of fixed assets and grants

<sup>2</sup> Interest income from Operating Funds only

<sup>3</sup> Excluding unfunded OPEB expenses

## Five-Year Financial Plan: Greenville Utilities All Funds

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Budgeted Revenue	\$284,332,670	\$293,239,285	\$299,242,642	\$304,970,156	\$312,542,128
Transfer from Rate Stabilization	10,200,000	7,300,000	-	-	150,000
Bond Proceeds	-	827,742	-	499,875	-
Budgeted Expenditures	(269,780,614)	(274,827,493)	(267,877,809)	(273,220,345)	(278,629,828)
Debt Service	(14,853,005)	(15,504,471)	(20,287,579)	(18,927,996)	(21,264,492)
City Turnover	(7,140,532)	(7,283,340)	(7,429,008)	(7,577,592)	(7,729,152)
Transfer to Rate Stabilization	-	-	(400,000)	(1,350,000)	(900,000)
Transfer to Capital Projects	(2,200,000)	(3,400,000)	(2,650,000)	(3,900,000)	(3,750,000)
<b>Projected Surplus (Deficit)</b>	<b>\$558,519</b>	<b>\$351,723</b>	<b>\$598,246</b>	<b>\$494,098</b>	<b>\$418,656</b>
Proposed Debt Issuance	\$-	\$49,892,000	\$-	\$33,325,000	\$-
<b>Projected Debt Coverage Ratio</b>	<b>2.11x</b>	<b>2.26x</b>	<b>2.42x</b>	<b>2.52x</b>	<b>2.43x</b>
<b>Projected Fund Balance</b>	<b>19.0%</b>	<b>18.4%</b>	<b>18.5%</b>	<b>18.1%</b>	<b>17.5%</b>
<b>Projected Days Cash on Hand</b>	<b>122</b>	<b>121</b>	<b>124</b>	<b>122</b>	<b>121</b>
<b>Projected Equity/Capitalization</b>	<b>71%</b>	<b>67%</b>	<b>69%</b>	<b>67%</b>	<b>69%</b>
<b>Projected Typical Residential Bill<sup>1</sup></b>	<b>\$319.44</b>	<b>\$332.59</b>	<b>\$340.69</b>	<b>\$345.81</b>	<b>\$354.01</b>

<sup>1</sup>With electric, water, sewer and gas service

## Five-Year Financial Plan: Electric Fund

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Budgeted Revenue	\$187,171,364	\$192,175,602	\$194,652,855	\$199,319,998	\$204,173,665
Transfer from Rate Stabilization	7,800,000	7,200,000	-	-	150,000
Bond Proceeds	-	327,630	-	402,750	-
Budgeted Expenditures	(184,525,581)	(188,917,710)	(181,184,951)	(185,369,412)	(189,726,026)
Debt Service	(4,782,256)	(5,235,552)	(7,164,567)	(6,709,137)	(8,645,715)
City Turnover	(5,403,966)	(5,512,044)	(5,622,288)	(5,734,740)	(5,849,436)
Transfer to Rate Stabilization	-	-	(400,000)	(850,000)	-
Transfer to Capital Projects	-	-	-	(850,000)	-
<b>Projected Surplus (Deficit)</b>	<b>\$259,560</b>	<b>\$37,926</b>	<b>\$281,048</b>	<b>\$209,459</b>	<b>\$102,488</b>
Proposed Debt Issuance	\$-	\$21,842,000	\$-	\$26,850,000	\$-
<b>Projected Debt Coverage Ratio</b>	<b>2.82x</b>	<b>2.67x</b>	<b>3.44x</b>	<b>3.63x</b>	<b>3.1x</b>
<b>Projected Fund Balance</b>	<b>16.9%</b>	<b>16.3%</b>	<b>16.7%</b>	<b>16.1%</b>	<b>15.5%</b>
<b>Projected Days Cash on Hand</b>	<b>112</b>	<b>110</b>	<b>115</b>	<b>113</b>	<b>110</b>
<b>Projected Equity/Capitalization</b>	<b>67%</b>	<b>61%</b>	<b>62%</b>	<b>58%</b>	<b>59%</b>
<b>Rate Adjustments</b>					
Current Forecast	0.0%	3.3%	0.0%	2.0%	2.2%
<b>Projected Typical Residential Bill<sup>1</sup></b>	<b>\$109.31</b>	<b>\$112.97</b>	<b>\$112.97</b>	<b>\$115.28</b>	<b>\$117.83</b>
Last Year's Forecast	0.0%	2.3%	1.7%	2.5%	N/A

<sup>1</sup>Annualized bill based on usage of 1,000 kWh per month

## Five-Year Financial Plan: Water Fund

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Budgeted Revenue	\$26,960,128	\$27,846,956	\$28,753,723	\$28,840,717	\$29,719,778
Bond Proceeds	-	90,300	-	37,125	-
Budgeted Expenditures	(20,820,622)	(21,367,060)	(21,953,762)	(21,955,924)	(22,390,497)
Debt Service	(4,405,043)	(4,541,556)	(5,049,157)	(4,853,331)	(5,046,022)
Transfer to Capital Projects	(1,600,000)	(1,900,000)	(1,550,000)	(1,900,000)	(2,100,000)
<b>Projected Surplus (Deficit)</b>	<b>\$134,463</b>	<b>\$128,641</b>	<b>\$200,804</b>	<b>\$168,587</b>	<b>\$183,259</b>
Proposed Debt Issuance	\$-	\$6,020,000	\$-	\$2,475,000	\$-
<b>Projected Debt Coverage Ratio</b>	<b>1.83x</b>	<b>1.90x</b>	<b>1.85x</b>	<b>1.83x</b>	<b>1.87x</b>
<b>Projected Fund Balance</b>	<b>17.5%</b>	<b>17.0%</b>	<b>16.9%</b>	<b>17.4%</b>	<b>17.2%</b>
<b>Projected Days Cash on Hand</b>	<b>146</b>	<b>146</b>	<b>147</b>	<b>148</b>	<b>148</b>
<b>Projected Equity/Capitalization</b>	<b>72%</b>	<b>71%</b>	<b>74%</b>	<b>75%</b>	<b>77%</b>
<b>Rate Adjustments</b>					
Current Forecast	4.0%	3.0%	3.0%	0.0%	3.0%
<b>Projected Typical Residential Bill<sup>1</sup></b>	<b>\$39.29</b>	<b>\$40.45</b>	<b>\$41.68</b>	<b>\$41.68</b>	<b>\$42.91</b>
Last Year's Forecast	4.1%	3.1%	0.0%	0.0%	N/A

<sup>1</sup>Based on usage of 6,000 gallons per month



## Five-Year Financial Plan: Sewer Fund

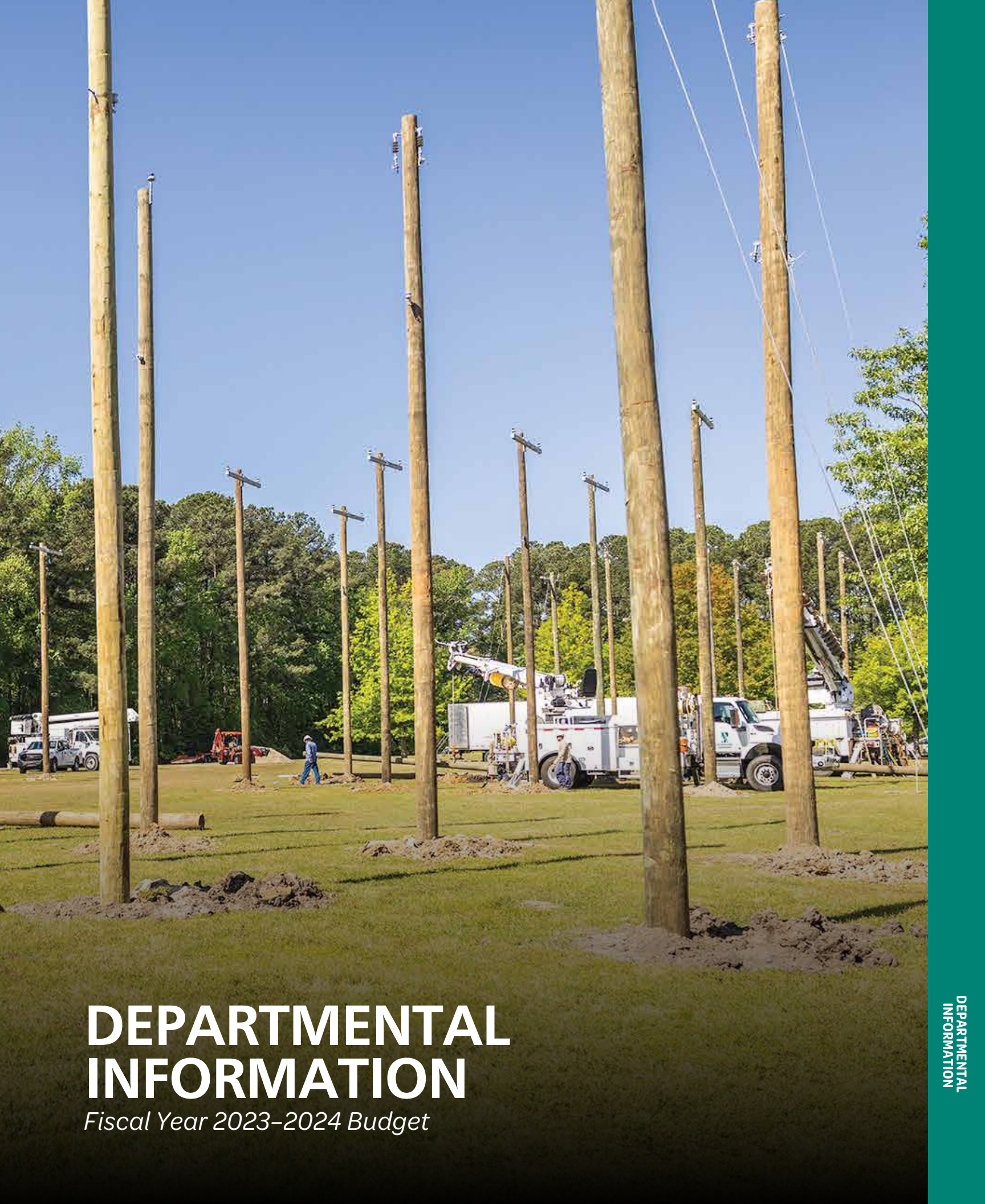
	FY2024	FY2025	FY2026	FY2027	FY2028
Budgeted Revenue	\$25,326,581	\$26,290,998	\$27,316,029	\$27,358,285	\$28,218,447
Bond Proceeds	-	184,662	-	-	-
Budgeted Expenditures	(20,155,086)	(20,277,032)	(20,625,744)	(21,089,404)	(21,478,447)
Debt Service	(4,492,110)	(4,548,089)	(5,581,235)	(5,087,138)	(5,042,117)
Transfer to Capital Projects	(600,000)	(1,500,000)	(1,100,000)	(1,150,000)	(1,650,000)
<b>Projected Surplus (Deficit)</b>	<b>\$79,385</b>	<b>\$150,539</b>	<b>\$9,050</b>	<b>\$31,743</b>	<b>\$47,882</b>
Proposed Debt Issuance	\$-	\$7,020,000	\$-	\$-	\$-
<b>Projected Debt Coverage Ratio</b>	<b>1.47x</b>	<b>1.62x</b>	<b>1.48x</b>	<b>1.50x</b>	<b>1.61x</b>
<b>Projected Fund Balance</b>	<b>25.1%</b>	<b>24.3%</b>	<b>23.3%</b>	<b>23.4%</b>	<b>22.6%</b>
<b>Projected Days Cash on Hand</b>	<b>160</b>	<b>161</b>	<b>158</b>	<b>156</b>	<b>153</b>
<b>Projected Equity/Capitalization</b>	<b>74%</b>	<b>72%</b>	<b>73%</b>	<b>74%</b>	<b>76%</b>
<b>Rate Adjustments</b>					
Current Forecast	0.0%	3.7%	3.7%	0.0%	3.0%
<b>Projected Typical Residential Bill<sup>1</sup></b>	<b>\$44.80</b>	<b>\$46.45</b>	<b>\$48.19</b>	<b>\$48.19</b>	<b>\$49.65</b>
Last Year's Forecast	1.1%	0.0%	2.8%	0.0%	N/A

<sup>1</sup>Based on usage of 6,000 gallons of water per month

## Five-Year Financial Plan: Natural Gas Fund

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Budgeted Revenue	\$44,874,597	\$46,925,729	\$48,520,035	\$49,451,156	\$50,430,238
Transfer from Rate Stabilization	2,400,000	100,000	-	-	-
Bond Proceeds	-	225,150	-	60,000	-
Budgeted Expenditures	(44,279,324)	(44,265,691)	(44,113,351)	(44,805,604)	(45,034,858)
Debt Service	(1,173,596)	(1,179,275)	(2,492,620)	(2,278,390)	(2,530,638)
City Turnover	(1,736,566)	(1,771,296)	(1,806,720)	(1,842,852)	(1,879,716)
Transfer to Rate Stabilization	-	-	-	(500,000)	(900,000)
<b>Projected Surplus (Deficit)</b>	<b>\$85,111</b>	<b>\$34,617</b>	<b>\$107,344</b>	<b>\$84,310</b>	<b>\$85,026</b>
Proposed Debt Issuance	\$-	\$15,010,000	\$-	\$4,000,000	\$-
<b>Projected Debt Coverage Ratio</b>	<b>2.67x</b>	<b>4.30x</b>	<b>2.80x</b>	<b>3.05x</b>	<b>3.07x</b>
<b>Projected Fund Balance</b>	<b>25.4%</b>	<b>25.1%</b>	<b>24.1%</b>	<b>23.5%</b>	<b>22.9%</b>
<b>Projected Days Cash on Hand</b>	<b>137</b>	<b>137</b>	<b>136</b>	<b>135</b>	<b>134</b>
<b>Projected Equity/Capitalization</b>	<b>80%</b>	<b>68%</b>	<b>71%</b>	<b>70%</b>	<b>74%</b>
<b>Rate Adjustments</b>					
Current Forecast	5.5%	5.3%	3.9%	2.0%	2.1%
<b>Projected Typical Residential Bill<sup>1</sup></b>	<b>\$108.20</b>	<b>\$112.16</b>	<b>\$116.35</b>	<b>\$119.12</b>	<b>\$121.57</b>
Last Year's Forecast	3.7%	3.7%	2.4%	2.1%	N/A

<sup>1</sup>Based on usage of 66 ccf per month



# DEPARTMENTAL INFORMATION

*Fiscal Year 2023–2024 Budget*









# GOVERNING BODY & ADMINISTRATION

## Governing Body and Administration Program Summary

### Governing Body and Administration Function: Policy Setting and Administration

As set forth in its Charter, the Greenville Utilities' Board of Commissioners is responsible for "the entire supervision and control of the management, operations, maintenance, improvements and extensions of the public utilities of the City, and shall fix uniform rates for all services rendered." The Commissioners set forth general policies, approve annual budgets, award contracts, review monthly fiscal statements, and approve annual audits. The Commissioners are required by Charter to employ a General Manager/CEO to supervise and manage the public utilities.

The General Manager/CEO has the overall management responsibility for operation of the electric, gas, water and sewer systems, including providing adequate reliable service, proper collections and disbursement of revenues, system maintenance and improvements and appointment of necessary personnel, all subject to the general policies and budgets approved by the Commission. The Assistant General Manager/Chief Administrative Officer (AGM/CAO) works directly with the General Manager/CEO and the Board, and has management responsibilities for Customer Relations, Human Resources, Information Technology, the Public Information Office, and the Business Development Office. The AGM/

CAO assists the General Manager/CEO in policy formulation, research, special projects, and implementation. The Executive Assistant to the General Manager/CEO serves as Executive Secretary to the Board and works closely with the Board, General Manager/CEO and the AGM/CAO.

The Commission's Public Information Office is responsible for Commission publications and presentations to civic, professional, and other groups, and communications between the Commission and its customers.

Legal Services provides a full range of legal services to the Commission. The Right-of-Way Officer is within Legal Services and coordinates all right-of-way acquisitions for the operating departments.

The Business Development Office has been established within the Administration Department and is responsible for developing and maintaining favorable business relationships with key commercial and industrial customers, potential customers, regulators, and utility organizations through proactive engagement and regular communications.

## Governing Body & Administration Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
<b>General Manager's Office</b>				
General Manager/CEO	n/a	1		1
Assistant General Manager/CAO	127	1		1
Executive Assistant to General Manager	118	1		1
Secretary to General Manager	113	1		1
Staff Support Specialist I, II, III	107,109,110	1		1
<b>Public Information Office</b>				
Communications Manager/PIO	120	1		1
Public Information Specialist	115	1		1
Communications Specialist	114	2		2
<b>Legal Services</b>				
General Counsel	127	1		1
Right-of-Way Officer	118	1		1
Paralegal	114	1		1
<b>Business Development</b>				
Business Development Specialist	119	1		1
<b>Temporary Allocations</b>				
Public Information Student Intern	n/a	1		1
Right-of-Way Student Intern	n/a	1		1
<b>Total</b>		<b>15</b>	<b>0</b>	<b>15</b>

## Governing Body and Administration Overview

### Mission Statement:

The Commission’s Administration Department works with the Board of Commissioners, operations and support departments, as well as employees at all levels of the organization, to ensure the Commission is meeting its mission.

PERFORMANCE INDICATORS	FY17-18 ACTUAL	FY18-19 ACTUAL	FY19-20 ACTUAL	FY20-21 ACTUAL	FY21-22 ACTUAL	FY22-23 ACTUAL	FY23-24 TARGET
Hours Worked Without a Lost Workday Injury	1,412,290	2,320,852	3,179,425	382,620	963,267	433,260	3,000,000

### Accomplishments from FY 2022–23 Budget Year:

Goal	Description	Completed?
Member of Economic Development Partnership	Sustaining member in the public-private economic development partnership, Greenville Eastern North Carolina Alliance	✓
Continued Efforts on Infrastructure	Infrastructure maintenance and expansion	✓

### Goals & Objectives for the FY 2023–24 Budget Year:

- To support all departments to accomplish their goals and initiatives
- To support economic development initiatives to grow our region
- To participate in the City of Greenville’s Housing Energy Conservation Program

Budget Summary	Budget 2020–2021	Budget 2021–2022	Budget 2022–2023	Budget 2023–2024
Operations	\$3,628,844	\$3,713,889	\$3,895,035	\$3,971,040
Capital	-	-	-	-
<b>Total</b>	<b>\$3,628,844</b>	<b>\$3,713,889</b>	<b>\$3,895,035</b>	<b>\$3,971,040</b>

## Program Alignment to Strategic Objectives

### **Safely providing reliable and innovative utility solutions**

- Establishing a new safety governance structure
- Continuation of Commission-wide SafeAlign and Lighthouse Programs
- Continue improvements at the New Operations Center
- Expansion of Water Treatment Plant
- Increasing capacity at the Wastewater Treatment Plant
- Key Performance Indicators monitoring (1) hours worked without a lost workday injury and (2) miles driven without preventable vehicle incident
- Cybersecurity Awareness Training Requirement of all employees

### **Developing and enhancing strategic partnerships**

- Sustaining member in the public-private economic development partnership, Greenville ENC Alliance
- Participate in City of Greenville's housing energy conservation program
- Investor in Uptown Greenville
- Cabinet Member of Greenville-Pitt County Chamber of Commerce

### **Exceeding customer expectations**

- Upgrade of our customer care and billing program
- Upgrade of our work and asset management and mobile workforce management systems
- Provide multiple payment channels
- Enhanced website
- Customer Service Training Requirements for all employees

### **Providing competitive rate while maintaining the financial stability of the utility**

- Rate modeling
- Five Year Financial Plans
- Fully integrated analysis of system expansions/improvements
- Benchmarking
- Fraud Training requirements for all employees

### **Recruiting and retaining an exceptional motivated, diverse and agile workforce**

- iLead program
- iGrow program
- Tradesformer program
- Leadership Development program
- Scholarship opportunities at ECU and PCC
- STEM in middle and high schools
- Internship Programs
- Apprentice Programs
- Employee Tuition Assistant Program
- Up-Skill In-house training program

### **Embracing change to ensure organizational alignment and efficiency**

- Standardization of internal processes
- Fully integrated analysis of system expansion/improvements
- Utilization of a Microsoft 365 office environment





## Finance Program Summary

### Finance Department Function: Financial Management

The Finance Department plans, organizes and directs the overall financial management of the Commission. The department provides strategic, innovative, and proactive financial direction to the General Manager/CEO, Management Team and Board regarding financial planning and analysis, financial reporting, accounting, budgeting, investments, debt management, cash management, facilities management, fleet management, and risk management.

It is the responsibility of the Office of the Chief Financial Officer to administer and direct personnel for financial planning and analysis, financial reporting, accounting, auditing, treasury management, debt management, internal auditing and ensuring access to financial markets. The department is also responsible for internal controls for the Commission, which ensures the integrity of financial information regarding Commission operations.

The Accounting division is responsible for all disbursements of funds and accounting of financial transactions. This division manages payroll services, fixed assets accounting, financial statement preparation, general ledger maintenance, financial controls and policies implementation, and cash forecasting and budgeting.

The Financial Planning and Analysis division is responsible for rate modeling and long-term financial forecasting. This division works on long-term financial plans, capital project funding plans, rates and cost of service studies, and provides budget support. This section also monitors the Commission's spending and customer usage trends, risks that could affect project timelines and costs, industry regulations, and bill comparisons to other utilities.

The Collections division is responsible for the receipt of all customer payments. This section records, deposits and submits its accounting of all receipts to the Accounting section for inclusion in the financial reporting system.

Comprised of Facilities Management, Fleet Management, Risk Management/Safety Office, and Stores Management, the Operations Support Group strives to build effective partnerships with organizational business partners and internal customers through the creation of transparent business processes, services, and operations.

Led by the Operations Support Leadership Team, Operations Support works to use effective communications and create a work environment that allows Team Members to experience the highest levels of job satisfaction.

Fleet Management is responsible for the comprehensive lifecycle of the Commission's fleet assets. Fleet Management strives to provide safe and reliable assets through budgeting, standard specifications, acquisition, maintenance and repair, fueling, and disposal of all Commission vehicles/equipment and associated supplies. In addition, Fleet Management is responsible for the implementation and sustainability of the Commercial Driver's License Entry Level Driver Training Program for all employees within the Commission.

Risk Management/Safety provides risk and loss control services, safety culture change leadership, field & office safety services, industrial hygiene/air quality investigations, occupational health, event root cause analysis (RCA), and emergency management.

The Facilities Management division provides various services for the benefit of all Commission departments and facilities. In addition to routine maintenance and managing the complex HVAC, security and life safety systems, Facilities provides construction management services for all new structures and renovations. This division also provides routine services that include but are not limited to, custodial cleaning, mail services, landscaping and security.

The Stores division is responsible for managing over 2,000 SKUs with a value of more than \$15 million to support operations in the Electric, Water, Sewer, and Gas departments. The Stores division maintains necessary supplies and materials in sufficient quantities to meet the demands of infrastructure that provides service to more than 169,000 customer connections.

The Purchasing division is responsible for procuring all the materials, supplies and services required by the Commission. The division's goal is to purchase all items needed and meet quality standards while delivering the best price and ensuring a competitive bidding environment.

## Finance Department Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
<b>Finance Administration</b>				
Chief Financial Officer	126	1		1
Director of Financial Services and Accounting	124	1		1
Controller	122	1		1
Operations Support Manager	122	1		1
Accountant/Auditor I, II, III, IV	115,116,117,118	5		5
Procurement Manager	117	1		1
Business Analyst I, II, III, IV	116,117,118,119	0	1	1
Buyer I, II	112,114	1		1
Administrative Assistant to the CFO	113	0	1	1
Admin. Assistant, Senior Admin. Assistant	111,112	1	(1)	0
<b>Accounting</b>				
Accounting Manager	120	1	(1)	0
Accountant/Auditor I, II, III, IV	115,116,117,118	2		2
Accounting Technician I, II	109,111	2		2
<b>Collections</b>				
Collections Manager	117	1		1
Collections Supervisor	115	2		2
Cashier I, II	106,108	6		6
<b>Financial Planning and Analysis</b>				
Financial Planning and Analysis Manager	122	1		1
Senior Financial Planning and Rates Analyst	119	3		3
<b>Operations Support Group</b>				
<b>Facilities Management</b>				
Facilities Supervisor	116	1		1
Facilities Engineer I, II	117,118	1		1
Assistant Facilities Supervisor	114	0	1	1
Facilities Maintenance Crew Leader	112	1	(1)	0
Facilities Maintenance Technician I, II	109,110	1		1
Facilities Maintenance Worker	106	1		1
<b>Fleet Management</b>				
Fleet Manager	119	1		1
Mechanic Supervisor	116	1		1
Master Mechanic	114	8		8
Service Writer	114	1		1
Parts Manager	114	1		1
Staff Support Specialist I, II, III	107,109,110	1		1
<b>Risk Management</b>				
Safety Culture Specialist	118	1		1
Safety Specialist I, II, III/Lighthouse Facilitator	115,116,116	2		2
Staff Support Specialist I, II, III	107,109,110	1		1
<b>Stores</b>				
Stores Manager	119	1		1
Assistant Stores Manager	115	1		1
Warehouse Inventory and Parts Coordinator	114	1		1
Stores Warehouse Supervisor	112	1		1
Warehouse Operations Specialist	110	0	1	1
Staff Support Specialist I, II, III	107,109,110	1	(1)	0
Stores Warehouse Technician I, II	106,107	3		3

## Finance Department Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
<b>Temporary Allocations</b>				
Financial Analyst Student Intern	n/a	1		1
Fleet Intern	n/a	1		1
Building Maintenance Intern	n/a	1		1
<b>Total</b>		<b>63</b>	<b>0</b>	<b>63</b>

## Finance Overview

### Mission Statement:

The Finance Department is dedicated to effectively managing financial resources and providing strategic financial direction to ensure the Commission continues to safely provide reliable utility solutions at the lowest reasonable cost, with exceptional customer service in an environmentally responsible manner.

PERFORMANCE INDICATORS	FY17-18 ACTUAL	FY18-19 ACTUAL	FY19-20 ACTUAL	FY20-21 ACTUAL	FY21-22 ACTUAL	FY22-23 ACTUAL	FY23-24 TARGET
Moody's Bond Rating	Aa2	Aa1	Aa1	Aa1	Aa1	Aa1	Aa1
Fitch Bond Rating	AA-	AA-	AA-	AA-	AA-	AA-	AA-
Days Operating Cash on Hand	135	138	155	158	141	123	>125
Debt Service Coverage	3.18	3.31	3.10	3.75	3.29	3.36	>1.75
Overtime Costs	8%	7%	5%	4%	6%	6%	<3%
Fund Balance (Available for Appropriation)	21.6%	22.5%	23.1%	23.2%	22.4%	19.1%	>16.0%
Return on Assets	2.26%	3.17%	3.04%	2.23%	1.28%	0.77%	>1.60%
Return on Equity	3.38%	5.04%	4.67%	2.27%	1.58%	1.30%	>2.50%
Prepare and Present Monthly Financial Statements to the Board	12	12	12	12	12	12	12

### Accomplishments from FY 2022–23 Budget Year:

Goal	Description	Completed?
Receive GFOA Budget Award	Received for the 7 <sup>th</sup> year in a row the Government Finance Officer's Association (GFOA) Distinguished Budget Award for meeting the highest principles of governmental budgeting	✓
Annual Budget & 5-Year Capital Plans Approved	Prepared and presented the 2023–24 Annual Budget and 5-year capital plans to the Board for approval	✓
Receive GFOA ACFR Award	Received for the 13 <sup>th</sup> year in a row the GFOA Annual Comprehensive Financial Report Award for preparing comprehensive annual financial reports that go above and beyond minimum requirements of generally accepted accounting principles	✓
Receive GFOA PAFR Award	Received for the 7 <sup>th</sup> year in a row the GFOA Popular Annual Financial Report which is a high quality annual financial report specifically designed to be readily accessible and easily understandable to the general public	✓
Receive the Sustained Professional Purchasing Award	Received the Sustained Professional Purchasing Award (SPPA) from the Carolinas Association of Governmental Purchasing (CAGP) for the 12 <sup>th</sup> year in a row for the ability to meet high standards of technology use, minority outreach, staff certification, customer training, vendor training, and use of recycled products	✓
Bond Issuance	Successful revenue bond issuance to assist in financing upcoming system improvements	✓
Employee Safety Survey	94% of GUC employees completed the Organizational Cultural Diagnostic Instrument (OCDI) Employee Safety Survey	✓

### Goals & Objectives for the FY 2023–24 Budget Year:

- GFOA Distinguished Budget Award
- CAFR Award
- PAFR Award
- Sustained Professional Purchasing Award
- Completion of FY 2024–25 Budget and Five-Year Capital Plans



BUDGET SUMMARY	Budget 2020–2021	Budget 2021–2022	Budget 2022–2023	Budget 2023–2024
Operations	\$11,407,727	\$12,034,221	\$14,641,939	\$13,911,341
Capital	1,015,000	1,023,000	1,306,000	3,393,000
<b>Total</b>	<b>\$12,422,727</b>	<b>\$13,057,221</b>	<b>\$15,947,939</b>	<b>\$17,304,341</b>

## Program Alignment to Strategic Objectives

### Safely providing reliable and innovative utility solutions

- SafeAlign Program
- Lighthouse Program

### Exceeding customer expectations

- Provide Multiple Payment Options

### Providing competitive rate while maintaining the financial stability of the utility

- Capital Project Prioritization Program
- Electric, Water, Sewer, Gas Rate Studies
- Five-Year Financial Plans
- Rate Model

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# HUMAN RESOURCES

## Human Resources Program Summary

Human Resources Function: Human Resources

The Human Resources Department is responsible for balancing the organization's people and processes to best achieve the goals and strategies of the organization, as well as those of employees. Essentially the Human Resources Department is responsible for six critical functions: recruitment, training and development, professional development, benefits and compensation, employee relations and legal compliance.

It is the Human Resources Director's responsibility to administer an effective central human resources program and to establish and maintain effective working relationships with other departments, employees and the general public.

Some of the specific responsibilities of the department include administration of the performance appraisal program; succession planning; recruiting and on-boarding activities; coordination and execution of disciplinary action;

and providing consultation and assistance to the General Manager's Office, Department Directors, Superintendents and Supervisors to ensure their understanding of affirmative action, equal opportunity, FMLA, ADA and FLSA laws, as well as applicable human resources management rules, regulations and policies.

The Training Section is responsible for providing, creating and/or coordinating training and development opportunities for all employees, including competency-based training, compliance training, skills and leadership development training, and professional development.

## Human Resources Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
<b>Human Resources Office</b>				
Director of Human Resources	124	1		1
Senior Human Resources Manager	121	1		1
Organization Development & Training Manager	117	1		1
Human Resources Business Partner	117	2	1	3
E-Learning/Instructional Designer	115	1	(1)	0
HRIS Analyst	114	1	(1)	0
Human Resources Specialist I, II	111,113	2	1	3
<b>Temporary Allocations</b>				
Human Resources Student Intern	n/a	1		1
<b>Total</b>		<b>10</b>	<b>0</b>	<b>10</b>



## Human Resources Overview

### Mission Statement:

Through partnerships and collaboration, Human Resources recruits, develops, and retains a high performing and diverse workforce by fostering a healthy, safe, and productive environment to maximize individual and organizational potential.

PERFORMANCE INDICATORS	FY17-18 ACTUAL	FY18-19 ACTUAL	FY19-20 ACTUAL	FY20-21 ACTUAL	FY21-22 ACTUAL	FY 22-23 ACTUAL	FY23-24 TARGET
Retention Rate	97%	94%	97.5%	93.7%	91.4%	92.75%	95%
Turnover	16	30	12	30	22	34	23
Retirements	Included in Turnover #	Included in Turnover #	10	5	17	15	10

### Accomplishments from FY 2022–23 Budget Year:

Goal	Description	Completed?
Leadership Training	Launched a new multi-year, Commission-wide leadership training program (CLS)	In-process
E-Learning	Continued utilizing virtual options for required training programs, such as panel interviewing for supervisors	✓
LinkedIn Learning	GUC employees have continued utilizing their LinkedIn Learning accounts for self-guided professional development	✓
Supervisor Toolkit Training	Re-launched monthly supervisor toolkit training sessions	✓
NET/WE Training	Implement revised “NET/WE” training and require it of all employees within first 90 days of employment	✓
TradesFormers	Expanded TradesFormers to include Fleet and WWTP (in addition to Electric); successfully hired a full-time Lineworker from the program and 5 apprentices	✓
Health & Wellness Fair	Health and Wellness Fair	✓
ETAP	19 employees utilized \$41k in Employee Tuition Assistance Program (ETAP) funds	✓
Professional Development	34 employees participated in the Pay for Professional Development program	✓
STEM Activity/Outreach	Reached 2,285 students through 16 STEM/school-related events	✓

### Goals & Objectives for the FY 2023–24 Budget Year:

- Continued rollout of Commission-wide leadership training (CLS) to all employees.
- Continue efforts to expand partnerships with area Pitt County Schools and with Historically Black Colleges and Universities (HBCU)
- Explore opportunities to further diversify applicant pool
- Improve time to fill positions by utilizing tracked fill time data by department
- Continue work on succession planning
- Explore hiring practices enhancements for entry-level “feeder” positions to minimize negative impact of turnover
- Continue involvement in TradesFormers including additional trades
- Continue to create a variety of customized e-learning options for employees
- Continue to optimize use of online LinkedIn Learning to further develop customer service, communication, leadership and career development skills
- Require monthly leadership training for all leaders new to their role; provide on-going new leader training for newly promoted/hired employees in leadership roles

BUDGET SUMMARY	Budget 2020–2021	Budget 2021–2022	Budget 2022–2023	Budget 2023–2024
Operations	\$4,037,710	\$4,461,409	\$4,167,685	\$4,468,190
Capital	-	-	-	-
<b>Total</b>	<b>\$4,037,710</b>	<b>\$4,461,409</b>	<b>\$4,167,685</b>	<b>\$4,468,190</b>

## Program Alignment to Strategic Objectives

### Recruit and retain an exceptional, motivated, diverse, and agile workforce

- iLead Program
- iGrow program
- Health & Wellness Fair
- Tradeformers
- STEM Outreach Program
- Supervisor's Quarterly Toolkit
- NET/WE On-boarding
- LinkedIn Learning



## Information Technology Program Summary

Information Technology Function: Information Technology

The Information Technology Department develops and supports information systems that promote effective and efficient functions and services vital to the Commission's welfare. The department provides direction and guidance in the planning, implementation, and use of information technology resources to achieve the Commission's goals and objectives.

It is the Director's responsibility to administer and direct departmental operations and activities and establish guidelines and direction for using information technology to better serve both internal and external customers.

Departmental activities include the operation and support of all Commission-wide computer-based applications, including the customer billing system, payroll and financial systems, work and asset management, corporate email system, geographic information systems, as well as the telephone system. Additionally, the department provides a network infrastructure

(wired and wireless) for all of these applications to run on, along with the servers, workstations, mobile devices, and software for employees to use to carry out their Commission functions. The I.T. Help Desk serves all employees with support for issues related to any of the above. The GIS Data Services Group works to maintain and protect the data quality of our Geographic Information System. The group focuses on the various business processes and practices that are used across the organization to supply information about the location of the organization's infrastructure, people and equipment.

Other responsibilities of the department include: providing access to the internet and other agencies while protecting the internal resources from security breaches; planning and implementation of labor saving systems; assisting personnel in the use of computers to enhance the performance of everyday work; and support for the attainment of strategic goals.

## Information Technology Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
<b>Director of Information Technology</b>				
Director of Information Technology	124	1		1
IT Applications Manager	122	2		2
IT Infrastructure Manager	122	1		1
Senior Database Administrator	121	1		1
Senior IT Server/Security Analyst	121	1		1
Senior Systems Analyst I, II	120,121	2		2
Program Manager	119	1		1
Business Analyst I, II, III, IV	116,117,118,119	3	(3)	0
Network Analyst I, II, III	114,116,118	4		4
Systems Analyst I, II, III, IV	116,117,118,119	7	3	10
IT Support Specialist Supervisor	117	1		1
IT Support Specialist I, II	112,114	3		3
Admin. Assistant, Senior Admin. Assistant	111,112	1		1
<b>GIS Data Services</b>				
GIS Systems Analyst I	116	1		1
GIS Technician I, II	113,115	3		3
CADD Specialist	111	1		1
<b>Temporary Allocations</b>				
IT Student Intern	n/a	3		3
IT GIS Student Intern	n/a	1		1
<b>Total</b>		<b>37</b>	<b>0</b>	<b>37</b>



## Information Technology Overview

### Mission Statement:

We are dedicated to excellence by effectively empowering our employees and working with our business partners in the development of sustainable, reliable, and valuable technology services.

PERFORMANCE INDICATORS	FY 17–18 ACTUAL	FY 18–19 ACTUAL	FY 19–20 ACTUAL	FY 20–21 ACTUAL	FY 21–22 ACTUAL	FY 22–23 ACTUAL	FY 23–24 TARGET
PC Deployment Satisfaction	96%	96%	97%*	99.33%	98.2%	95.9%	95%
Number of Easements and Plats Processed Monthly—100% of submitted	100%	100%	100%	100%	100%	100%	100%
Data synchronization (GIS-WAM)—100% synchronization with no errors	99.99%	98%	99.97%	100%	100%	100%	100%
GIS Data Health	90%	91%	85.23%	92.32%	95.67%	96.58%	94%

\* Data from July 2019 to February of 2020

### Accomplishments from FY 2022–23 Budget Year:

Goal	Description	Completed?
Foster excellence by seeking and applying forward-thinking IT solutions that engage and empower employees	<ul style="list-style-type: none"> <li>Partnered to implement a low-cost outage texting solution that leveraged existing IT solutions</li> <li>Implemented advanced audio and visual systems to support and enhance both on-site and hybrid work</li> <li>Completed streetlight outage management system enhancements</li> </ul>	✓
Maximize our investment in enterprise systems to ensure the highest reliability, availability, and serviceability of IT services	<ul style="list-style-type: none"> <li>Implemented next generation customer information and work and asset management systems</li> <li>Completed successful pilot and subsequently move to wireless voice and data network providing priority service in times of disaster</li> </ul>	✓
Maintain a cyber security focus to provide a secure computing environment that addresses transformative cyber-security threats and ensures data privacy and integrity	<ul style="list-style-type: none"> <li>Conducted multi-incident exercise with senior leadership and expanded quarterly exercises to include broader range of internal resources</li> <li>Initiated implementation of next generation access management solutions</li> <li>Completed implementation of encryption technologies</li> </ul>	✓

### Goals & Objectives for the FY 2023–24 Budget Year:

- Foster excellence by seeking and applying forward-thinking IT solutions that engage and empower employees
- Maximize our investment in enterprise systems to ensure the highest reliability, availability, and serviceability of IT services
- Maintain a cyber security focus to provide a secure computing environment that addresses transformative cyber-security threats and ensures data privacy and integrity

BUDGET SUMMARY	Budget 2020–2021	Budget 2021–2022	Budget 2022–2023	Budget 2023–2024
Operations	\$7,907,894	\$7,648,856	\$7,771,158	\$7,755,554
Capital	401,000	272,000	249,000	239,000
<b>Total</b>	<b>\$8,308,894</b>	<b>\$7,920,856</b>	<b>\$8,020,158</b>	<b>\$7,994,554</b>

## Program Alignment to Strategic Objectives

### **Safely providing reliable and innovative utility solutions**

- Targeted extension and integration development for Enterprise Systems
- Timely upgrades/patches
- Robust PC and mobile device deployment processes

### **Recruiting and retaining an exceptional, motivated, diverse, and agile workforce**

- IT Intern program
- External training opportunities and professional certifications
- Telework program and tools
- Outreach and guest speaker opportunities
- Tuition support
- Flexible work schedule

### **Embracing change to ensure organizational alignment and efficiency**

- Change management process and procedures
- IT specific Strategic Plan

### **Exceeding customer expectations**

- Continually review and enhance security posture
- After-hours on-call process
- Expanding the operational service offering from GDS to include stronger facility design support

### **Providing competitive rates, while maintaining the financial stability of the utility**

- Partnering with vendors to lower cost through contract negotiations
- Aligning contracts with resource availability/strengths

### **Developing and enhancing strategic partnerships**

- Shared IT resources: MCNC
- Active participation in:
  - American Public Power Association (APPA)
  - Electricities
  - North Carolina ArcUser Group
  - Greater Greenville Local GIS Users Group
  - Oracle User Group
  - North Carolina Local Government Information System Association (NCLGISA)
  - North Carolina Partnership for Cybersecurity Excellence (NC-PaCE)



## Customer Relations Program Summary

### Customer Relations Function: Customer Relations

Customer Relations is responsible for providing timely, courteous service and accurate information to internal and external customers. The department consists of Administration, Support Analytics, Customer Service, and Energy Services sections.

The Administration section provides support to the department by performing daily general administrative tasks for Customer Relations personnel, preparing correspondence, record keeping, planning the departmental annual budget, and running various reports. Our Customer Programs Coordinator/Analyst serves as a proactive liaison to third party agencies that provide assistance to our customers.

The Support Analytics section serves as the main focal point from which all customer billing originates. Support analytics is the back-office group that ensures accurate and timely billing, manages the collection & severance process, and monitors for utility theft. This section processes all billing adjustments and changes, investigates billing inquiries, and provides quality control of customer billing. They are also responsible for delinquent account payment arrangements, bad debt management, and investigation of illegal utility usage.

The Customer Service Section provides assistance directly to customers on a demand basis. This section receives all applications for supplying new and existing residential, commercial, and industrial properties with utility service. Additional responsibilities include receiving and processing customer inquiries and complaints, charging service fees and deposits, mitigating payment issues, coordinating payment extensions, payment arrangements and partial payments, and providing call center and reception operations.

Energy Services serves as a local conservation information clearinghouse for customers seeking information on any related topic. This section promotes the construction of more energy-efficient homes and businesses by actively promoting high standards of efficiency and certifying the achievement of those standards. Personnel also conduct on-site investigative evaluations of existing housing and businesses to provide customers with guidance regarding conservation of water, gas and electricity.

## Customer Relations Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
<b>Director of Customer Relations Office</b>				
Director of Customer Relations	124	1		1
Assistant Director of Customer Relations	119	1		1
Admin. Assistant, Senior Admin. Assistant	111,112	1		1
<b>Customer Service and Support Analytics</b>				
Customer Programs Coordinator	116	0	1	1
Customer Relations Supervisor	115	1		1
Support Analyst Supervisor	115	0	1	1
Customer Relations Team Lead	113	3		3
Support Analyst Team Lead	113	0	1	1
Customer Contact Representative I, II	108,111	14	2	16
Support Analyst I, II, III	108,110,112	0	7	7
Billing Specialist I, II, III	107,109,111	5	(5)	0
Staff Support Specialist I, II, III	107,109,110	3		3
<b>Energy Services</b>				
Energy Services Specialist	113	3	(1)	2
<b>Credit and Revenue Protection</b>				
Credit Supervisor	116	1	(1)	0
Customer Relations Team Lead	113	1	(1)	0
Revenue Protection Specialist	109	1	(1)	0
Customer Contact Representative I, II	108,111	3	(3)	0
<b>Total</b>		<b>38</b>	<b>0</b>	<b>38</b>



## Customer Relations Overview

### Mission Statement:

The Customer Relations Department is dedicated to serving our community, delivering the highest quality of customer service while helping our customers make informed decisions regarding their utility connections, usage, and billing.

PERFORMANCE INDICATORS	FY17-18 ACTUAL	FY18-19 ACTUAL	FY 19-20 ACTUAL	FY20-21 ACTUAL	FY 21-22 ACTUAL	FY22-23 ACTUAL	FY 23-24 TARGET
Billing Process Accuracy	99.964%	99.986%	99.992%	99.991%	99.994%	99.996%	99.800%
Customer Satisfaction	84%	84%	86%	86%	86%	70.30%	80%

### Accomplishments from FY 2022-23 Budget Year:

Goal	Description	Completed?
Fan Donations	Customer Relations distributed fans to families in need through Pitt County’s Department of Social Services and the Council on Aging. 100 fans were donated.	✓
Heating Assistance Provided	The Neighbor-to-Neighbor program provided \$36,300 in heating assistance to low income households in Pitt County. Since inception, \$764,265 has been provided to low income residents for heating assistance.	✓
Blanket Donations	We continue to assist Pitt County Seniors by donating 100 blankets to the Pitt County Council on Aging for distribution to their clients.	✓
Energy Audits	Energy Services is on pace to assist over 656 customers with in-person energy audits, completed 697 phone consultations, and added another 106 new single and multi-family homes to the E300 program.	✓
NC Debt Setoff	Revenue Protection continues to administer the NC Debt Setoff Program netting \$191,527.56 in recoveries during FY2023. Since inception we have collected \$2,830,673.73 in bad debts through the program.	✓
Utility Bill Assistance—CIP	Credit & Revenue Protection facilitated assistance with multiple agencies when utility bill assistance was needed totaling \$565,869.38.	✓
Assistance Payments to GUC Customers—LIEAP	Credit and Revenue Protection coordinated with DSS to assist customers with the Low Income Energy Assistance Program (LIEAP) program, providing approximately \$851,800 in assistance payments to GUC customer households	✓
Payment Arrangements	Credit and Revenue Protection assisted customers re-establish and maintain utility service by providing 78 payment arrangements July 1, 2022–June 30, 2023.	✓

### Goals & Objectives for the FY 2022-23 Budget Year:

- Maintain an Abandoned Call Rate lower than 5%
- Implement an energy incentive program to reward customers for energy performance improvements of their home/business while helping reduce the Commission’s electric peak demand.

BUDGET SUMMARY	Budget 2020–2021	Budget 2021–2022	Budget 2022–2023	Budget 2023–2024
Operations	\$4,567,026	\$4,527,477	\$4,652,502	\$5,168,267
Capital	-	-	32,000	-
<b>Total</b>	<b>\$4,567,026</b>	<b>\$4,527,477</b>	<b>\$4,684,502</b>	<b>\$5,168,267</b>

## Program Alignment to Strategic Objectives

### **Safely providing reliable and innovative utility solutions**

- Energy Survey Program
- E-300 Program

### **Exceeding customer expectations**

- Fan Donation
- Blanket Donation
- Neighbor to Neighbor
- Budget Billing



## Development Activities

Development Activities Function: Development Activities

Greenville—Eastern North Carolina Alliance (Alliance) was formed to support the local economy by attracting and recruiting new business and focuses on the economic development for Greenville and Pitt County. The City of Greenville and Greenville Utilities Commission are both

sustaining members of the Alliance and serve the program in various capacities. The Commission’s Business Development Specialist works closely with the Alliance in support of its mission.

BUDGET SUMMARY	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	Budget 2023-2024
Operations	\$563,019	\$824,653	\$971,852	\$791,465
Capital	-	-	-	-
<b>Total</b>	<b>\$563,019</b>	<b>\$824,653</b>	<b>\$971,852</b>	<b>\$791,465</b>

## Development Activities Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
<b>Economic Development</b>				
President/CEO	1270	1		1
Vice President—Business Development	1260	2		2
Director—Investor Relations and Engagement	1230	1		1
Director—Marketing and Commu ==nications	1230	1		1
Vice President—Retail, Entrepreneurship Municipal Strategy	TBD	1		1
Researcher	TBD	1		1
Executive Assistant	1216	1		1
<b>Total</b>		<b>8</b>	<b>0</b>	<b>8</b>

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## Electric Operations and Meter Services Program Summary

### Electric Operations and Meter Services Function: Electric Operations and Meter Services

The Electric Department is responsible for the planning, engineering, construction, operation, and maintenance of the entire electric and fiber optic systems. Additionally, incorporated into the Electric Department is the Meter Section, which is responsible for meter reading, service, and repair functions.

The Administrative section provides support for all departmental secretarial and clerical functions including the preparation of all correspondence and record keeping. The Administrative staff initiates and tracks all work orders for new electric services from receipt of the initial customer application through the final completion of construction and the posting of drawings.

The Engineering section is responsible for general system planning and the engineering and design of distribution, substation, transmission and fiber optic facilities; outside consulting engineers are used to supplement the staff on major system improvement projects such as 115 kV transmission. The section performs the initial design of services and line extensions required in the processing of applications for new electric customers and developments.

Substation expansion, upgrade, and new construction projects are designed and managed by this section. This group is also responsible for SCADA programming and administration of network communications for SCADA.

The Control Room section is responsible for dispatching service and repair crews for all departments as well as monitoring the operation of the electric distribution system utilizing our computerized supervisory, control, data acquisition system (SCADA), and Outage Management System (OMS). The section provides coverage on a 24 hour x 7 day basis and outside of normal working hours expands to include various water, sewer, gas, and customer service activities.

The Operations/Maintenance section is responsible for constructing, operating and maintaining all new and existing distribution and transmission lines and facilities, both overhead and underground. On major construction projects, such as new 115 kV transmission lines, outside contract crews are often utilized to supplement this work force. The section is responsible

for system tree trimming and right-of-way maintenance utilizing a mixture of both in-house and contract crews.

The Control Systems section is responsible for the construction, operation, and maintenance of all distribution and transmission substation facilities. Control Systems crews handle most major construction projects, and are occasionally supplemented by outside contract crews. The section maintains and repairs major distribution apparatus such as transformers, reclosers, voltage regulators, and other similar devices.

The Control Systems section is also responsible for the installation, operation, and maintenance of all load control facilities, including base station and radio-controlled switches, on residential customer appliances, such as hot water heaters, central air conditioners, heat pump compressors and supplemental heat strips, and electric furnaces. The section works closely with various commercial and industrial customers who participate in our coordinated load control activities.

Twenty-five (25) MW's of standby/peaking generators installed at various customer sites and a one MW Battery Energy Storage System (BESS) are maintained and dispatched by the department. The generators, used in conjunction with our load management activities are dispatched during peak periods by the Control Room.

The Meter section provides metering services for the electric, water resources, and gas systems (costs are appropriately allocated to each fund). New meters are received, checked, numbered and placed in stock for installation by electric, water or gas crews. Meter reading is performed by employees in this section. They repair and test all meters in the electric, water and gas systems. Records are kept of each meter in service indicating location, installation date and maintenance work performed. Meters are changed periodically in accordance with rules and regulations of the Commission. Additionally, this section performs customer requested cut-ons and cut-offs, and cut-offs resulting from delinquencies.

## Electric Operations & Meter Services Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
<b>Director of Electric Systems</b>				
Director of Electric Systems	125	1		1
Assistant Director of Electric Systems	123	1		1
Admin. Assistant, Senior Admin. Assistant	111,112	1		1
Staff Support Specialist I, II, III	107,109,110	2		2
<b>Engineering Office</b>				
Electric Distribution Engineer	122	1		1
Electric Planning Engineer	122	1		1
Substation/Controls Engineer	122	1		1
Electric Engineer I, II	118,120	3		3
Electric Engineering Coordinator	117	1		1
Electric Substation Engineering Coordinator	117	1		1
Operations Business Analyst	116	1		1
Engineering Assistant I, II	112,115	7		7
Substation/Control Engineering Asst I, II	112,115	2		2
<b>Substation/Control</b>				
Substation Operations Supervisor	119	1		1
Substation Crew Leader	117	1		1
Substation Construction & Maintenance Supervisor	116	2		2
Lineworker First, Second, Third Class	112,114,116	4		4
Protective Relay Technician I, II	114,115	2		2
Electric SCADA Communications Technician I, II	114,115	2		2
Substation Inventory & Parts Coordinator	114	1		1
Generator Technician	114	1		1
Substation Const. & Maint. Electrification I, II, III	109,111,113	6		6
Electric Shop Technician	111	1		1
Customer Records Clerk	106	1		1
<b>Dispatching</b>				
Control Room Operations Supervisor	119	1		1
Control Room Operator I, II, III	109,112,113	7		7
<b>O/M System</b>				
UG Electric Distribution Supervisor	119	1		1
OH Construction Maintenance Supervisor	119	1		1
Electric Troubleshooter Crew Leader	117	4		4
Electric OH Crew Leader	117	4		4
Electric UG Crew Leader	117	4		4
Line Clearing Coordinator	115	1		1
Lineworker First, Second, Third Class	112,114,116	35		35
Tree Trimmer Crew Leader	113	2		2
Tree Trimmer I, II	108,111	8		8
<b>Meter Reading</b>				
Meter Superintendent	121	1		1
Meter Supervisor—Reading	116	1		1
Meter Technician I, II, III	108,109,111	6		6
Staff Support Specialist I, II, III	107,109,110	2		2

## Electric Operations & Meter Services Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
<b>Meter Repair</b>				
Meter Supervisor—Electric Repair	116	1		1
Meter Supervisor—Water/Gas Repair	116	1		1
Electric Meter Specialist	112	0	4	4
Meter Field Technician I, II, III	108,109,111	10	(4)	6
<b>Meter Service</b>				
Meter Supervisor - Service	116	1		1
Meter Field Technician I, II, III	108,109,111	10		10
<b>Temporary Allocations</b>				
Electric Engineering Student Intern	n/a	3		3
Electric Engineering Co-op	106	0	1	1
<b>Total</b>		<b>149</b>	<b>1</b>	<b>150</b>

## Electric Operations and Meter Services Overview

### Mission Statement:

The Commission is dedicated to enhancing the quality of life for those we serve by providing safe, reliable electric utility service at the lowest reasonable cost, with exceptional customer service.

PERFORMANCE INDICATORS	FY 17-18 ACTUAL	FY 18-19 ACTUAL	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 ACTUAL	FY 22-23 ACTUAL	FY 23-24 TARGET
Service Installs on Time—85%	92%	99%	98%	94%	85%	92%	99%
Restoration of Service (CAIDI)(mins) <sup>1</sup> —82.00	74.39	69.01	76.58	86.27	68.65	82.59	82
Duration of Interruptions (SAIDI)(mins) <sup>2</sup> —65.0	31.52	32.80	44.56	21.82	28.08	34.06	66
Interruptions in Service (SAIFI) <sup>3</sup> —0.79	0.42	0.48	0.58	0.25	0.41	0.41	0.79
System Losses—3.00%	3.35%	2.04%	1.94%	2.48%	3.01%	1.59%	3.00%
Response Time to Unplanned Outages—30.00	27.17	26.45	26.49	26.50	28.28	27.71	30.00

<sup>1</sup> CAIDI: Customer Average Interruption Duration Index. Based on IEEE Benchmarking Survey Top 10 Percentile

<sup>2</sup> SAIDI: System Average Interruption Duration Index. Based on IEEE Benchmarking Survey Top 10 Percentile

<sup>3</sup> SAIFI: System Average Interruption Frequency Index. Based on IEEE Benchmarking Survey Top 10 Percentile

### Accomplishments from FY 2022–23 Budget Year:

Goal	Description	Completed?
Received Safety Award	From North Carolina Department of Labor (NCDOL)	✓
Received Safety Award	From North Carolina Association of Municipal Electric Systems (NCEMPA)	✓
Received Safety Award	From American Public Power Association (APPA)	✓
Received Award	APPA RP3 Diamond Award*	✓
LED Light Conversion	Completion of LED conversion of 8,548 City of Greenville lights to date	✓
Capital Project Completion	Mayne Pharma Generator Upgrade/Replacement Project	✓
Capital Project Completion	Completion of Sugg Parkway Substation	✓
Operational Project Completion	Completion of New Operations Center SCADA Workstation roll out	✓
Community Outreach Light Up Navajo IV Project	Assisted the Navajo Nation community with installation and construction of facilities to provide electricity	✓

\*Award designation is good for 3 years.

### Goals & Objectives for the FY 2023–24 Budget Year:

- Begin Design and Procurement for Hudson's Substation
- Implement Cybersecurity Improvements for Electric SCADA ECU School of Medicine 4kW Generator Replacement Project
- New Operations Center Peak Shaving Generator Project
- Continued roll out of Substation Security Upgrades
- Begin Substation Bus Breaker Replacements
- Replace T1 Circuit Switcher at Northside Substation
- Continued roll out of Substation Dissolved Gas Analysis equipment
- APPA RP3 Renewal
- GUC Community Solar Engineering & Design
- Continue Municipal & Rural Streetlight LED Conversions
- Complete construction of Mount Pleasant to Sugg 115 kV Transmission Line
- Complete construction on FY 2022–2023 Transmission Replacements
- Begin construction on FY 2023–2024 Transmission Replacements
- Begin construction on POD 3 to Hudson's 115 kV Transmission Line



Budget Summary	Budget 2020–2021	Budget 2021–2022	Budget 2022–2023	Budget 2023–2024
<b>Electric</b>				
Operations	\$12,379,191	\$12,617,751	\$13,457,540	\$14,878,728
Capital	7,826,976	7,545,026	8,342,926	8,265,100
<b>Total</b>	<b>\$20,206,167</b>	<b>\$20,162,777</b>	<b>\$21,800,466</b>	<b>\$23,143,828</b>
<b>Shared Services</b>				
Operations	\$50,000	\$50,000	\$50,000	\$75,000
Capital	45,000	45,000	580,000	345,000
<b>Total</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$630,000</b>	<b>\$420,000</b>
<b>Meter</b>				
Operations	\$3,064,721	\$3,006,817	\$3,281,424	\$3,487,806
Capital	370,000	219,000	259,000	130,000
<b>Total</b>	<b>\$3,434,721</b>	<b>\$3,225,817</b>	<b>\$3,540,424</b>	<b>\$3,617,806</b>

## Program Alignment to Strategic Objectives

### Safely providing reliable and innovative utility solutions

- Beat-the-Peak
- Load Side Generation
- Infra-Red Testing
- Power Town Demonstrations

### Exceeding customer expectations

- Beat-the-Peak
- Load Side Generation
- Infra-Red Testing
- Power Town Demonstrations
- Automated Energy

### Developing and enhancing strategic partnerships

- Automated Energy

### Embracing change to ensure organizational alignment and efficiency

- Automated Energy

**Direct Electric Rates** | As of June 30 for the Last Ten Fiscal Years

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Residential</b>										
Base facilities charge (per month)	\$10.99	\$10.99	\$13.00	\$15.00	\$17.00	\$19.00	\$21.00	\$21.00	\$21.00	\$21.00
Energy (per kWh)										
Summer	\$0.12600	\$0.12600	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Winter	\$0.11514	\$0.11514	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
all kWh	n/a	n/a	\$0.11086	\$0.10014	\$0.09814	\$0.09614	\$0.09414	\$0.09414	\$0.09414	\$0.09414
<b>Residential Time of Use with Demand Net Metering for Solar Energy Facilities</b>										
Base facilities charge (per month)	n/a	n/a	\$19.47	\$21.47	\$23.47	\$25.47	\$27.47	\$27.47	\$27.47	\$27.47
Demand (per kW)										
all kW	n/a	n/a	\$7.94	\$6.82	\$6.55	\$6.11	\$5.67	\$5.67	\$5.67	\$5.67
Energy (per kWh)										
all on-peak kWh	n/a	n/a	\$0.13668	\$0.12829	\$0.12829	\$0.14026	\$0.14228	\$0.14228	\$0.14228	\$0.14228
all off-peak kWh	n/a	n/a	\$0.04393	\$0.03873	\$0.03873	\$0.03474	\$0.03569	\$0.03569	\$0.03569	\$0.03569
<b>Small General Service</b>										
Base facilities charge (per month)	\$15.76	\$15.76	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$24.00	\$24.00
Energy (per kWh)										
a. first 1,000 kWh	\$0.13177	\$0.13177	\$0.11938	\$0.11066	\$0.11066	\$0.11066	\$0.11066	\$0.11066	\$0.11066	\$0.11066
b. next 5,000 kWh	\$0.12558	\$0.12558	\$0.11319	\$0.10447	\$0.10447	\$0.10447	\$0.10447	\$0.10447	\$0.10447	\$0.10447
c. all additional kWh	\$0.10696	\$0.10696	\$0.09457	\$0.08585	\$0.08585	\$0.08585	\$0.08585	\$0.08585	\$0.08969	\$0.09314
<b>Medium General Service</b>										
Base facilities charge (per month)	\$16.30	\$16.30	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$57.00	\$62.00
Demand (per kW)										
a. first 35 kW	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
b. first 35 kW	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
c. all additional kW over 25 kW	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$4.17
d. all additional kW over 35 kW	\$4.17	\$4.17	\$4.17	\$4.17	\$4.17	\$4.17	\$4.17	\$4.17	\$4.17	\$-
Energy (per kWh)										
a. first 12,500 kWh	\$0.12323	\$0.12323	\$0.10464	\$0.09592	\$0.09592	\$0.09592	\$0.09592	\$0.09592	\$0.08705	\$0.08705
b. all additional kWh	\$0.09233	\$0.09233	\$0.08900	\$0.08028	\$0.08028	\$0.08028	\$0.08028	\$0.08028	\$0.08028	\$0.08028
<b>Medium General Service—CP</b>										
Base facilities charge (per month)	n/a	n/a	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$70.00	\$70.00
Demand (per kW)										
a. all coincident peak	n/a	n/a	\$14.95	\$14.57	\$17.00	\$17.40	\$18.14	\$18.13	\$16.97	\$16.45
b. allocated non-coincident peak	n/a	n/a	\$16.75	\$15.61	\$15.61	\$15.61	\$15.61	\$15.61	\$12.77	\$12.77
c. excess non-coincident peak	n/a	n/a	\$5.38	\$5.38	\$5.38	\$5.38	\$5.38	\$5.38	\$6.77	\$6.77
d. all rkVA	n/a	n/a	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25
Energy (per kWh)										
all kWh per month	n/a	n/a	\$0.04224	\$0.03677	\$0.03027	\$0.03071	\$0.02815	\$0.02827	\$0.03105	\$0.03244
<b>Large General Service—CP</b>										
Base facilities charge (per month)	n/a	n/a	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$170.00	\$185.00
Demand (per kW)										
a. all coincident peak	\$12.71	\$12.71	\$19.53	\$19.03	\$22.20	\$22.73	\$23.69	\$23.68	\$22.16	\$21.48
b. allocated non-coincident peak	\$17.42	\$17.42	\$15.19	\$13.13	\$13.13	\$13.13	\$13.13	\$13.13	\$13.13	\$12.10
c. excess non-coincident peak	\$4.98	\$4.98	\$6.82	\$6.82	\$6.82	\$6.82	\$6.82	\$6.82	\$7.50	\$7.88
d. all rkVA	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.2500	\$0.2500
Energy (per kWh)										
all kWh per month	\$0.04928	\$0.04928	\$0.03522	\$0.03066	\$0.02524	\$0.02560	\$0.02347	\$0.02357	\$0.02589	\$0.02705
<b>Transmission Rate —CP (E-INDTRN)</b>										
Base facilities charge (per month)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$3,125.00	\$3,125.00
Demand (per kW)										
a. all coincident peak	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$22.04	\$21.36
b. all non-coincident	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$3.14	\$3.14
c. all rkVA	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.25	\$0.25
Energy (per kWh)										
all kWh per month	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.02574	\$0.02689

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Seasonal General Service</b>										
Base facilities charge (per month)	\$18.14	\$18.14	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Energy (per kWh)										
Summer										
a. first 750 kWh	\$0.14306	\$0.14306	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
b. next 2,250 kWh plus 150 kWh per kW of billing demand in excess of 10 kW per billing month	\$0.13184	\$0.13184	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
c. all additional kWh	\$0.10647	\$0.10647	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Winter										
a. first 750 kWh	\$0.12235	\$0.12235	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
b. all additional kWh	\$0.09382	\$0.09382	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Public Communications Network Device Service</b>										
Base facilities charge (per month)	1.58	1.58	\$2.10	\$2.10	\$2.10	\$2.10	\$2.10	\$2.10	\$2.10	\$2.10
Energy (per kWh)										
Wireless IP network device	n/a	n/a	\$0.60	\$0.56	\$0.56	\$0.56	\$0.56	\$0.56	\$0.56	\$0.56
Public safety cameras	n/a	n/a	\$1.20	\$1.11	\$1.11	\$1.11	\$1.11	\$1.11	\$1.11	\$1.11
CAD 12 ONU installations	1.45	1.45	\$1.32	\$1.22	\$1.22	\$1.22	\$1.22	\$1.22	\$1.22	\$1.22
MLU 48 ONU installations	5.79	5.79	\$5.26	\$4.87	\$4.87	\$4.87	\$4.87	\$4.87	\$4.87	\$4.87
<b>Bilateral Metering for Solar Energy Facilities</b>										
<b>Base facilities charge (per month)</b>										
Residential	\$6.48	\$6.48	\$7.67	\$8.85	\$10.03	\$11.21	\$12.39	\$12.39	\$12.39	\$12.39
Small General Service	\$10.44	\$10.44	\$13.86	\$13.86	\$13.86	\$13.86	\$13.86	\$13.86	\$13.86	\$13.86
Medium General Service	\$10.88	\$10.88	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00
Energy credit (per kWh)	0.07000	\$0.07000	\$0.07000	\$0.06163	\$0.06257	\$0.06257	\$0.06446	\$0.05755	\$0.06399	\$0.06401
<b>Outdoor Lighting Service (rate per unit per month)</b>										
<b>General Customers</b>										
175W (7,000 lumens (lm)) mercury vapor	\$12.85	\$12.85	\$12.57	\$12.37	\$12.37	\$12.37	\$12.37	\$12.37	\$12.37	\$14.87
250W (11,000 lm) mercury vapor	\$16.47	\$16.47	\$16.06	\$15.78	\$15.78	\$15.78	\$15.78	\$15.78	\$15.78	\$15.78
400W (20,000 lm) mercury vapor	\$22.77	\$22.77	\$22.16	\$21.73	\$21.73	\$21.73	\$21.73	\$21.73	\$21.73	\$21.73
100W (8,500 lm) high pressure sodium	\$12.85	\$12.85	\$12.57	\$12.37	\$12.37	\$12.37	\$12.37	\$12.37	\$12.37	\$15.55
150W (14,000 lm) high pressure sodium	\$15.92	\$15.92	\$15.64	\$15.44	\$15.44	\$15.44	\$15.44	\$15.44	\$15.44	\$16.62
250W (23,000 lm) high pressure sodium	\$21.24	\$21.24	\$20.81	\$20.51	\$20.51	\$20.51	\$20.51	\$20.51	\$20.51	\$20.51
400W (45,000 lm) high pressure sodium	\$32.21	\$32.21	\$31.56	\$31.10	\$31.10	\$31.10	\$31.10	\$31.10	\$31.10	\$32.14
400W-F (45,000 lm) high pressure sodium	\$33.29	\$33.29	\$32.64	\$32.18	\$32.18	\$32.18	\$32.18	\$32.18	\$32.18	\$33.79
400W (40,000 lm) metal halide	\$34.84	\$34.84	\$34.19	\$33.73	\$33.73	\$33.73	\$33.73	\$33.73	\$33.73	\$33.21
400W-F (40,000 lm) metal halide	\$34.84	\$34.84	\$34.19	\$33.73	\$33.73	\$33.73	\$33.73	\$33.73	\$33.73	\$33.21
70W (4,500 lm) light emitting diode (LED)	n/a	n/a	n/a	\$25.64	\$25.64	n/a	n/a	n/a	n/a	\$25.64
50W (5,000 lm) LED	\$20.18	\$20.18	\$20.09	\$18.75	\$18.75	\$18.75	\$18.75	\$18.75	\$18.75	\$17.75
100W (8,000 lm) LED	n/a	n/a	n/a	n/a	n/a	\$25.64	\$25.64	\$25.64	\$25.64	\$25.64
110W (8,000 lm) LED	\$21.74	\$21.74	\$21.61	\$21.48	\$21.48	\$21.48	\$21.48	\$21.48	\$21.48	\$18.89
150W (13,500 lm) LED	\$26.67	\$26.67	\$26.37	\$23.61	\$23.61	\$23.61	\$23.61	\$23.61	\$23.61	\$21.96
210W (24,000 lm) LED	n/a	n/a	n/a	\$33.21	\$33.21	\$33.21	\$33.21	\$33.21	\$33.21	\$33.21
280W-F (25,000 lm) LED	\$39.55	\$39.55	\$39.14	\$38.04	\$38.04	\$38.04	\$38.04	\$38.04	\$38.04	\$36.73
<b>County, Municipal or Housing Authority</b>										
175W (7,000 lm) mercury vapor	\$11.84	\$11.84	\$11.56	\$11.36	\$11.36	\$11.36	\$11.36	\$11.36	\$11.36	\$14.12
250W (11,000 lm) mercury vapor	\$15.76	\$15.76	\$15.35	\$15.07	\$15.07	\$15.07	\$15.07	\$15.07	\$15.07	\$15.07
400W (20,000 lm) mercury vapor	\$21.83	\$21.83	\$21.22	\$20.79	\$20.79	\$20.79	\$20.79	\$20.79	\$20.79	\$20.79
400W-T (20,000 lm) mercury vapor	\$17.50	\$17.50	\$17.20	\$16.98	\$16.98	\$16.98	\$16.98	\$16.98	\$16.98	\$16.98
100W (8,500 lm) high pressure sodium	\$11.84	\$11.84	\$11.56	\$11.36	\$11.36	\$11.36	\$11.36	\$11.36	\$11.36	\$14.31
150W (14,000 lm) high pressure sodium	\$14.51	\$14.51	\$14.23	\$14.03	\$14.03	\$14.03	\$14.03	\$14.03	\$14.03	\$16.47
250W (23,000 lm) high pressure sodium	\$19.32	\$19.32	\$18.89	\$18.59	\$18.59	\$18.59	\$18.59	\$18.59	\$18.59	\$19.87
400W (45,000 lm) high pressure sodium	\$29.21	\$29.21	\$28.56	\$28.10	\$28.10	\$28.10	\$28.10	\$28.10	\$28.10	\$29.42
400W-F (45,000 lm) high pressure sodium	\$30.30	\$30.30	\$29.65	\$29.19	\$29.19	\$29.19	\$29.19	\$29.19	\$29.19	\$31.67
400W (40,000 lm) metal halide	\$31.85	\$31.85	\$31.20	\$30.74	\$30.74	\$30.74	\$30.74	\$30.74	\$30.74	\$30.79
400W-F (40,000 lm) metal halide	\$31.85	\$31.85	\$31.20	\$30.74	\$30.74	\$30.74	\$30.74	\$30.74	\$30.74	\$30.79
70W (4,500 lm) LED	\$30.96	\$30.96	\$30.83	\$23.08	\$23.08	n/a	n/a	n/a	n/a	n/a
50W (5,000 lm) LED	\$18.16	\$18.16	\$18.07	\$16.87	\$16.87	\$16.87	\$16.87	\$16.87	\$16.87	\$14.31
100W (8,000 lm) LED	n/a	n/a	n/a	n/a	n/a	\$23.08	\$23.08	\$23.08	\$23.08	\$23.08
110W (8,000 lm) LED	\$19.57	\$19.57	\$19.44	\$19.34	\$19.34	\$19.34	\$19.34	\$19.34	\$19.34	\$15.29
150W (13,500 lm) LED	\$24.00	\$24.00	\$23.70	\$21.25	\$21.25	\$21.25	\$21.25	\$21.25	\$21.25	\$21.25

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
210W (24,000 lm) LED	n/a	n/a	n/a	\$29.89	\$29.89	\$29.89	\$29.89	\$29.89	\$30.79	\$30.55
280W-F (25,000 lm) LED	\$35.60	\$35.60	\$35.19	\$34.24	\$34.24	\$34.24	\$34.24	\$34.24	\$34.24	\$32.24
<b>Rural Street Lighting Service (rate per customer per month)</b>										
<b>At 1 Fixture per 4 Customers</b>										
100W high pressure sodium	n/a	n/a	n/a	n/a	n/a	n/a	\$3.09	\$3.09	\$3.72	\$3.89
50W (LED)	n/a	n/a	n/a	n/a	n/a	n/a	\$4.69	\$4.69	\$4.44	\$3.89
100W (LED) (decorative post top)	n/a	n/a	n/a	n/a	n/a	n/a	\$6.41	\$6.41	\$6.41	\$6.41
<b>At 1 Fixture per 6 Customers</b>										
175W (7,000 lm) mercury vapor	\$2.62	\$2.62	\$2.09	\$2.06	\$2.06	\$2.06	N/A	n/a	n/a	n/a
100W high pressure sodium	n/a	n/a	n/a	n/a	n/a	n/a	\$2.06	\$2.06	\$2.48	\$2.59
150W high pressure sodium	n/a	n/a	n/a	n/a	n/a	n/a	\$2.57	\$2.57	\$2.68	\$2.77
50W (LED)	n/a	n/a	n/a	n/a	n/a	n/a	\$3.13	\$3.13	\$2.96	\$2.59
100W (LED) (decorative post top)	n/a	n/a	n/a	n/a	n/a	n/a	\$4.27	\$4.27	\$4.27	\$4.27
110W (LED)	n/a	n/a	n/a	n/a	n/a	n/a	\$3.57	\$3.57	\$3.15	\$2.77
<b>At 1 Fixture per 8 Customers</b>										
150W high pressure sodium	\$2.45	\$2.45	\$1.95	\$1.93	\$1.93	\$1.93	\$1.93	\$1.93	\$2.01	\$2.08
50W (5,000 lm) (LED)	n/a	n/a	\$2.51	\$2.31	\$2.31	\$2.31	n/a	n/a	n/a	n/a
110W (LED)	n/a	n/a	n/a	n/a	n/a	n/a	\$2.68	\$2.68	\$2.36	\$2.08
<b>Sports Field Lighting Service</b>										
Base facilities charge (per month)	n/a	n/a	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00
Demand (per kW)	\$2.27	\$2.27	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Energy (per kWh)	\$0.10476	\$0.10476	\$0.09190	\$0.08318	\$0.08318	\$0.08318	\$0.08318	\$0.08318	\$0.08318	\$0.08318





## Water Resources Program Summary

Water Resources Function: Water/Wastewater Operations

The Water Resources Department is responsible for providing an adequate, safe supply of drinking water and operating an effective wastewater collection and treatment system.

The Water Resources Department consists of Administration, Engineering, Distribution/Collections and Operations/Maintenance sections as well as capital improvements of both the water system and the wastewater system including a Water Treatment Plant and Wastewater Treatment Plant.

The Administrative section provides departmental administrative support to the Engineering, Distribution and Collections, Operations and Maintenance section for both water and sewer systems. This support consists of preparation of all correspondence and record keeping, dispatching all water and sewer service calls, departmental annual budget, personnel administration, advertising for project bidding, administering Design Manual, and maintaining permanent records for Engineering and Operations.

The Engineering section is responsible for planning, designing, project administration and construction inspection services for installation of new mains, services and general system improvements as well as plan review, permitting and construction inspection services for private developer projects. Outside consulting engineers are used on major water and wastewater extension projects and planning for new plant construction.

Distributions and Collections is responsible for the installation of water and wastewater services from existing mains and limited installation of new mains is performed by GUC crews. Most major extensions into subdivision developments, as well as major outfall lines and pumping stations, are provided through outside contractors working with developers or GUC. The Distribution and Collections section provides maintenance of all water and sewer mains and services throughout the water and wastewater systems and installs new customer service connections on the existing systems.

The Water Treatment Plant section operates the treatment plant and deep wells, monitors the distribution system water quality, and maintains all facilities for the plant and other assigned utilities properties.

The Wastewater Treatment Plant section performs the plant operations and provides for the maintenance of all remote wastewater pumping stations for the plant and other assigned utilities properties.

The Water Resources Department's functions are essential in protecting the public health, the environment and meeting regulations in order to accommodate orderly growth of the community.

## Water Resources Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
<b>Director of Water Resources Office</b>				
Director of Water Resources	125	1		1
Assistant Director of Water Resources	123	1		1
Water Quality Manager	122	1		1
Admin. Assistant, Senior Admin. Assistant	111,112	1		1
Staff Support Specialist I, II, III	107,109,110	1	1	2
Customer Records Clerk	106	1	(1)	0
<b>Engineering</b>				
Water Resources Construction/Contracts Engineer	122	1		1
Water Resources Systems Engineer	122	1		1
Water Resources Engineer I, II	118,120	1		1
Water Resources Engineering Support Manager	118	1		1
Water Resources SCADA Network Coordinator	117	1		1
Water Resources Engineering Coordinator	116	1		1
Environmental Control Officer	115	1		1
Engineering Assistant I, II	112,115	3		3
Construction Inspector I, II	111,113	3		3
<b>Water Plant</b>				
WTP Facility Manager	120	1		1
WTP Laboratory Manager	118	1		1
WTP Operations Supervisor	118	1		1
WTP Maintenance Supervisor	118	1		1
Water Resources Instrumentation/Maint. Crew Leader	116	2		2
WTP Operation Crew Leader	115	3		3
Water Resources Instrumentation Technician I, II	113,115	1		1
WTP Laboratory Chemist I, II	112,114	4		4
Water Plant Operator I, II, III	110,112,114	8		8
WTP Maintenance Mechanic I, II, III	109,112,115	3		3
Distribution System Water Quality Tech. Crew Leader	115	1		1
Water Quality Specialist I, II	111,113	1		1
<b>Wastewater Plant</b>				
WWTP Facility Manager	120	1		1
WWTP Laboratory & Pre-treatment Manager	118	1		1
WWTP Operations Supervisor	118	1		1
WWTP Maintenance Supervisor	118	1		1
WWTP Maintenance Crew Leader	116	3		3
WWTP Maintenance IC&E Crew Leader	116	1		1
WWTP Operation Crew Leader	115	1		1
WWTP Inventory & Work Management Coordinator	114	1		1
Industrial Pre-treatment Specialist	113	1	(1)	0
WWTP Maint. Instrumentation and Electrician Tech. I, II, III	113,114,115	3		3
WWTP Laboratory Chemist I, II	112,114	2	1	3
Wastewater Plant Operator I, II, III	110,112,114	10		10
WWTP Maintenance Mechanic I, II, III	109,112,115	6		6

## Water Resources Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
<b>O/M Water/Sewer System</b>				
WR Systems Facilities Manager	120	0	1	1
Water Resources Systems Superintendent	119	1	(1)	0
Water Resources Systems O & M Supervisor	118	3		3
Water Resources O & M Crew Leader I, II	115,116	5	9	14
I/I Inspections Crew Leader	114	1	(1)	0
Water Resources Systems Maint. Crew Leader	114	8	(8)	0
Systems O & M Technician I, II, III, IV, V	109,110,111,112,113	10	22	32
Pipe Layer I, II, III	105,107,108	22	(22)	0
<b>Total</b>		<b>128</b>	<b>0</b>	<b>128</b>

## Water Resources Overview

### Mission Statement:

The Water Resources Department is dedicated to providing adequate, safe drinking water and wastewater treatment in order to protect public health/environment, meet regulations and accommodate growth.

PERFORMANCE INDICATORS	FY17-18 ACTUAL	FY18-19 ACTUAL	FY19-20 ACTUAL	FY20-21 ACTUAL	FY21-22 ACTUAL	FY22-23 ACTUAL	FY23-24 TARGET
Average # of Days to Install New Water/Sewer Service	5	5	5	5	6	5	5
Unaccounted for Water Loss (rotating 12-month period)	11.11%	11%	12.1%	12.5%	12.2%	11.1%	<13.5%
Average response time to water leaks	50min	50min	50min	50min	50min	50min	50min
Disruption of Water Service (Unplanned disruption of service due to leaks/breaks)	1.5hours	1.5hours	1.5hours	1.5hours	1.5hours	1.5hours	1.5hours

### Accomplishments from FY 2022–23 Budget Year:

Goal	Description	Completed?
AWOP	7 <sup>th</sup> consecutive year of meeting Area Wide Optimization Program (AWOP) for Water Treatment Plant (WTP) Water Quality	✓
Laboratory Analyst of the Year	Kendra Nettles, WTP Lab Tech II, received NCWOA Laboratory Analyst of the Year Award	✓
NCWOA Educator of the Year	Chad Flannagan, WTP Chemist, received 2022 NCWOA Educator of the Year Award	✓
NCWOA Outstanding Operator of the Year	Ryan Gregory, WTP Operations Coordinator, received 2022 NCWOA Outstanding Operator of the Year Award	✓
Operation Spring Clean	March 20–June 17—Preventative Maintenance system-wide cleaning program—722 miles of GUC's water distribution lines	✓
Chloramines—Chlorine Conversion	Annual temporary switch to Chlorine—June 19–July 31	✓
Capital Project Completion	Completed Sewer Capital Project—Greene Street Pump Station and Force Main	✓
Bethel Systems Transfer	Transfer of Bethel's water and wastewater systems	✓

### Goals & Objectives for the FY 2023–24 Budget Year:

- Continue to meet AWOP goals for water quality at WTP
- Continue to meet and exceed WWTP Non-Discharge permit limits with no NOVs
- Forthcoming implementation of Fire Hydrant Inspection Application to be integrated with the WAM system for better accountability and maintenance of our system's Sewer Main, Manhole, and Valve applications
- Update educational and marketing materials for the Fats, Oils and Grease (FOG) program to reduce the amount of grease being disposed of into the sewer system, reducing clogs and maintenance
- Continue to improve corporate safety alignment via the SafeAlign Process
- Continue to Maintain KPI's at acceptable levels
- Continue to promote growth in the customer base through appropriate sewer extensions
- Continue to make progress to design, construct and complete capital projects



Budget Summary	Budget 2020–2021	Budget 2021–2022	Budget 2022–2023	Budget 2023–2024
<b>Water</b>				
Operations	\$9,693,849	\$9,731,979	\$10,280,233	\$12,137,131
Capital	840,280	928,280	1,116,780	1,584,000
<b>Total</b>	<b>\$10,534,129</b>	<b>\$10,660,259</b>	<b>\$11,397,013</b>	<b>\$13,721,131</b>
<b>Sewer</b>				
Operations	\$9,883,621	\$10,338,746	\$11,241,078	\$12,094,703
Capital	2,205,334	1,552,330	1,406,845	1,098,330
<b>Total</b>	<b>\$12,088,955</b>	<b>\$11,891,076</b>	<b>\$12,647,923</b>	<b>\$13,193,033</b>

## Program Alignment to Strategic Objectives

### Safely providing reliable and innovative utility solutions

- Urban Water Consortium
- Provide a surface water source for neighboring utilities
- Bioxide chemical feed
- Wellhead Protection Program
- F.O.G. Program

### Developing and enhancing strategic partnerships

- Urban Water Consortium
- Provide a surface water source for neighboring utilities
- Bioxide chemical feed
- Wellhead Protection Program
- F.O.G. Program

### Embracing change to ensure organizational alignment and efficiency

- Urban Water Consortium
- Provide a surface water source for neighboring utilities
- Bioxide chemical feed
- Wellhead Protection Program
- F.O.G. Program

**Direct Water Rates** | As of June 30 for the Last Ten Fiscal Years

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Base facilities charge (based on meter size)</b>										
<b>Inside City</b>										
3/4"	\$7.04	\$7.04	\$7.46	\$7.80	\$7.80	\$8.00	\$8.00	\$8.00	\$8.00	\$8.19
1"	\$11.51	\$11.51	\$12.20	\$12.76	\$12.76	\$13.04	\$13.04	\$13.04	\$13.04	\$13.36
1-1/2"	\$21.74	\$21.74	\$23.03	\$24.08	\$24.08	\$24.56	\$24.56	\$24.56	\$24.56	\$25.17
2"	\$34.52	\$34.52	\$36.57	\$38.24	\$38.24	\$38.96	\$38.96	\$38.96	\$38.96	\$39.93
3"	\$75.41	\$75.41	\$79.90	\$83.56	\$83.56	\$85.04	\$85.04	\$85.04	\$85.04	\$87.17
4"	\$128.45	\$128.45	\$136.09	\$142.32	\$142.32	\$144.80	\$144.80	\$144.80	\$144.80	\$148.43
6"	\$267.11	\$267.11	\$283.00	\$295.96	\$295.96	\$301.04	\$301.04	\$301.04	\$301.04	\$308.60
8"	\$384.05	\$384.05	\$406.89	\$425.52	\$425.52	\$432.80	\$432.80	\$432.80	\$432.80	\$443.68
10"	\$618.56	\$618.56	\$655.35	\$685.36	\$685.36	\$697.04	\$697.04	\$697.04	\$697.04	\$714.56
12"	\$916.34	\$916.34	\$970.83	\$1,015.28	\$1,015.28	\$1,032.56	\$1,032.56	\$1,032.56	\$1,032.56	\$1,058.52
16"	n/a	n/a	n/a	n/a	n/a	\$1,800.80	\$1,800.80	\$1,800.80	\$1,800.80	\$1,846.08
<b>Outside City</b>										
3/4"	\$8.10	\$8.10	\$8.59	\$8.97	\$8.97	\$9.20	\$9.20	\$9.20	\$9.20	\$9.42
1"	\$13.24	\$13.24	\$14.04	\$14.68	\$14.68	\$15.00	\$15.00	\$15.00	\$15.00	\$15.36
1-1/2"	\$25.00	\$25.00	\$26.49	\$27.69	\$27.69	\$28.24	\$28.24	\$28.24	\$28.24	\$28.94
2"	\$39.70	\$39.70	\$42.06	\$43.98	\$43.98	\$44.80	\$44.80	\$44.80	\$44.80	\$45.92
3"	\$86.73	\$86.73	\$91.89	\$96.10	\$96.10	\$97.80	\$97.80	\$97.80	\$97.80	\$100.24
4"	\$147.72	\$147.72	\$156.51	\$163.67	\$163.67	\$166.52	\$166.52	\$166.52	\$166.52	\$170.70
6"	\$307.18	\$307.18	\$325.46	\$340.36	\$340.36	\$346.20	\$346.20	\$346.20	\$346.20	\$354.89
8"	\$441.66	\$441.66	\$467.93	\$489.35	\$489.35	\$497.72	\$497.72	\$497.72	\$497.72	\$510.23
10"	\$711.35	\$711.35	\$753.66	\$788.17	\$788.17	\$801.60	\$801.60	\$801.60	\$801.60	\$821.75
12"	\$1,053.79	\$1,053.79	\$1,116.46	\$1,167.57	\$1,167.57	\$1,187.44	\$1,187.44	\$1,187.44	\$1,187.44	\$1,217.29
16"	n/a	n/a	\$1,812.05	\$1,812.05	\$1,812.05	\$2,070.92	\$2,070.92	\$2,070.92	\$2,070.92	\$2,122.99
<b>Volume Charge (per kgal)</b>										
<b>Inside City</b>										
Residential, non irrigation	\$3.59	\$3.59	\$3.78	\$4.00	\$4.00	\$4.37	\$4.77	\$4.77	\$4.77	\$4.93
Commercial, non irrigation	\$2.90	\$2.90	\$3.05	\$3.23	\$3.23	\$3.53	\$3.99	\$3.99	\$3.99	\$4.12
Industrial, non irrigation	\$2.71	\$2.71	\$2.85	\$3.02	\$3.02	\$3.30	\$3.75	\$3.75	\$3.75	\$3.87
Irrigation, all customers	\$5.39	\$5.39	\$5.67	\$6.00	\$6.00	\$6.56	\$7.16	\$7.16	\$7.16	\$7.39
<b>Outside City</b>										
Residential, non irrigation	\$5.56	\$5.56	\$5.86	\$6.20	\$6.20	\$6.78	\$7.40	\$7.40	\$7.40	\$7.64
Commercial, non irrigation	\$4.50	\$4.50	\$4.73	\$5.01	\$5.01	\$5.47	\$6.18	\$6.18	\$6.18	\$6.39
Industrial, non irrigation	\$2.71	\$2.71	\$2.85	\$3.02	\$3.02	\$3.30	\$3.75	\$3.75	\$3.75	\$3.87
Irrigation, residential	\$8.35	\$8.35	\$8.79	\$9.30	\$9.30	\$10.17	\$11.10	\$11.10	\$11.10	\$11.46
Irrigation, commercial	\$8.35	\$8.35	\$8.79	\$9.30	\$9.30	\$10.17	\$11.10	\$11.10	\$11.10	\$11.46
Irrigation, industrial	\$5.39	\$5.39	\$5.67	\$6.00	\$6.00	\$6.56	\$7.16	\$7.16	\$7.16	\$7.39
<b>Bethel Base facilities charge (based on meter size)</b>										
3/4"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$9.20	\$9.42
1"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$15.00	\$15.36
1-1/2"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$28.24	\$28.94
2"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$44.80	\$45.92
3"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$97.80	\$100.24
4"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$166.52	\$170.70
6"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$346.20	\$354.89
8"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$497.72	\$510.23
10"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$801.60	\$821.75
12"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$1,187.44	\$1,217.29
16"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$2,070.92	\$2,122.99

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Bethel Volume Charge (per kgal)</b>										
<b>Inside Corp. Limits</b>										
Residential, non irrigation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$5.49	\$5.66
Commercial, non irrigation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$4.59	\$4.74
Industrial, non irrigation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$3.75	\$3.87
Irrigation, residential	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$8.23	\$8.50
Irrigation, commercial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$8.23	\$8.50
Irrigation, industrial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$7.16	\$7.39
<b>Outside Corp. Limits</b>										
Residential, non irrigation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$7.40	\$7.64
Commercial, non irrigation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$6.18	\$6.39
Industrial, non irrigation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$3.75	\$3.87
Irrigation, residential	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$11.10	\$11.46
Irrigation, commercial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$11.10	\$11.46
Irrigation, industrial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$7.16	\$7.39
<b>Bethel Surcharge (fixed monthly charge per metered service)</b>										
Residential	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$14.36	\$15.50
Commercial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$14.36	\$15.50
Industrial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$14.36	\$15.50

**Direct Wastewater Rates** | As of June 30 for the Last Ten Fiscal Years

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Base facilities charge (based on water/wastewater meter size)</b>										
3/4"	\$10.37	\$10.37	\$10.96	\$11.70	\$11.70	\$11.70	\$11.70	\$11.70	\$11.70	\$11.70
1"	\$17.01	\$17.01	\$17.97	\$19.21	\$19.21	\$19.21	\$19.21	\$19.21	\$19.21	\$19.21
1-1/2"	\$32.17	\$32.17	\$34.01	\$36.38	\$36.38	\$36.38	\$36.38	\$36.38	\$36.38	\$36.38
2"	\$51.13	\$51.13	\$54.05	\$57.84	\$57.84	\$57.84	\$57.84	\$57.84	\$57.84	\$57.84
3"	\$111.81	\$111.81	\$118.17	\$126.51	\$126.51	\$126.51	\$126.51	\$126.51	\$126.51	\$126.51
4"	\$190.49	\$190.49	\$201.34	\$215.57	\$215.57	\$215.57	\$215.57	\$215.57	\$215.57	\$215.57
6"	\$396.21	\$396.21	\$418.77	\$448.41	\$448.41	\$448.41	\$448.41	\$448.41	\$448.41	\$448.41
8"	\$569.69	\$569.69	\$602.14	\$644.77	\$644.77	\$644.77	\$644.77	\$644.77	\$644.77	\$644.77
10"	\$917.61	\$917.61	\$969.87	\$1,038.56	\$1,038.56	\$1,038.56	\$1,038.56	\$1,038.56	\$1,038.56	\$1,038.56
12"	\$1,359.37	\$1,359.37	\$1,436.81	\$1,538.58	\$1,538.58	\$1,538.58	\$1,538.58	\$1,538.58	\$1,538.58	\$1,538.58
16"	n/a	n/a	n/a	n/a	n/a	\$2,683.47	\$2,683.47	\$2,683.47	\$2,683.47	\$2,683.47
<b>Sewer Only Customers</b>										
<b>Base facilities charge (based on water/wastewater meter size)</b>										
3/4"	\$15.56	\$15.56	\$16.44	\$17.55	\$17.55	\$17.55	\$17.55	\$17.55	\$17.55	\$17.55
1"	\$25.52	\$25.52	\$29.96	\$28.82	\$28.82	\$28.82	\$28.82	\$28.82	\$28.82	\$28.82
1-1/2"	\$48.26	\$48.26	\$51.02	\$54.57	\$54.57	\$54.57	\$54.57	\$54.57	\$54.57	\$54.57
2"	\$76.70	\$76.70	\$81.08	\$86.76	\$86.76	\$86.76	\$86.76	\$86.76	\$86.76	\$86.76
3"	\$167.72	\$167.72	\$177.26	\$189.77	\$189.77	\$189.77	\$189.77	\$189.77	\$189.77	\$189.77
4"	\$285.74	\$285.74	\$302.01	\$323.36	\$323.36	\$323.36	\$323.36	\$323.36	\$323.36	\$323.36
6"	\$594.32	\$594.32	\$628.16	\$672.62	\$672.62	\$672.62	\$672.62	\$672.62	\$672.62	\$672.62
8"	\$854.54	\$854.54	\$903.21	\$967.16	\$967.16	\$967.16	\$967.16	\$967.16	\$967.16	\$967.16
10"	\$1,376.42	\$1,376.42	\$1,454.81	\$1,557.84	\$1,557.84	\$1,557.84	\$1,557.84	\$1,557.84	\$1,557.84	\$1,557.84
12"	\$2,039.06	\$2,039.06	\$2,155.22	\$2,307.87	\$2,307.87	\$2,307.87	\$2,307.87	\$2,307.87	\$2,307.87	\$2,307.87
16"	n/a	n/a	n/a	n/a	n/a	\$4,025.21	\$4,025.21	\$4,025.21	\$4,025.21	\$4,025.21
<b>Volume Charge (per kgal, based on 93.5% of water usage unless separately metered)</b>										
Residential	\$4.980	\$4.980	\$5.320	\$5.660	\$5.660	\$5.900	\$5.900	\$5.900	\$5.900	\$5.900
Commercial/Industrial	\$5.510	\$5.510	\$5.890	\$6.270	\$6.270	\$6.530	\$6.530	\$6.530	\$6.530	\$6.530
Metered wastewater(100%)	\$6.080	\$6.080	\$6.490	\$6.910	\$6.910	\$7.200	\$7.200	\$7.200	\$7.200	\$7.200
Municipalities*	\$5.600	\$5.600	\$5.600	\$5.600	\$5.600	\$5.600	\$5.600	\$5.600	\$5.600	\$5.600
<b>Bethel Surcharge (fixed monthly charge per metered service)</b>										
Residential	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$11.33	\$11.33
Commercial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$11.33	\$11.33
Industrial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$11.33	\$11.33

\* Monthly billings will include any other applicable charges included in the Interlocal Agreement, other Sewer Charge Schedules or the Commission's Utility Regulations.

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# NATURAL GAS

## Natural Gas Program Summary

### Natural Gas Function: Natural Gas Operations

The Gas Department operates and maintains over 1,200 miles of pipeline, which provides natural gas service to the customers of the Commission. The Gas Department consists of Administration, Engineering, and Operations/Maintenance sections.

The Administration section provides administrative support to the Engineering and Operations/Maintenance sections as well as the Utility Locating Services Department. This support consists of performing daily general administrative tasks for Gas Department personnel; scheduling service appointments for new and existing gas customers; monitoring software to ensure crew shifts are created, field activities are assigned/ dispatched and that crews are progressing on their route; and maintaining permanent records for Operations/Maintenance and Utility Locating Services.

Administration also uses a hedging strategy as part of the Natural Gas Risk Management Policy to procure the required natural gas supplies to meet the utility's obligations to serve our existing and projected customer base. Also, the hedging strategy is used to help industrial customers secure natural gas at rates that allow them to stay within their energy budgets.

The Engineering section provides technical support on pipeline, measurement, and corrosion applications to the Operations/Maintenance section. This support consists of the following: developing plans and procedures for the gas system based on analytical data; ensuring compliance with regulatory codes; permitting, and designing distribution piping and metering facilities; designing and supporting the cathodic protection system; evaluating and implementing technical advances related to natural gas distribution; gas system facilities mapping and record-keeping in Gas Geographic

Information System (GIS); performing cost estimates and studies to evaluate proposed projects; administrating construction and service contracts; analyzing system performance; assessing pipeline capacity; determining LNG Plant operation and interruptible customer curtailments during peak demand periods; and reviewing and approving engineering consultants' proposals, plans and specifications.

The Operations/Maintenance section installs and maintains natural gas distribution pipelines and facilities. This installation and maintenance consists of the following: installing main and service pipeline extensions and meters to meet customer requests; performing maintenance to meet or exceed Department of Transportation (DOT) requirements; inspecting contractors' construction crews to ensure proper pipeline installation; repairing third party damages (e.g., cut gas lines); and installing and implementing the cathodic protection system.

The Gas Department's goal is to provide superior customer service to the Commission customers through the safest, most reliable and economical distribution system possible.

**The Utility Locating Service (ULS)** ULS locates and marks the Commission's underground distribution systems. The underground systems are located and marked to prevent excavation damage, interruption of service and ensure public safety. ULS is managed by the Gas Department. ULS provides locating support to the three operating departments – Gas, Electric, and Water Resources. This support consists of the following: locating and marking the Commission's underground facilities, based upon locating requests received by North Carolina 811, and assisting the operating departments in map verification.

## Natural Gas Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
<b>Director of Gas Systems Office</b>				
Director of Gas Systems	125	1		1
Assistant Director of Gas Systems	123	1		1
Natural Gas Supply Officer	121	1		1
Natural Gas Supply Analyst I, II	116,118	1		1
Admin. Assistant, Senior Admin. Assistant	111,112	1		1
Staff Support Specialist I, II, III	107,109,110	1	1	2
Customer Records Clerk	106	1	(1)	0
<b>Engineering</b>				
Gas Distribution Engineer	122	1		1
Gas Planning Engineer	122	1		1
Gas Systems Engineer	122	1		1
Gas Engineer I, II	118,120	1		1
Gas SCADA Network Coordinator	117	1		1
Operations Business Analyst	116	1		1
Gas Compliance Coordinator	116	1		1
Technical Support Assistant	114	1		1
Engineering Assistant I, II	112,115	2		2
<b>O/M Systems</b>				
Gas Systems Supervisor	118	3		3
Gas Plant Crew Leader	116	1		1
Gas Systems Crew Leader I, II	115,116	7		7
Gas Systems Operator I, II	113,114	4		4
Gas Service Specialist I, II	112,113	5		5
Gas System Technician I, II, III, IV	110,111,112,113	14		14
<b>Temporary Allocations</b>				
Gas Compliance Intern	n/a	1		1
<b>Total</b>		<b>52</b>	<b>0</b>	<b>52</b>

## Utility Locating Service Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
<b>Utility Locating Service</b>				
Chief Utility Locator	114	1		1
Damage Prevention Technician I, II	110,112	6		6
<b>Temporary Allocations</b>				
Damage Prevention Technician I, II	110,112	0	3	3
<b>Total</b>		<b>7</b>	<b>3</b>	<b>10</b>

## Natural Gas Overview

### Mission Statement:

The Natural Gas Department provides safe, reliable and economical natural gas service to our customers with superior customer service.

PERFORMANCE INDICATORS	FY17-18 ACTUAL	FY18-19 ACTUAL	FY19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 ACTUAL	FY 22-23 ACTUAL	FY 23-24 TARGET
System loss (current rolling 12-month average of -0.01%)	3%	4.42%	1.22%	.57%	.094%	1.11%	1.5%
Response time to damaged natural gas—30 minutes	22	23	23	23.07	23.08	23.02	30
Days to install new service—15 days	20.5	16.75	9.78	10	15.75	10	15

### Accomplishments from FY 2022–23 Budget Year:

Goal	Description	Completed?
Receive APGA Safety Award	Received American Public Gas Association (APGA) Safety Award	✓
Zero Inspection Violations	Zero violations noted on the annual North Carolina Utilities Commission (NCUC) Gas Distribution System inspection and LNG Facility inspection, LNG Facility inspection, Drug and Alcohol Plan inspection, and the Historically Disadvantaged Communities in Natural Gas Service Areas inspection	✓

### Goals & Objectives for the FY 2023–24 Budget Year:

- Selection for Pipeline and Hazardous Materials Safety Administration (PHMSA) Natural Gas Distribution Infrastructure Safety and Modernization Grant Program
- APGA Safety Award
- APGA Safety Management Excellence Award
- Zero violations on any NCUC Natural Gas Pipeline Safety Section inspection
- 100% of monthly Corporate Safety Initiative goals met

Budget Summary	Budget 2020–2021	Budget 2021–2022	Budget 2022–2023	Budget 2023–2024
<b>Gas</b>				
Operations	\$5,521,055	\$5,532,269	\$6,383,759	\$6,956,778
Capital	1,201,020	1,111,520	1,234,710	1,806,250
<b>Total</b>	<b>\$6,722,075</b>	<b>\$6,643,789</b>	<b>\$7,618,469</b>	<b>\$8,763,028</b>
<b>Utility Locating Service</b>				
Operations	\$766,753	\$1,254,573	\$1,773,834	\$1,719,092
Capital	98,000	8,000	71,000	13,000
<b>Total</b>	<b>\$864,753</b>	<b>\$1,262,573</b>	<b>\$1,844,834</b>	<b>\$1,732,092</b>

## Program Alignment to Strategic Objectives

### **Safely providing reliable and innovative utility solutions**

- Renewable Natural Gas (RNG) Pilot Program

### **Providing competitive rates while maintaining the financial stability of the utility**

- Off Peak Load Development

**Direct Natural Gas Rates** | As of June 30 for the Last Ten Fiscal Years

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2022
<b>Residential Service</b>											
Base facilities charge		\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$11.00	\$13.00	\$13.00	\$13.00	\$13.00
Commodity	first 10 ccf	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	all additional ccf	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Commodity	first 20 ccf	\$1.3010	\$1.1927	\$1.1080	\$1.1865	\$1.3501	n/a	n/a	n/a	n/a	n/a
	all additional ccf	\$1.1650	\$1.0567	\$0.9720	\$1.0505	\$1.2141	n/a	n/a	n/a	n/a	n/a
	all ccf	n/a	n/a	n/a	n/a	n/a	\$0.9918	\$0.9600	n/a	n/a	n/a
	all ccf (Nov.–March)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.9433	\$1.5929	\$1.3400
	all ccf (April–Oct.)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.9244	\$1.5740	\$1.3187
<b>Residential Service–Heat Only</b>											
Base facilities charge		\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$13.00	\$15.00	\$15.00	\$15.00	\$15.00
Commodity	first 10 ccf	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	all additional ccf	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Commodity	first 20 ccf	\$1.3820	\$1.2737	\$1.1890	\$1.2675	\$1.4311	n/a	n/a	n/a	n/a	n/a
	all additional ccf	\$1.2443	\$1.1360	\$1.0513	\$1.1298	\$1.2934	n/a	n/a	n/a	n/a	n/a
	all ccf	n/a	n/a	n/a	n/a	n/a	\$1.0717	\$1.0399	n/a	n/a	n/a
	all ccf (Nov.–March)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$1.0248	\$1.6744	\$1.4321
	all ccf (April–Oct.)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$1.0095	\$1.6591	\$1.4148
<b>Commercial Service</b>											
Base facilities charge		\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	\$25.00	\$27.00	\$27.00	\$27.00	\$27.00
Commodity	first 50 ccf	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	51 to 300 ccf	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	301 to 500 ccf	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	all additional ccf	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Commodity	first 50 ccf	\$1.2801	\$1.1718	\$1.0871	\$1.1656	\$1.3292	n/a	n/a	n/a	n/a	n/a
	51 to 500 ccf	\$1.1905	\$1.0822	\$0.9975	\$1.0760	\$1.2396	n/a	n/a	n/a	n/a	n/a
	all additional ccf	\$1.0059	\$0.8976	\$0.8129	\$0.8914	\$1.0550	n/a	n/a	n/a	n/a	n/a
Commodity	first 500 ccf	n/a	n/a	n/a	n/a	n/a	\$1.0281	\$1.0178	n/a	n/a	n/a
	all additional ccf	n/a	n/a	n/a	n/a	n/a	\$0.8643	\$0.8628	n/a	n/a	n/a
	first 500 ccf (Nov.–March)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$1.0023	\$1.6519	\$1.4067
	all add. ccf (Nov.–March)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.8437	\$1.4933	\$1.2275
	first 500 ccf (April–Oct.)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.9873	\$1.6369	\$1.3898
	all add. ccf (April–Oct.)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.8347	\$1.4843	\$1.2173
<b>Industrial Service</b>											
Base facilities charge		\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$113.00	\$115.00	\$115.00	\$115.00	\$115.00
Commodity	first 500 ccf	\$1.0097	\$0.9014	\$0.8167	\$0.8952	\$1.0588	\$0.8340	\$0.8285	n/a	n/a	n/a
	all additional ccf	\$0.9455	\$0.8372	\$0.7525	\$0.8310	\$0.9946	\$0.7766	\$0.7751	n/a	n/a	n/a
	first 500 ccf (Nov.–March)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.8058	\$1.4554	\$1.1847
	all add. ccf (Nov.–March)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.7519	\$1.4015	\$1.1238
	first 500 ccf (April–Oct.)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.8046	\$1.4542	\$1.1833
	all add. ccf (April–Oct.)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.7514	\$1.4010	\$1.1232
<b>Interruptible Service</b>											
Base facilities charge		\$210.00	\$210.00	\$210.00	\$210.00	\$210.00	\$213.00	\$215.00	\$215.00	\$215.00	\$215.00
Commodity		negotiated	negotiated	negotiated	negotiated	negotiated	negotiated	negotiated	negotiated	negotiated	negotiated
<b>Seasonal Service</b>											
Base facilities charge		\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	\$39.00	\$41.00	\$41.00	\$41.00	\$41.00
Commodity	first 100 ccf	\$1.3304	\$1.2221	\$1.1374	\$1.2159	\$1.3795	n/a	n/a	n/a	n/a	n/a
	all additional ccf	\$0.9232	\$0.8149	\$0.7302	\$0.8087	\$0.9723	n/a	n/a	n/a	n/a	n/a
	all ccf	n/a	n/a	n/a	n/a	n/a	\$0.7580	\$0.7563	\$0.7328	\$1.3824	\$1.1022
<b>LNG Storage Service (per mcf)</b>											
Reservation charge		\$1.62	\$1.62	\$1.62	\$1.62	\$1.62	\$1.62	\$1.62	\$1.62	\$1.62	\$1.62
Daily demand charge		\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25
Commodity charge		\$12.55	\$12.55	\$12.55	\$12.55	\$12.55	\$12.55	\$12.55	\$12.55	\$15.67	\$15.67



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## Ancillary Program Summary

Ancillary Function: Ancillary Expenditures

The Ancillary Department accumulates expenditures for purchased commodities, debt service, transfers to capital project and cash reserve funds, turnover to the City and operating contingencies. These types of expenditures are necessary to support the activities of the Commission in addition to the operating expenses accounted for in the remaining departments.

Debt service includes the total amount of principal and interest due during the year for various capital asset financings. Administrative and other issuance costs associated with acquiring debt are also included.

Expenditures for purchased commodities including electricity purchased from the Commission’s wholesale provider, natural gas purchased on the open market and liquefied natural gas purchased from vendors are accumulated and reported in this department.

The Commission remits payments to the City as calculated by a specific formula of a stated percentage multiplied by the net amount of fixed assets less bonded debt and additional payments for a portion of recreational and public street lighting. The payments are referred to as “turnover” and are accumulated in the Ancillary Department.

The Commission periodically transfers earned surplus from the operating funds into certain designated capital project and cash reserve funds. The purpose of the transfers is to fund capital expenditures, provide rate stabilization funds to offset rate increases, and to accumulate funds for other items including vehicle purchases and various emergency funds.

Operating contingencies is a budget amount representing the excess of budgeted revenues less budgeted expenses and is used as a balancing tool to present a budget that has equal dollars in revenues and expenditures.

Budget Summary	Budget 2020–2021	Budget 2021–2022	Budget 2022–2023	Budget 2023–2024
Total	\$183,017,818	\$177,082,482	\$190,632,203	\$190,243,895

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# Blueprint

## GUC'S STRATEGIC PLAN

# STRATEGIC PLAN

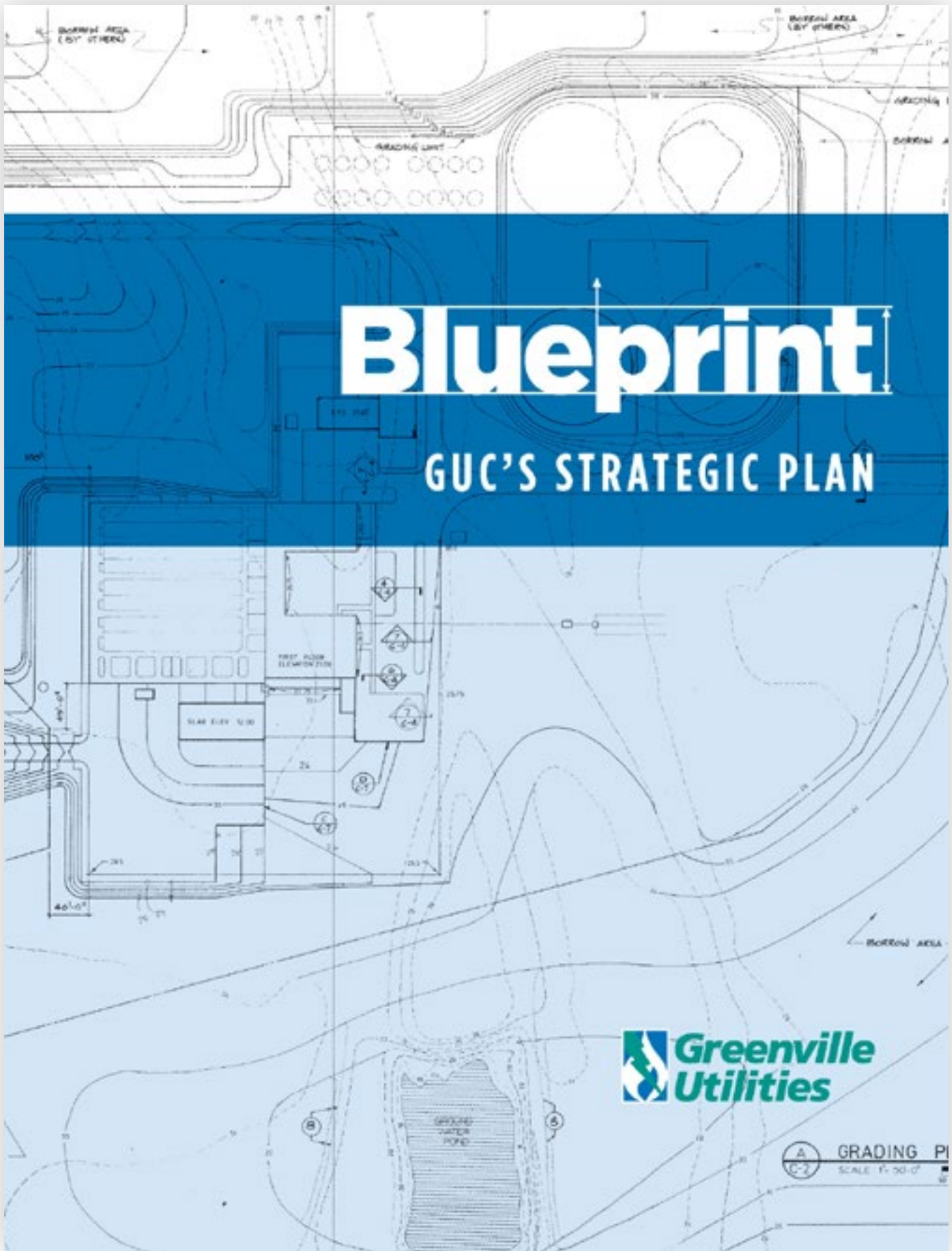
*Fiscal Year 2023–2024 Budget*



# Blueprint

## GUC'S STRATEGIC PLAN





# Blueprint

## GUC'S STRATEGIC PLAN



A GRADING PLAN  
C-2 SCALE 1"=20'-0"

## Letter From The General Manager/CEO

**G**reenville Utilities has been guided by the same vision, mission, and values for over a decade. These elements were developed as part of a strategic plan that helped focus our resources and efforts to meet our customers' needs. Using them, we have been able to achieve a great deal in recent years, focusing on important initiatives related to customer service and safety, among others. As with any good plan, however, times change and revisions must be made to ensure that we are still meeting our customers' needs and headed in the right direction.

In March 2017, we began working on a strategic plan update. The GUC Board of Commissioners recognized the importance of engaging our stakeholders to ensure that we understand their utility-related needs and how we can best meet those needs. We met with a range of customers (from large industries to small businesses - homeowners to renters) and engaged our employees. We gathered all of the input and presented it to the GUC Board of Commissioners.

Our Board listened intently and distilled the information into the areas where our customers said we have done really well and where we should focus our efforts in the future. They updated our vision, mission, and values to reflect the input they had received.

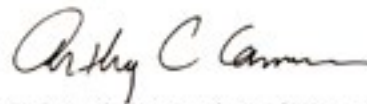
The result of this work is a new strategic plan, our blueprint for the work ahead. We call it "Blueprint - GUC's Strategic Plan" because, like in construction, a

blueprint gives us guidance and shows us what the results should look like if we're doing things the right way.

As you read this executive summary, you will notice that some things have changed, like an added emphasis on our foundational role in helping the growth of the region. Other components have not changed, like our focus on safety and our customers being at the heart of everything we do. We have pared down our objectives to make our goals more manageable and to ensure appropriate focus. Future initiatives and projects will be checked against this plan to make sure they are in alignment with what our customers want, need, and expect from us.

We hope that you will take some time to read through Blueprint to understand what the future holds for us at GUC.

Sincerely,



Anthony C. Cannon, General Manager / CEO



## Governance

GUC customers enjoy the benefits of community-owned, locally-controlled utilities. The GUC Board of Commissioners is made up of people from throughout the service area, both inside and outside the Greenville city limits. This means our leaders are always looking out for the best interest of our customers and our community.

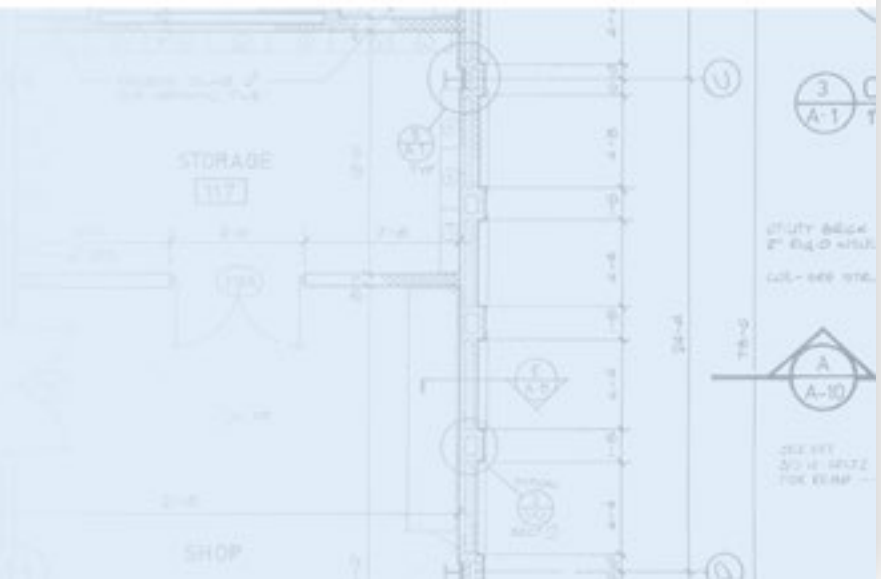
GUC is chartered by the North Carolina General Assembly for the proper management of the public utilities within and outside the city. The current Board is made up of people from across the community with a variety of backgrounds including health care, manufacturing, real estate, education, law, retail, and finance. They are responsible for the entire supervision and

control of the management, operation, maintenance, improvement, and extension of the public utilities, including setting rates. The Board sets the policy direction of the utility and monitors progress on meeting goals and objectives. They hire a professional manager, the General Manager / CEO, to handle the day-to-day management and administration of the organization.



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- 3 Executive Summary
- 5 Guc Strategic Plan
- 6 Objectives
- 7 Perspectives
- 8 Key Performance Indicators
- 9 Creating The Strategic Plan



## Executive Summary

The Greenville Utilities Commission (GUC) Strategic Plan contains six objectives that support the long-term vision for the company. Eight core values and three strategic themes have been identified to guide action progress toward the objectives.

### Vision

To provide safe, innovative, and sustainable utility solutions that serve as the foundation of growth for the Greenville region.

### Mission

Greenville Utilities is dedicated to enhancing the quality of life for those we serve by safely providing reliable utility solutions at the lowest reasonable cost, with exceptional customer service in an environmentally responsible manner.



#### GUC Core Values

- Safety of our employees and customers is a priority.
- We are dedicated to exceeding the expectations of our customers.
- The foundation for our relationships is integrity.
- We recognize employees are our most valuable resource.
- We encourage employee innovation and promote excellence through lifelong learning.
- Strength is found in our appreciation of diversity.
- We are committed to delivering reliable services of the highest quality.
- We support building the community because it is our community too.



#### GUC Strategic Themes

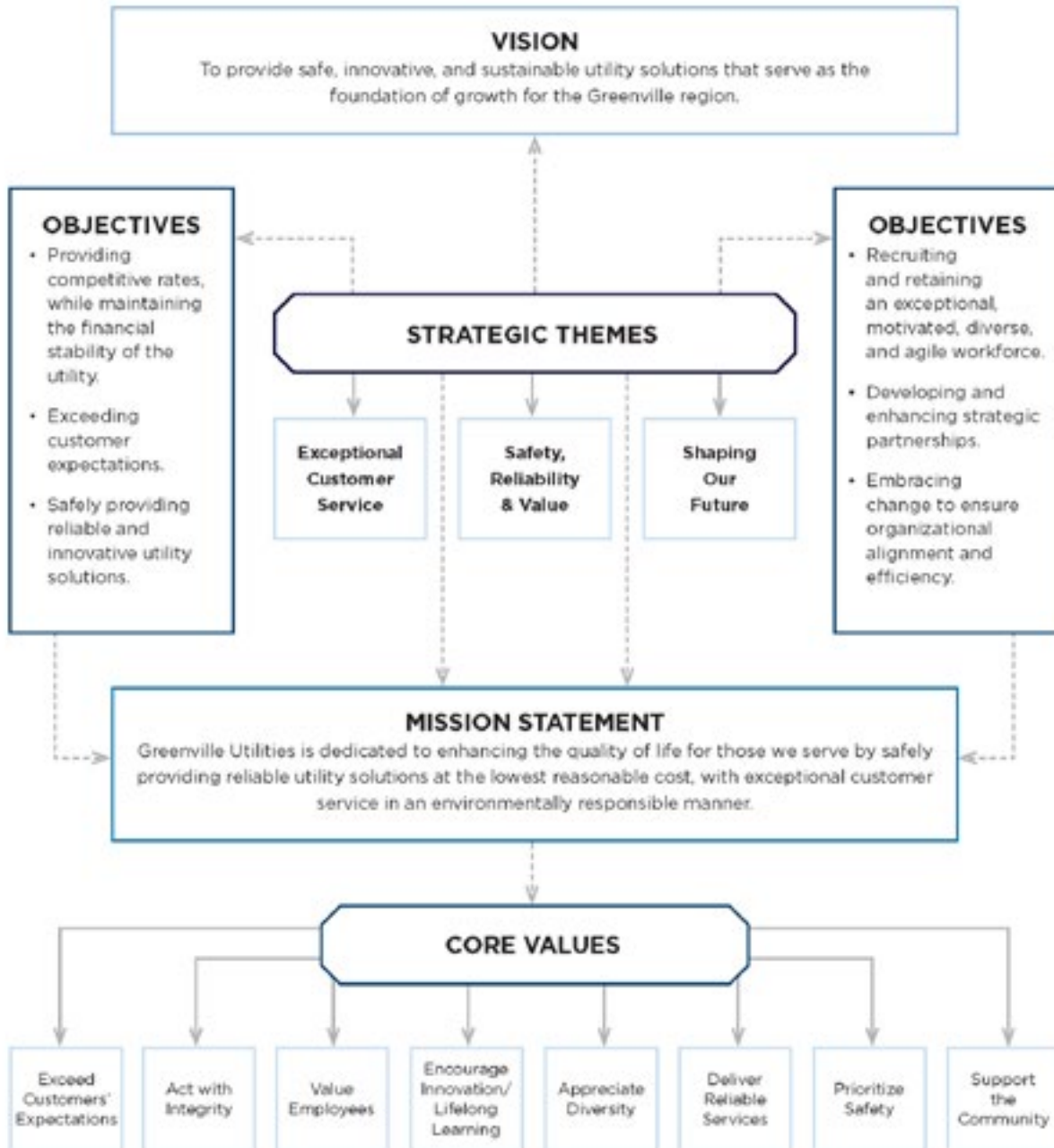
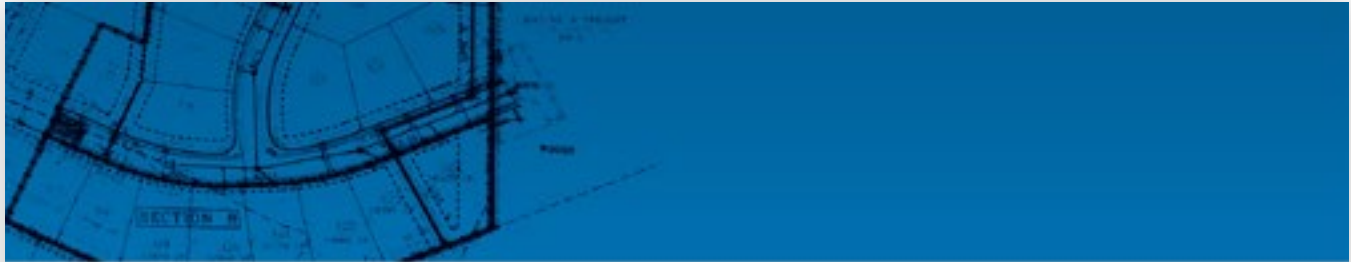
- Exceptional Customer Service  
*Result: Consistently exceeding expectations*
- Safety, Reliability & Value  
*Result: Dependable, quality utility service at the lowest reasonable cost*
- Shaping Our Future  
*Result: Capitalize on new opportunities for growth*



#### GUC Objectives

- Safely providing reliable and innovative utility solutions.
- Exceeding customer expectations.
- Providing competitive rates, while maintaining the financial stability of the utility.
- Recruiting and retaining an exceptional, motivated, diverse, and agile workforce.
- Developing and enhancing strategic partnerships.
- Embracing change to ensure organizational alignment and efficiency.



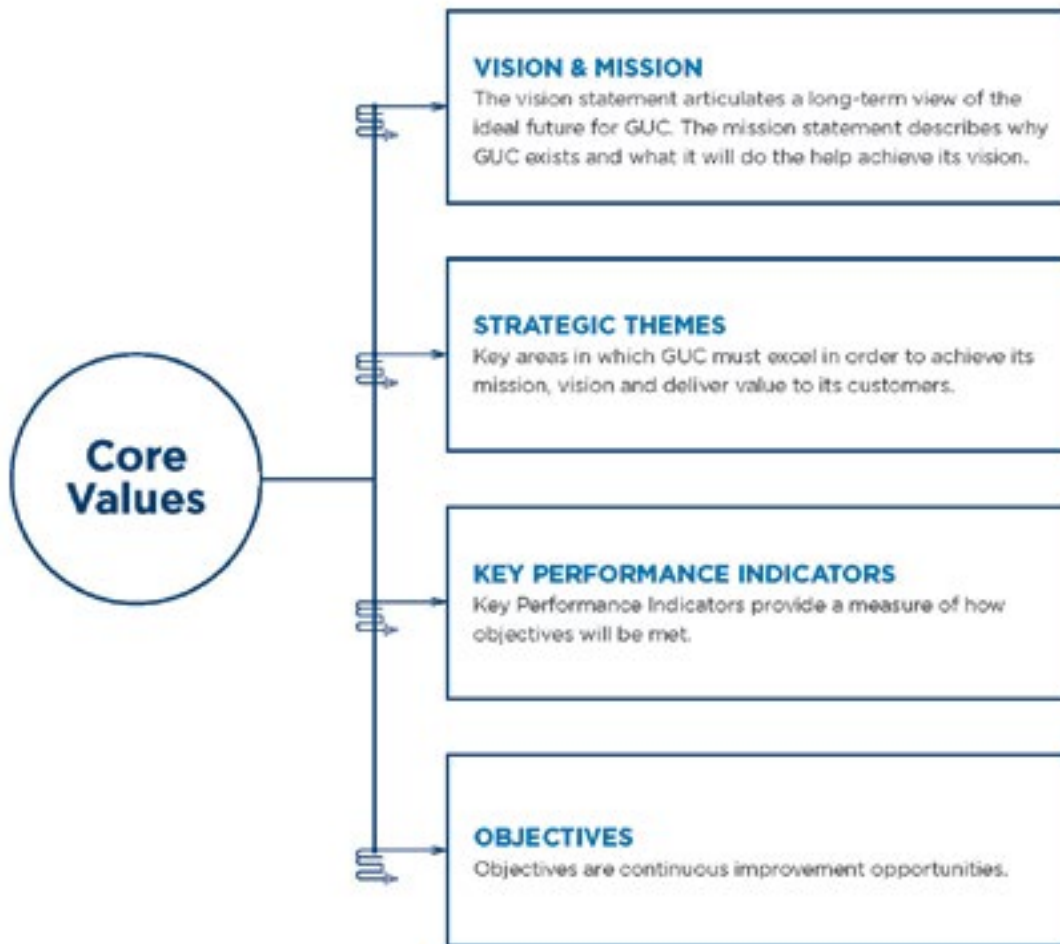


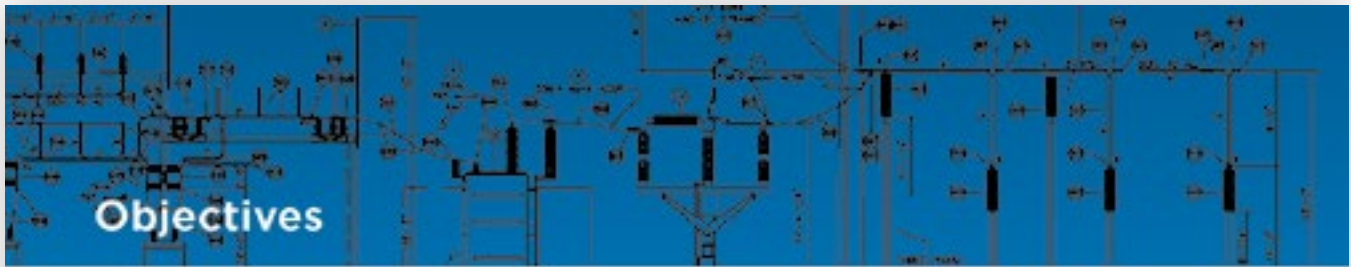


# GUC Strategic Plan

## VISION, MISSION & THEMES

The GUC Board revisited its vision statement and affirmed its support of the current mission and values with minor adjustments. The vision statement articulates a long-term view of the ideal future for GUC. The mission statement describes why GUC exists and what it will do to help achieve its vision. The updated vision and mission statements will guide the work of GUC, ensuring that all activities it undertakes will help achieve the vision. The vision and mission are then rounded out with GUC's Guiding Principles, which represent the beliefs that are shared among the stakeholders of the organization and in turn drive the organization's culture and priorities by providing a framework in which decisions are made.





The GUC Board reviewed its existing objectives and developed new objectives to give future focus.

**1. Safely providing reliable and innovative utility solutions**

- Excel at our core services
- Safety is part of everything we do
- Strive for 100% reliability
- Explore new utility options including alternative energy sources
- Pursue, support, and promote environmental stewardship

**2. Exceeding customer expectations**

- Provide exceptional customer service
- Increase communication and education
- Maintain high level of service standards
- Expand value added services

**3. Providing competitive rates while maintaining the financial stability of the utility**

- Maintain financial integrity
- Strategic asset management
- Long-range planning
- Pursue new revenue opportunities
- Expand our customer base

**4. Recruiting and retaining an exceptional, motivated, diverse, and agile workforce**

- Succession planning
- Foster leadership throughout the organization
- Increase and value diversity in workforce
- Competitive pay and benefits
- Expand training opportunities

**5. Developing and enhancing strategic partnerships**

- Work collaboratively with others to provide optimal services to the region
- Enabling regional growth and economic development
- Effectively influence legislation and regulation for the benefit of our customers and expansion of our customer base
- Partner with community organizations
- Pursue economies of scale with smaller utilities

**6. Embracing change to ensure organizational alignment and efficiency**

- Ensure organizational alignment, unity, and consistency across all of GUC - we are all one organization
- Optimize business processes
- Increasing efficiency
- Increase internal communications so employees can be ambassadors for GUC
- Expand and optimize the use of technology, material and supplies to improve our services
- Use 21st century technology to meet the expectations customers have around information and the personal style of communications today
- Value continuous improvement and always look for opportunities to improve



The GUC strategic plan is balanced in that it ensures four key perspectives are addressed:

- Customers: How do we create value in the eyes of our customers?
- Financial: How should we allocate funds and control costs?
- Internal Business Processes: Are we efficient in how we do the work?
- Employees & Organizational Capacity: How will we sustain our ability to change and improve?

		PERSPECTIVES			
		Customers	Financial	Internal Business Process	Employees & Organizational Capacity
OBJECTIVE	1. Safely providing reliable and innovative utility solutions	●			●
	2. Exceeding customer expectations	●			
	3. Providing competitive rates while maintaining the financial stability of the utility	●	●	●	
	4. Recruiting and retaining an exceptional, motivated, diverse, and agile workforce	●			●
	5. Developing and enhancing strategic partnerships	●	●	●	
	6. Embracing change to ensure organizational alignment and efficiency	●		●	●



## Key Performance Indicators

GUC developed key performance indicators (KPIs) during the strategic planning efforts in 2004 to articulate what the Board requested to monitor the organization progress and to ensure GUC is moving in the right direction. Performance measure scorecards have been developed and are reported to the Commission monthly. The KPIs will be evaluated and updated after the plan is adopted, but in the meantime the existing KPI's will continue to be reported.

### Customer

1. Customer Satisfaction
2. Billing Process Accuracy
3. Installation of New Services
4. Duration of Electric Interruptions (CAIDI)
5. Duration of Electric Interruptions (SAIDI)
6. Frequency of Interruptions in Service - Electric (SAIFI)
7. Response Time to Unplanned Electric Outages
8. Response Time to Cut Gas Lines/Leaks
9. Response Time to Water Leaks/Breaks
10. Typical Monthly Bill Comparisons

### Financial

1. Overtime Costs
2. Bond Rating
3. Days Operating Cash On Hand
4. Debt Service Coverage
5. Fund Balance (available for appropriation)
6. Net Margin
7. Return on Assets
8. Return on Equity

### Internal Business Processes

1. Connections Per Employee
2. Operating Cost Per Customer
3. System Losses - Electric
4. System Losses - Gas
5. System Losses - Water
6. Disruption of Service - Water
7. Preventable Vehicle Accident Rate

### Employee and Organizational Capacity

1. Hours Worked Without a Lost Workday Injury
2. Restricted Workday injuries per 200,000 hours worked
3. Capital Spending Ratio
4. Degree of Asset Depreciation



## Creating The Strategic Plan

The Greenville Utilities Commission's strategic planning process consisted of three key phases, starting with gathering input from GUC employees, customers, and other stakeholders. The second phase was the development of the strategic plan itself, including opportunities for the senior staff and Commissioners to review the draft document followed by a Commission Strategic Planning Retreat. The final phase of the plan is implementation.



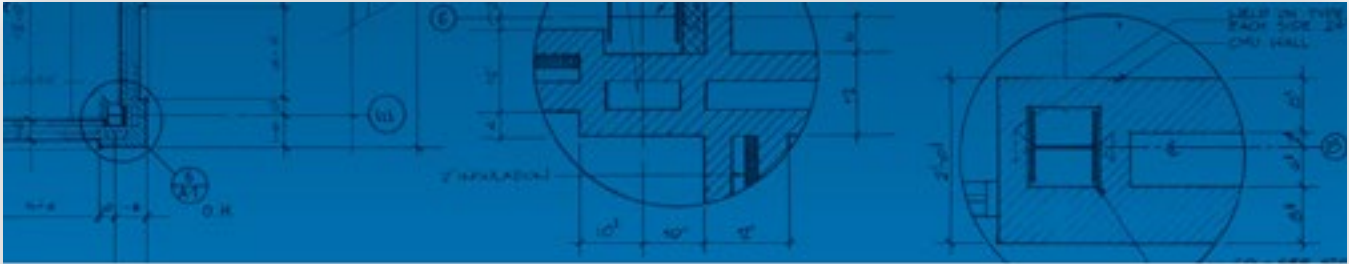
### Phase 1: Staff, Customer and other Stakeholder Input

The first phase of developing this strategic plan consisted of soliciting input from staff, customers, and other stakeholders. During 2017, GUC conducted a customer satisfaction survey, held focus groups with employees and other stakeholders. These efforts were used to help identify the priorities of the staff and customers. Overall findings from employee and stakeholder input sessions are summarized here.

#### Customer Needs

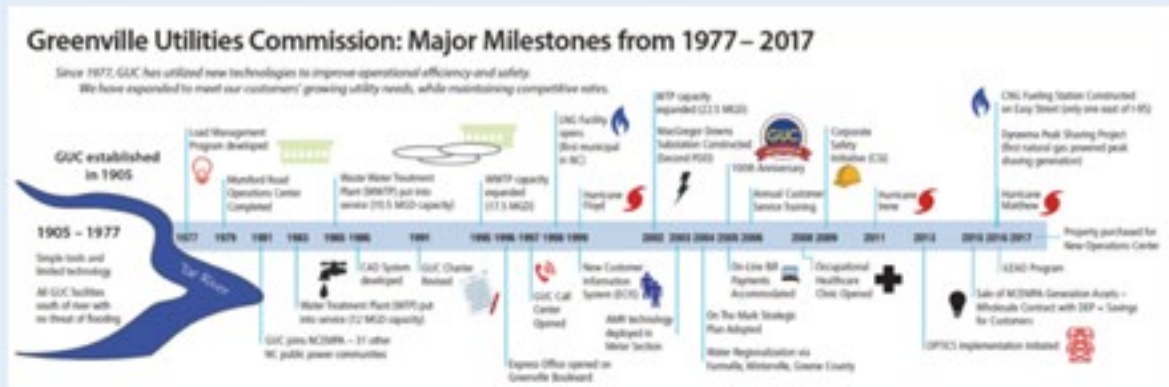
- Safe and reliable service
- Competitive Rates/Be Financially Stable
- Provide Exceptional Customer Service
- Plan for the Future
- Be a Good Steward of the Environment
- Be an engaged community and economic development partner
- Be a regional utilities solution





## Phase 2: Plan Development and Strategic Planning Retreat

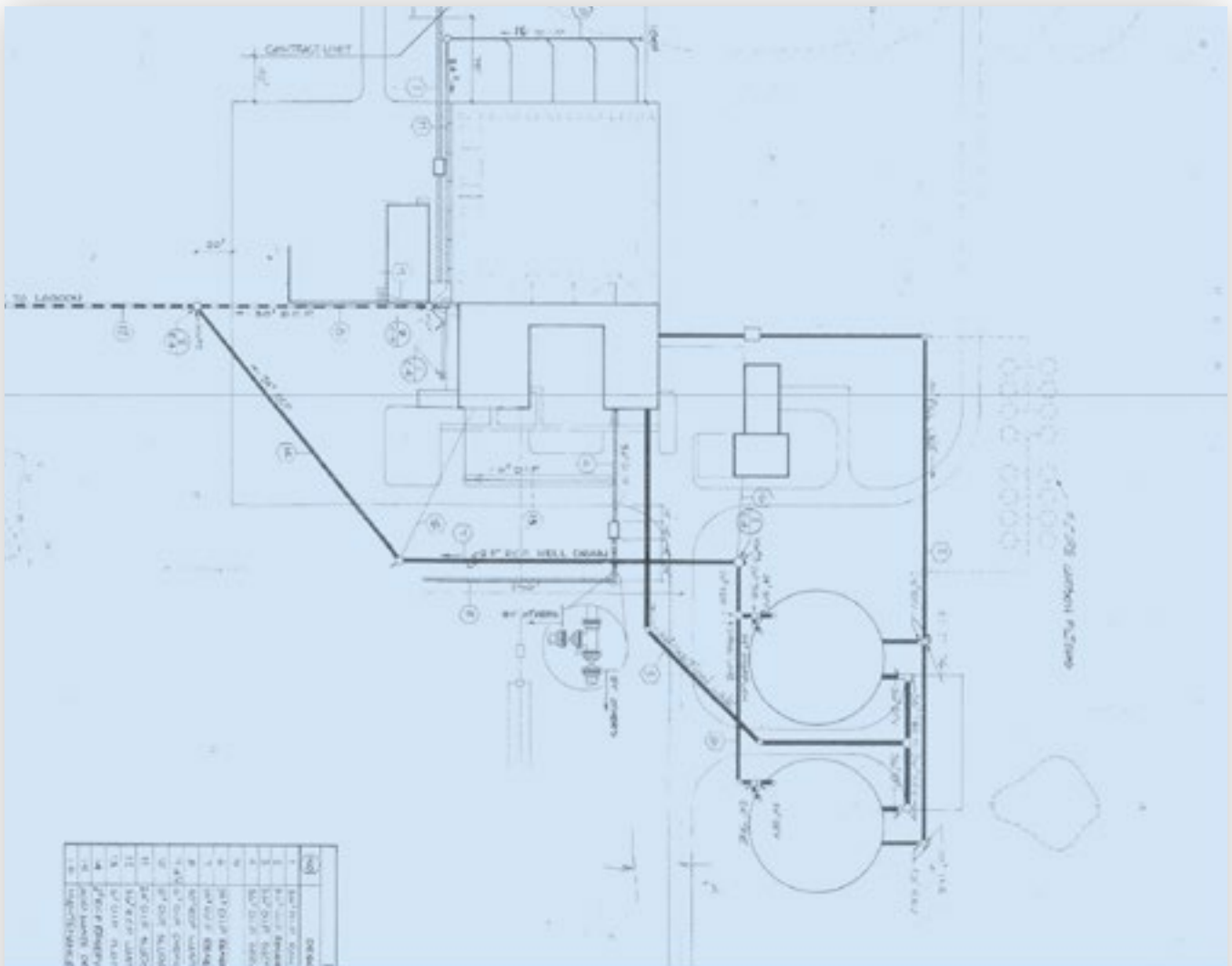
GUC leadership began by reviewing the history of the organization.



In September 2017, the GUC leadership held a Strategic Planning Retreat to review the input gathered during the staff and citizen input phase and began charting a course for the future. Prior to the retreat, Commissioners were interviewed to ascertain their individual desires for the success of the strategic planning process.

## Phase 3: Implementation

The General Manager/CEO has the overall responsibility of ensuring the strategic plan is implemented. The staff will continue the current practice of providing updates to the Commission on the status of implementation of the strategic issues during Board meetings. The General Manager/CEO will propose specific initiatives, programs or projects as a means of implementing the plan and the Commission will monitor progress via the Plan's Key Performance Indicators.



NO.	DESCRIPTION	QTY	UNIT	AMOUNT
1	1/2\"/>	1	EA	100.00
2	3/4\"/>	1	EA	150.00
3	1\"/>	1	EA	200.00
4	1 1/2\"/>	1	EA	300.00
5	2\"/>	1	EA	400.00
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7	4\"/>	1	EA	800.00
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94	492\"/>	1	EA	98400.00
95	498\"/>	1	EA	99600.00
96	504\"/>	1	EA	100800.00
97	510\"/>	1	EA	102000.00
98	516\"/>	1	EA	103200.00
99	522\"/>	1	EA	104400.00
100	528\"/>	1	EA	105600.00



This is a publication of the Public Information Office.

Adopted by the GUC Board of Commissioners 11/16/2017



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# GLOSSARY

**Allocate:** To set apart portions of budgeted expenditures which are specifically designated to other funds

**Annual Budget:** A budget covering a single fiscal year (July 1 – June 30)

**Appropriation:** An authorization made by the legislative body of a government which permits a specific amount of money to be expended for the purchase of goods and services

**APGA:** American Public Gas Association

**APPA:** American Public Power Association

**Assets:** Resources owned or held by Greenville Utilities Commission that provide positive economic value

**Balanced Budget:** A budget in which the sum of estimated net revenues and appropriated fund balance is equal to appropriations

**Board of Commissioners:** The 8 member governing board of the Commission; Commissioners serve for a term of one year

**Bond:** A certificate of debt issued by a government or corporation guaranteeing periodic payments of interest and return of original investment on specified future dates

**Bond Issue:** The sale of governmental bonds as a means of borrowing money

**Bond Rating:** A grade given by bond rating agencies (Moody's, S&P, and Fitch) indicating a government's investment qualities; ratings range from AAA

(highest) to D (lowest) and the higher the rating the lower the interest rate on the bonds

**Budget:** A financial plan for a specific fiscal year that contains both the estimated revenues to be received and the proposed expenditures to be incurred during the year

**Budget Amendment:** A legal procedure utilized by Greenville Utilities Commission to revise a budget appropriation

**Budget Calendar:** The schedule of key dates which a government follows in the preparation and adoption of the budget

**Budget Document:** A formal document presented to the Board of Commissioners containing Greenville Utilities Commission's financial plan for the fiscal year

**Budget Message:** A written overview of the proposed budget from the CEO/General Manager to the Board of Commissioners which discusses the major budget items, changes from the current and previous fiscal years, and the views and recommendations for the upcoming fiscal year

**Budget Ordinance:** A schedule adopted by the City Council which summarizes revenues and expenses by source and fund for the coming fiscal year

**CAIDI:** Customer Average Interruption Duration Index

**Capital Asset:** A project expected to have a useful life of at least 2 years and an estimated total cost of \$5,000 or more

**Capital Improvement Program (CIP):**

A plan which identifies and estimates the nature, schedule, cost, priority, and financing of long-term assets with an expected life of at least 10 years and a total cost of \$100,000 or more

**Capital Outlay:** Items of significant value and having a useful life of several years

**Capital Project:** Projects established to account for the cost of capital improvements; a capital project would be a purchase of land and/or the construction of or improvements to a facility or infrastructure

**Debt Service:** The sum of money required to pay installments of principal and interest on borrowed funds according to a pre-determined payment schedule

**Enterprise Fund:** A government owned fund that provides goods and services to the general public

**Expenditures:** Actual payment for goods and services received

**Financial Reserves Policy:** A policy to identify prudent reserve levels to mitigate risk while promoting long-term financial stability

**Fiscal Year:** A twelve-month period for which an organization plans the use of its resources; the Commission's fiscal year is July 1 – June 30

**Fixed Assets:** Assets of long-term nature that are intended to continue to be held or used, such as land, buildings, machinery, and other equipment

**Fund:** A set of interrelated accounts to record revenues and expenditures associated with a specific purpose

**Fund Balance:** The sum of cash and investments less the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts

**Generally Accepted Accounting Principles (GAAP):** The set of accounting standards, rules and procedures used by governmental agencies to account for the receipt and expenditure of funds

**GIS:** Geographic Information System

**HBCU:** Historically Black Colleges and Universities

**Investment Policy:** A policy to invest public funds that will provide the highest return with the maximum security while meeting the daily cash flow demands of the entity and conforming to all state and local statutes governing the investment of public funds

**kWh:** kilowatts per hour

**KPI:** Key Performance Indicators which are specific quantitative and qualitative measures of work performed as an objective of specific departments

**Local Government Fiscal Control Act:** This act governs all financial activities of local governments within the State of North Carolina. Greenville Utilities Commission's budget is prepared in compliance with this Act

**LNG:** Liquefied Natural Gas

**Long Term Debt:** Debt with a maturity of more than one year after the date of issuance

**MCNC:** MCNC provides internet and data center services to all government and university entities in NC.

**MGD:** Million gallons per day

**Modified Accrual Basis of Accounting:** A basis of accounting under which revenues are recognized in the period they become available, and expenditures are recognized in the period the associated liability is incurred.

**NCDEL:** North Carolina Department of Labor

**NCEMPA:** North Carolina Association of Municipal Electric Systems

**NCUC:** North Carolina Utilities Commission

**OPEB:** Other Post-Employment Benefits Liability (GASB 43 and GASB 45)

**Operating Expenses:** The cost for personnel, materials and equipment required for a department to function

**Ordinance:** A piece of legislation enacted by a municipal authority

**Pay-as-you-go Basis:** A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing

**PHMSA:** Pipeline and Hazardous Materials Safety Administration; provides grant opportunities designed to improve damage prevention, develop new technologies, and improve pipeline safety

**Revenue Bonds:** Bonds usually sold for constructing a project that will produce revenue for the entity; all or part of the revenue is used to pay the principal and interest of the bond

**Revenues:** Funds that are received as income

**SAIFI:** System Average Interruption Frequency Index

**State Revolving Fund (SRF) Loan:** A fund administered by a U.S. state for the purpose of providing low-interest loans for investments in water and sanitation infrastructure

**Strategic Plan:** A process for determining an organization's goals in the next year, or, more typically, 3 to 5 years (long term)

**WWTP (Wastewater Treatment Plant):** A facility that controls and filters out raw sewage and water-treating both to meet standards set by state and federal guidelines for the discharge of the effluent into streams and rivers or for reuse, and for the proper disposal of the sludge

**WTP (Water Treatment Plant):** A facility that monitors and controls the quality of water, to include purity and turbidity as required by state and federal guidelines



An aerial photograph of a city at sunset. The sky is filled with soft, golden light and scattered clouds. A wide river flows through the center of the frame, reflecting the warm colors of the setting sun. On the left bank, a paved walkway follows the curve of the river. The right bank is densely packed with green trees and some buildings. In the foreground, a multi-lane bridge spans across the river. The overall scene is peaceful and scenic.

# *Greenville Utilities*









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