

MAKING A DIFFERENCE

TODAY. TOMORROW. *TOGETHER.*



Greenville Utilities Commission of the City of Greenville, NC

FY2022-2023 BUDGET

Greenville Utilities

This budget reference book was prepared by the Finance Department.

BOARD OF COMMISSIONERS:

Tommy Stoughton, Chair

Minnie Johnson Anderson, Chair-Elect

Kelly L. Darden, Jr., Secretary

Ann Wall

Peter Geiger

Lindsey Griffin

Kristin Braswell

Ferrell L. Blount III

Anthony C. Cannon,

General Manager/CEO

Chris N. Padgett,

Assistant General Manager/CAO

Jeff McCauley, CPA,

Chief Financial Officer

FINANCE DEPARTMENT STAFF:

Jonathan Britt, PE, Manager of
Advanced Analytics

Tanya Brown, Accounting Technician II

Kim Coggins, CLGFO, CBEO, Accountant/Auditor III

Sandy Dail, CFE, Accountant/Auditor IV

Meredith Dent, Accountant/Auditor I

Cleve Haddock, CLGPO, Procurement Manager

Will James, Buyer I

Cynthia Langley, Accounting Manager

Heather Manning, Accountant/Auditor III

Caitlyn McLawhorn, Accounting Technician I

Molly Ortiz, Senior Financial Planning & Rates Analyst

Kelly Powell, Accountant/Auditor I

Margie Taylor, Accountant/Auditor IV

Amanda Wall, CPA, Senior Financial Planning & Rates Analyst

Brandie Whitehurst, PACE, Senior Administrative Assistant

Table of Contents

Introductory Section	1
Budget Message	1-6
Greenville Utilities Profile	7
City of Greenville/Pitt County	8-16
Greenville Utilities Organizational Chart	17
Greenville Utilities Personnel Summary	18
Organization Positions by Department	19
City of Greenville, NC Ordinance No. 22-046	20-21
Summaries Section	23
Overview	23-24
Revenue and Expenditures: All Funds	25
Revenue and Expenditures: Electric	26
Revenue and Expenditures: Water	27
Revenue and Expenditures: Sewer	28
Revenue and Expenditures: Natural Gas	29
Budget by Department	30
Expenditures by Department	31
Summary of Revenue by Rates and Charges	32
Summary of Revenue by Other Major Categories	33
Summary of Expenditures by Major Categories	34
Commission Budget by Department	35-36
Budget Planning	37
Overview	37
Budget Calendar	38
Budget Process	39
Debt Service	40-41
Financial Policies	42-45

Table of Contents Cont.

Fund Balance	46
Net Position	47
Capital Improvements Plan/Overview	48
Five-Year Spending Plan: Electric	49
Five-Year Spending Plan: Water	50
Five-Year Spending Plan: Wastewater	51
Five-Year Spending Plan: Natural Gas	52
Five-Year Spending Plan: Facilities & Other Support Groups	53
Capital Improvements Funding Plan	54
Capital Projects/Overview	55
Capital Improvements Planning & Project Prioritization	56–57
Customer Care & Billing Software Upgrade	58
Frog Level Pump Station Improvements	59
New Operations Center Building 1	60
Long-Term Financial Planning	61
Financial Forecast	62–71
Financial Plan	72–76
Budgets by Department	77–120
Governing Body and Administration /Program Summary	77
Personnel Summary	78
Department Overview/Budget	79
Program Alignment to Strategic Objectives	80
Finance/Program Summary	81
Personnel Summary	82–83
Department Overview/Budget	84–85
Program Alignment to Strategic Objectives	85
Human Resources/Program Summary	86
Personnel Summary	87
Department Overview/Budget	88–89
Program Alignment to Strategic Objectives	89

Information Technology/Program Summary	90
Personnel Summary	91
Department Overview/Budget	92
Program Alignment to Strategic Objectives	93
Customer Relations/Program Summary	94
Personnel Summary	95
Department Overview/Budget	96
Program Alignment to Strategic Objectives	97
Development Activities/Program Summary and Budget	99
Personnel Summary	99
Electric Operations and Meter Service/Program Summary	100
Personnel Summary	101-102
Department Overview/Budget	103-104
Program Alignment to Strategic Objectives	104
Direct Electric Rates	105-107
Water Resources (Water and Wastewater)/Program Summary	108
Personnel Summary	109-110
Department Overview/Budget	111-112
Program Alignment to Strategic Objectives	112
Direct Water and Wastewater Rates	113-114
Natural Gas and Utility Locating Service/Program Summary	115
Personnel Summary	116
Department Overview/Budget	117
Program Alignment to Strategic Objectives	118
Direct Natural Gas Rates	119
Ancillary/Program Summary and Budget	120
Strategic Planning: Blueprint	122-133
Glossary	134-135

Distinguished Budget Presentation Award

Greenville Utilities Commission (GUC) received the Government Finance Officers Association’s (GFOA) Distinguished Budget Presentation Award for its budget presented by the GFOA.

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, 2021

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 2022- 23 Budget that was developed using the values and objectives identified in our “Blueprint – GUC’s Strategic Plan.” At the core of everything we do is a focus on facilitating regional growth, safely providing reliable and innovative utility solutions, and providing exceptional customer service.

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 provide 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 2022–23 budget are listed below:

- Expenditures budgeted for FY 2022-23 have increased by 8.4%, or \$22.3M, when compared to the FY 2021–22 original budget. Key points are:
 - \$6.8M increase in operations
 - \$482K decrease in purchased power
 - \$1.9M increase in capital outlay
 - \$15.3M increase in purchased gas
 - \$447K decrease in debt service
 - \$500K decrease in transfers to capital projects
 - \$650K decrease in transfers to rate stabilization
- No rate adjustment for the Electric Fund
- 3.1% rate increase for the Water Fund, a 3.5% reduction from last year’s forecast
- No rate adjustment for the Sewer Fund
- 2.7% rate increase for the Gas Fund, a 2.7% increase from last year’s forecast
- Funding for a 4% employee merit/market adjustment
- Funding for a 3% increase in salaries as the result of upcoming pay study
- 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
- Eight new permanent positions and one new part-time intern position to address increased workload
- 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 \$14.6M for capital outlay to maintain system reliability and comply with regulatory requirements
- Annual turnover or transfer of \$7.0M to the City of Greenville in accordance with the Charter issued by the North Carolina General Assembly

Highlights of the FY 2022–23 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 2022–23, GUC will be establishing capital projects totaling \$8.0M.

Key Factors Affecting the FY 2022–23 Budget

As the Commission begins its 117th year of providing utility services, many challenges and opportunities present themselves regarding the development of the budget.

Commodity Costs

The largest expenditures in the 2022–23 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.

Bethel Water & Sewer Merger

The Town of Bethel, NC has been a GUC wholesale sewer customer since 1999 and wholesale water customer since 2005. With only approximately 650 connections and significant system performance issues in need of mitigation, the cost of operating and maintaining the water and sewer systems became unsustainable for the Town. The Town received State support to pursue an initial O&M agreement with GUC, followed by a merger of the water and sewer systems with GUC's systems. A \$4.5 million grant was awarded by the State to be used for making the repairs and improvements necessary to bring the performance of the water and sewer systems into compliance with GUC's standards. In April 2021, Bethel and GUC entered into an agreement to transfer ownership of the Bethel water and sewer systems to GUC.

The merger enabled immediate reductions in Bethel area customer water and sewer bills ranging from 24% to 27%.

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 2022-23 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 third of four rate increases included in the plan. Monthly bills for residential customers using 6 kGal will increase 3.1%. Gas base rates will be increased for the first time since FY 2008. The typical residential gas customer bill will increase 2.7%. No rate increases are proposed for electric or sewer customers.

Capital Investment

The Commission serves more than 167,300 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.

A new Fleet Maintenance Building was completed in late spring. This 22,600 square foot facility located on GUC's new Operations Center site, serves to move the fleet servicing and repair operations out of the flood plain. The state-of-the-art facility is staffed by 13 team members and is designed to allow full maintenance capabilities to a very diverse fleet of 653 assets including small power equipment, trailers, material movers, light and medium duty passenger and load carrying vehicles, and heavy-duty trucks such as dump trucks, road tractors, boom trucks and buckets. The project's construction phase was scheduled for an 11-month duration with a total design-build project cost of \$7.75 million.

The Commission is also currently implementing a Water Treatment Plant (WTP) expansion project. Since its last expansion in 2002, the customer base and system demand continue to increase. The system is nearing capacity, and an upgrade is now necessary to manage additional demand. The project will expand the water treatment plant 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.

COVID Impact

On March 11, 2020, the World Health Organization declared a global pandemic following the outbreak of COVID-19, a respiratory disease caused by a new strain of coronavirus. The COVID-19 outbreak altered the behavior of businesses and people and affected travel, commerce and financial markets globally.

In response to the pandemic, GUC completed renovations to both customer facing facilities to accommodate four new drive-thru windows at each location. A new payment vendor was contracted and an overhaul of the online account management website was completed in an effort to make online and over-the-phone payments faster, easier, and with lower or eliminated convenience fees. The Commission also worked closely with State and local officials to ensure that COVID-relief funding was properly distributed and applied to customers' bills.

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.

Awards

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 APPA recognized the Commission in 2020 as a Smart Energy Provider (SEP) 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. The Commission joins 27 public power utilities nationwide that received the SEP designation. In total, 94 public power utilities nationwide hold the SEP designation.

The WTP recently received two awards in 2020: the North Carolina Area Wide Optimization Award (AWOP) and the national Partnership for Safe Water Directors Award. This marks the fifth year in a row that the WTP has received the State award. The NC Division of Water Resources has included the Commission among the 55 out of 149 water treatment plants in the State honored for surpassing federal and state drinking water standards in 2019. The award recognition is a state effort to enhance the performance of existing surface water treatment facilities. The WTP also received the “Directors Award” from the Partnership for Safe Water. This is a program developed by the Environmental Protection Agency (EPA) and American Water Works Association (AWWA) to guide water suppliers towards improving water quality by optimizing system operations. It is similar in nature to AWOP, but goes a step further with a four-phased approach and a peer review, with Phase IV being the highest level of achievement. The Commission was the only award recipient from North Carolina this year and the eighth water treatment plant from the State to ever receive this prestigious award. The WTP is eligible for this recognition every five years by continuing to provide the required annual reports to the Partnership.

Hats off to our Wastewater Treatment Plant (WWTP) “Smooth Operators” team for making history last Fall when they became the first team in the United States and Canada to place 1st Overall in the brand-new Division III of the Water Environment Federation (WEF) Operators Challenge. The competition showcases how operators and technicians overcome challenges and emergencies. The WEF has developed what is considered the industry’s most rigorous professional development program – the WEFtec Operations Challenge.

GUC’s Public Information Office was recognized by the Association of Marketing and Communication Professionals (AMCP) in 2021 with a gold award for two virtual tour videos produced in 2020. PIO submitted two video entries for the Viddy Awards. The “Water and Wastewater Treatment Plant Tours” won gold in the long form educational category while “Remembering Hurricane Floyd” received an honorable mention in the long form historical category.

Safety is a top priority for GUC. 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 some departments, this was the 14th consecutive year earning awards. In all, the Commission was honored with seven safety awards in 2021. 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 Human Resources and the WWTP (14th year for both), Customer Relations (8th year), Red Banks (7th year), WTP (4th year), Electric Department (2nd year), and Express Office (1st 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 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, 2021. 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 six years. The Commission also earned the GFOA Certificate of Achievement for Excellence in Financial Reporting for the twelfth 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 eleventh 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 14 member agencies throughout North Carolina and South Carolina to receive this designation for fiscal year 2021.

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 “Careers In Your Own Backyard” job fairs at our local Pitt County high schools. 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 third 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. To date, GUC has donated over 2,800 fans to needy families in our community. 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 \$37,000. The Commission is also a member of the Greenville-Pitt County Chamber of Commerce and actively participates in chamber-related events.

SUMMARY

The FY 2022–23 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. GUC 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.

On behalf of the entire staff at GUC, I am pleased to present this budget for FY 2022–23.



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



Tommy Stoughton
Chair



Minnie Johnson Anderson
Chair-Elect



Kelly L. Darden, Jr.
Secretary



Ann Wall
City Manager



Peter Geiger
Board Member



Lindsey Griffin
Board Member



Kristin Braswell
Board Member



Ferrell Blount III
Board Member



INTRODUCTORY SECTION

Fiscal Year 2022-2023 Budget



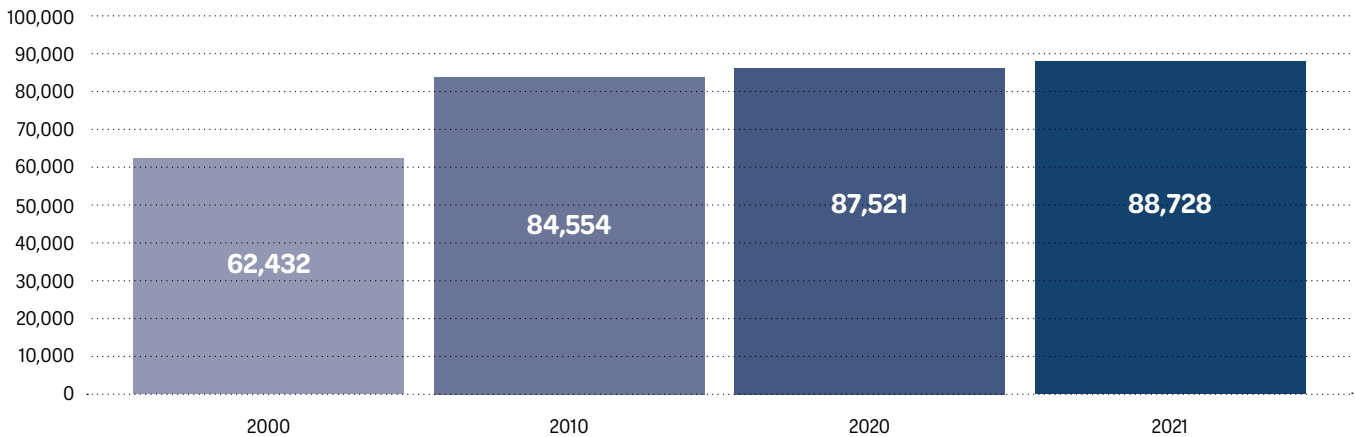
City of Greenville/Pitt County

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	42,882	47,660
2020	45,169	50,305



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 third largest university in the State with nearly 29,000 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 new, 220,000 square foot, \$122 million student union building and adjacent 720-car parking garage opened in January 2019 on the main campus. A new \$90 million Life Sciences and Biotechnology building opened last fall as one of the first new phases 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 investment in the



ECU Campus

City. ECU has 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..

Vidant Health operates Vidant Medical Center in the City. Vidant Medical Center is one of four academic medical centers in the State and is the teaching hospital for ECU's Brody School of Medicine. The 909-bed medical center offers a regional heart center and a level one trauma center which serves over 1.4 million residents in the region. Vidant Medical Center employs over 6,760 employees. A new \$170 million, six-story, 96 bed cancer center opened at Vidant Medical Center in 2018.

Thermo Fisher Scientific has become one of North Carolina's largest pharma manufacturers and recently announced last fall to provide 290 new jobs as part of an expansion of operations in the City. That is on top of a \$500 million project which is expected to add 500 jobs. Also last fall, Thermo Fisher announced a \$154 million investment in Pitt County. The company's current facility is 1.5 million square feet and is a multipurpose pharmaceutical manufacturing campus, including packaging, covering 640 acres, and employs more than 1,200 employees.

DSM 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. DSM 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, DSM's products are used in bullet resistant armor and clothing for



Wildwood Park

police and military personnel and are an important component in ropes, cables and nets in the fishing, shipping and offshore industries. DSM employs over 330 people.

Pitt Community College, a community college in Winterville, serves more than 23,000 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 early 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.

Mayne Pharma 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 completed in 2018, the company added roughly 100 new jobs. Mayne Pharma recently launched new drugs that will be made at its new facility.

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:

Continued on page 12.



Continued from page 11.

Greenville Town Common

chemical, specialty chemical, mining, power port facilities/ terminals, pulp and paper, oil and gas, light industrial pharmaceutical and manufacturing. The company employs approximately 485 people.

Grady-White Boats completed the expansion of their manufacturing facility in 2019. This \$6 million project added over 70,000 square feet to create additional production capacity, added at least 65 new jobs, and continues to make additional investments in the Greenville area.

Victra, Inc., the largest, exclusive, premium retail partner for Verizon Wireless announced in 2020 they would expand their operations in Greenville adding 125 position by the end of 2023 and an additional 75 jobs by the end of 2025. Victra will be located in the former Wells Fargo Call Center. New positions will include sales associates, IT professionals, Human Resources staff, operations analyst, 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, Pitt Community College (“PCC”) offers associate degree programs, certificate programs, diploma programs and college transfer programs. It is a member of the North Carolina Community College system. PCC is the sixth largest community college in the

State and is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate degrees. The college serves over 23,000 students and employs over 1,100 people. Pitt County Public Schools serves over 23,000 students in 38 schools and employs approximately 3,699 employees. The student-teacher ratio is approximately 14 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) completed a 12.5-mile interstate-type Southwest Bypass costing \$200 million in the Fall of 2019. To ease the flow of traffic from the City to Vidant Medical Center, the NCDOT opened a 1.4-mile highway costing \$35 million in April 2019. During the calendar year 2018, the \$8.4 million GK Butterfield Transportation Center was successfully

completed. The 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. The second phase of construction is currently underway.

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 2022))

Company/Institution	Product/Service	Approximate Number of Employees
Vidant Health	Health Care	6,760
East Carolina University	Education	5,672
Pitt County Public Schools	Education	3,699
Patheon, Inc. (Thermo Fisher Scientific)	Pharmaceuticals	1,261
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	1,000
ASMO Greenville of North Carolina	Electric Motors	722
Mayne Pharma, Inc.	Pharmaceuticals	629

Pitt County Unemployment Percentage | Last five years by month (The NC Dept of Commerce, Labor & Economic Analysis Division)

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

Ten Largest Customers | Current Year and Nine Years Ago

Electric Fund		Fiscal Year 2022		Fiscal Year 2013	
Customer	Product/Service	Amount Billed	Percentage of Total Revenue	Amount Billed	Percentage of Total Revenue
Patheon Manufacturing Services LLC ¹	Pharmaceuticals	\$5,640,848	3.23%	6,898,675	3.68%
DSM Dyneema, LLC	High Performance Fibers	5,051,582	2.89%	4,004,949	2.13%
Vidant Health ²	Health Care	4,308,073	2.47%	5,248,948	2.80%
East Carolina University	Education	3,591,151	2.06%	4,722,671	2.52%
Attends Healthcare Products	Medical Products	3,463,022	1.98%	3,122,023	1.66%
East Carolina University	Education	2,671,647	1.53%	3,309,054	1.76%
East Carolina University	Education	2,470,180	1.41%	2,102,771	1.12%
Vidant Health ²	Health Care	2,168,885	1.24%	1,777,981	0.95%
City of Greenville	Government	2,009,171	1.15%	--	--
Mayne Pharma Inc. ³	Pharmaceuticals	1,530,706	0.88%	--	--
ASMO of Greenville	Motors	--	--	1,511,554	0.81%
Hyster Yale Group ⁴	Fork Lift Trucks	--	--	1,262,624	0.67%
Total		\$32,905,265	18.84%	\$33,961,250	18.10%

Water Fund		Fiscal Year 2022		Fiscal Year 2013	
Customer	Product/Service	Amount Billed	Percentage of Total Revenue	Amount Billed	Percentage of Total Revenue
Patheon Manufacturing Services LLC ¹	Pharmaceuticals	931,064	3.92%	657,614	4.24%
Town of Farmville	Government	918,769	3.87%	682,978	4.41%
Town of Winterville	Government	361,199	1.52%	96,517	0.62%
Vidant Health ²	Health Care	262,245	1.11%	238,997	1.54%
DSM Dyneema, LLC	High Performance Fibers	183,335	0.77%	108,053	0.70%
DSM Dyneema, LLC	High Performance Fibers	177,057	0.75%	--	--
Vidant Health ²	Health Care	166,115	0.70%	67,912	0.44%
Fuji Silysia Chemical USA, LTD	Silica Gel	148,747	0.63%	72,869	0.47%
Vidant Health ²	Health Care	127,992	0.54%	65,106	0.42%
Stokes Regional Water Corporation	Water Utility	104,688	0.44%	--	--
East Carolina University	Education	--	--	71,905	0.46%
Greenville Housing Authority	Apartments	--	--	52,335	0.34%
Total		\$3,381,211	14.25%	\$2,114,286	13.64%

¹Formerly DSM Pharmaceuticals, Inc.
²Formerly Pitt County Memorial Hospital
³Formerly NACCO Materials Handling
⁴Formerly Metrics, Inc

Continued on page 16.

Continued from page 15.

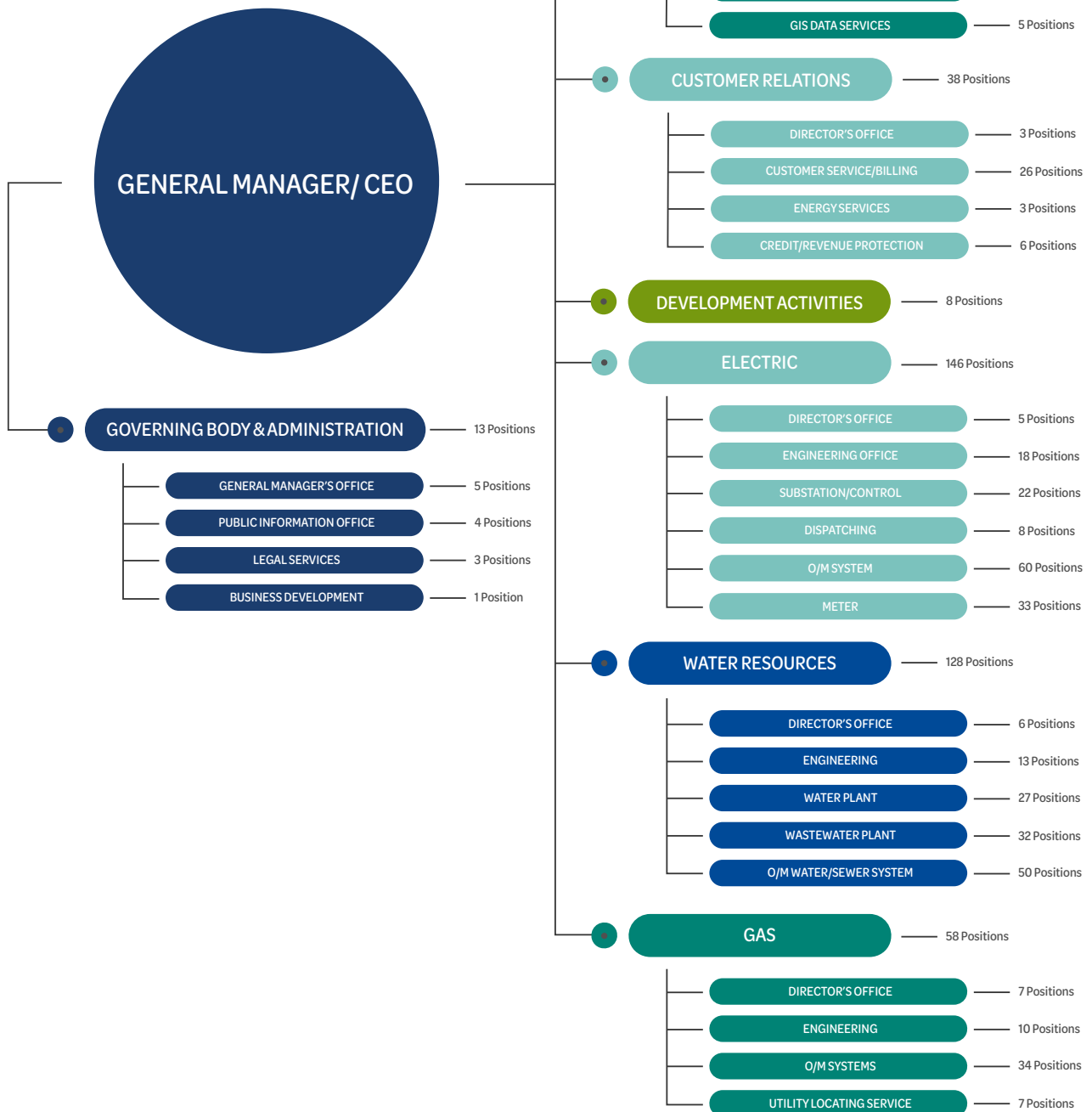
Sewer Fund		Fiscal Year 2022		Fiscal Year 2013	
Customer	Product/Service	Amount Billed	Percentage of Total Revenue	Amount Billed	Percentage of Total Revenue
Patheon Manufacturing Services LLC ¹	Pharmaceuticals	\$843,081	3.46%	756,068	4.43%
DSM Dyneema, LLC	High Performance Fibers	730,409	3.00%	287,639	1.69%
Vidant Health ²	Health Care	401,144	1.65%	406,135	2.38%
Vidant Health ²	Health Care	253,404	1.04%	112,175	0.66%
Fuji Silysia Chemical USA, LTD	Silica Gel	240,195	0.99%	130,523	0.77%
Vidant Health ²	Health Care	195,783	0.80%	110,555	0.65%
Mayne Pharma Inc. ³	Pharmaceuticals	148,919	0.61%	--	--
Town of Bethel	Government	117,307	0.48%	445,843	2.62%
East Carolina University	Education	111,216	0.46%	122,076	0.72%
Greenville Housing Authority	Apartments	97,286	0.40%	--	--
Pitt County	Government	--	--	57,777	0.34%
Town of Grimesland	Government	--	--	55,143	0.32%
Total		\$3,138,744	12.90%	\$2,483,934	14.58%

Gas Fund		Fiscal Year 2022		Fiscal Year 2013	
Customer	Product/Service	Amount Billed	Percentage of Total Revenue	Amount Billed	Percentage of Total Revenue
Patheon Manufacturing Services LLC ¹	Pharmaceuticals	\$2,984,384	7.59%	\$3,022,635	9.63%
East Carolina University	Education	2,527,577	6.43%	2,889,629	9.21%
Vidant Health ²	Health Care	2,158,285	5.49%	1,780,473	5.68%
DSM Dyneema, LLC	High Performance Fibers	1,668,732	4.24%	1,027,759	3.28%
Mayne Pharma Inc. ³	Pharmaceuticals	1,194,175	3.04%	354,926	1.13%
Vidant Health ²	Health Care	1,170,862	2.98%	598,668	1.91%
East Carolina University	Education	868,268	2.21%	910,058	2.90%
Fuji Silysia Chemical USA, LTD	Silica Gel	734,937	1.87%	393,416	1.25%
Hyster Yale Group ⁴	Fork Lift Trucks	620,579	1.58%	302,919	0.97%
Patheon Manufacturing Services LLC ¹	Pharmaceuticals	564,725	1.44%	--	--
DSM Dyneema, LLC	High Performance Fibers	--	--	732,396	2.33%
Total		\$14,492,524	36.86%	\$12,012,879	38.29%

¹Formerly DSM Pharmaceuticals, Inc.
²Formerly Pitt County Memorial Hospital
³Formerly Metrics, Inc
⁴Formerly NACCO Materials Handling



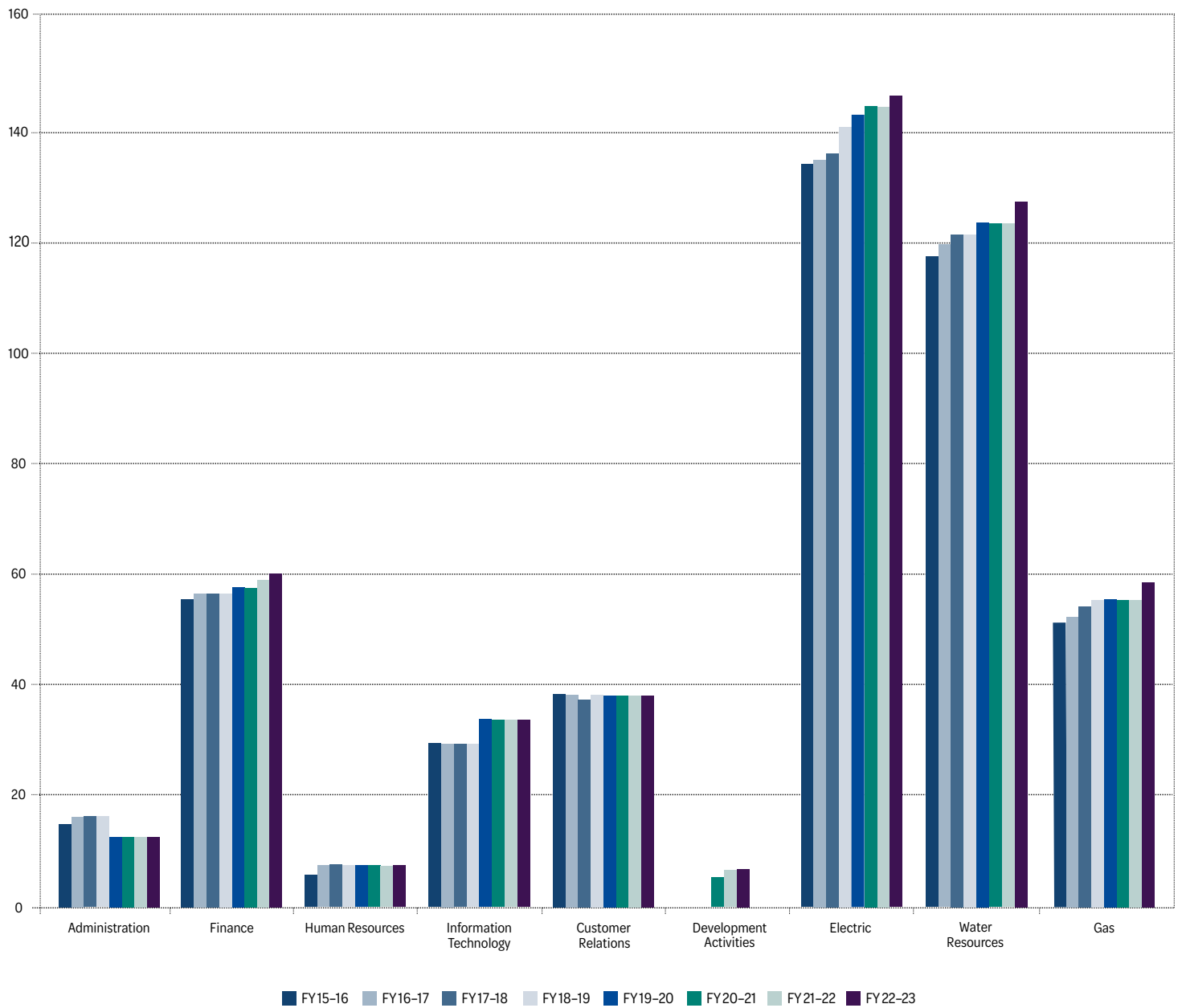
ORGANIZATION CHART



Greenville Utilities Personnel Summary

DEPARTMENT	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Administration	16	16	16	13	13	13	13
Full-time	16	16	16	13	13	11	11
Part-time	0	0	0	0	0	2	2
Finance	56	56	56	58	58	59	60
Full-time	55	56	56	58	58	59	60
Part-time	1	0	0	0	0	0	0
Human Resources	9	9	9	9	9	9	9
Full-time	9	9	9	9	9	9	9
Part-time	0	0	0	0	0	0	0
Information Technology	30	30	30	33	33	33	33
Full-time	30	30	30	33	33	33	33
Part-time	0	0	0	0	0	0	0
Customer Relations	38	37	38	38	38	38	38
Full-time	38	37	38	38	38	38	38
Part-time	0	0	0	0	0	0	0
Electric	136	137	141	143	145	145	146
Full-time	136	137	141	143	145	145	146
Part-time	0	0	0	0	0	0	0
Water Resources	120	122	122	124	124	124	128
Full-time	120	122	122	124	124	121	125
Part-time	0	0	0	0	0	3	3
Gas/ULS	52	54	55	55	55	55	58
Full-time	52	54	55	55	55	55	58
Part-time	0	0	0	0	0	0	0
Total Full-time	457	461	467	473	475	471	480
Total Part-time	1	0	0	0	0	5	5

Organization Positions by Department



ORDINANCE NO. 22-046
CITY OF GREENVILLE, NORTH CAROLINA
2022-23 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, 2022 and ending June 30, 2023 to meet the subsequent expenditures, according to the following schedules:

<u>Revenues</u>		<u>Budget</u>
A. <u>Electric Fund</u>		
Rates & Charges	\$179,718,246	
Fees & Charges	1,761,338	
Miscellaneous	2,293,039	
Interest on Investments	240,000	
Bond Proceeds	217,683	
Transfer from Rate Stabilization	<u>5,000,000</u>	
Total Electric Fund Revenue		\$189,230,306
B. <u>Water Fund</u>		
Rates & Charges	\$24,399,360	
Fees & Charges	520,538	
Miscellaneous	265,823	
Interest on Investments	53,000	
Bond Proceeds	<u>19,039</u>	
Total Water Fund Revenue		\$25,257,760
C. <u>Sewer Fund</u>		
Rates & Charges	\$24,135,503	
Fees & Charges	485,732	
Miscellaneous	148,207	
Interest on Investments	45,000	
Bond Proceeds	<u>38,078</u>	
Total Sewer Fund Revenue		\$24,852,520
D. <u>Gas Fund</u>		
Rates & Charges	\$46,508,834	
Fees & Charges	184,987	
Miscellaneous	173,596	
Interest on Investments	70,000	
Transfer from Rate Stabilization	<u>1,520,500</u>	
Total Gas Fund Revenue		<u>\$48,457,917</u>
Total Revenues		<u>\$287,798,503</u>

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, 2022 and ending on June 30, 2023, according to the following schedules:

<u>Expenditures</u>		<u>Budget</u>
Electric Fund	\$189,230,306	
Water Fund	25,257,760	
Sewer Fund	24,852,520	
Gas Fund	<u>48,457,917</u>	
Total Expenditures		<u>\$287,798,503</u>

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, 2022.

(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, 2022.

<u>Capital Projects Revenues</u>	<u>Budget</u>
Electric Fund - Long Term Debt Proceeds	\$4,700,000
Water Fund - Long Term Debt Proceeds	525,000
Sewer Fund - Long Term Debt Proceeds	1,525,000
Sewer Fund - Capital Projects Fund Balance	500,000
Gas Fund - Long Term Debt Proceeds	<u>750,000</u>
 Total Revenues	 <u><u>\$8,000,000</u></u>

(b) The following amounts are hereby appropriated for capital projects that will begin during the fiscal year beginning July 1, 2022.

<u>Capital Projects Expenditures</u>	<u>Budget</u>
FCP10210 New Operations Center - Building 1	\$2,000,000
JCP10211 Customer Care & Billing Software Upgrade	4,500,000
SCP10245 Frog Level Pump Station Improvements	<u>1,500,000</u>
 Total Capital Projects Expenditures	 <u><u>\$8,000,000</u></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 23rd day of May, 2022.

Attest:

Valerie Shiuwegan
Valerie Shiuwegan, City Clerk

[Signature]
P. J. Connelly, Mayor



This page has been left intentionally blank.



SUMMARIES SECTION

Fiscal Year 2022-2023 Budget

SUMMARIES
SECTION





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 principal 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	2020–2021 ACTUAL	2021–2022 ORIGINAL BUDGET	2021–2022 PROJECTED	2022–2023 BUDGET
Rates & Charges	\$251,303,482	\$257,718,774	\$262,805,279	\$274,761,943
Fees & Charges	2,462,159	2,138,534	2,544,507	2,518,247
U. G. & Temp. Ser. Chgs.	483,860	478,406	399,708	434,348
Miscellaneous	5,415,099	1,943,564	3,860,992	2,880,665
Interest on Investments	641,791	750,000	458,000	408,000
FEMA/Insurance Reimbursement	265,505	-	130,808	-
Bond Proceeds	4,062,187	-	-	274,800
Transfer from Capital Projects	-	-	296,096	-
Transfer from Rate Stabilization	-	2,500,000	1,790,000	6,520,500
Total	\$264,634,083	\$265,529,278	\$272,285,390	\$287,798,503

EXPENDITURES	2020–2021 ACTUAL	2021–2022 ORIGINAL BUDGET	2021–2022 PROJECTED	2022–2023 BUDGET
Operations	\$69,426,844	\$75,742,640	\$76,220,386	\$82,568,039
Purchased Power	123,958,173	134,562,665	128,237,225	134,080,724
Purchased Gas	15,482,952	15,617,414	25,640,774	30,925,416
Capital Outlay	15,968,606	12,704,156	13,294,457	14,598,261
Debt Service	14,763,512	13,122,352	12,821,803	12,674,956
Retirement of Bethel Debt	3,646,883	-	-	-
Repayment of Capacity Fees	1,557,000	-	-	-
City Turnover—General	5,542,118	5,690,643	5,690,643	6,059,364
Street Light Reimbursement	958,023	888,788	960,708	979,944
Transfer to OPEB Trust	500,000	500,000	500,000	500,000
Transfer to Rate Stabilization	1,800,000	650,000	-	-
Transfer to Capital Projects	10,560,022	5,500,000	8,350,000	5,000,000
Operating Contingencies	-	550,620	569,394	411,799
Total	\$264,164,133	\$265,529,278	\$272,285,390	\$287,798,503

Revenue & Expenditures: Electric Fund

REVENUE	2020–2021 ACTUAL	2021–2022 ORIGINAL BUDGET	2021–2022 PROJECTED	2022–2023 BUDGET
Rates & Charges	\$171,600,161	\$178,868,362	\$175,399,535	\$179,718,246
Fees & Charges	1,311,559	1,113,196	1,300,522	1,346,990
U. G. & Temp. Ser. Chgs.	467,460	464,806	379,708	414,348
Miscellaneous	4,572,427	1,492,616	3,059,396	2,293,039
Interest on Investments	393,533	450,000	280,000	240,000
FEMA/Insurance Reimbursement	195,117	-	70,637	-
Bond Proceeds	30,077	-	-	217,683
Transfer from Rate Stabilization	-	2,500,000	-	5,000,000
Total	\$178,570,334	\$184,888,980	\$180,489,798	\$189,230,306

EXPENDITURES	2020–2021 ACTUAL	2021–2022 ORIGINAL BUDGET	2021–2022 PROJECTED	2022–2023 BUDGET
Operations	\$30,384,250	\$32,256,728	\$31,841,911	\$34,884,562
Purchased Power	123,958,173	134,562,665	128,237,225	134,080,724
Capital Outlay	10,333,131	8,337,276	8,768,442	9,722,316
Debt Service	4,413,490	4,332,236	4,316,060	4,669,709
City Turnover—General	3,876,969	4,020,920	4,020,920	4,356,852
Street Light Reimbursement	958,023	888,788	960,708	979,944
Transfer to OPEB Trust	275,000	275,000	275,000	275,000
Transfer to Capital Projects	4,204,153	-	1,850,000	-
Operating Contingencies	-	215,367	219,532	261,199
Total	\$178,403,189	\$184,888,980	\$180,489,798	\$189,230,306

Revenue & Expenditures: Water Fund

REVENUE	2020-2021 ACTUAL	2021-2022 ORIGINAL BUDGET	2021-2022 PROJECTED	2022-2023 BUDGET
Rates & Charges	\$22,845,024	\$23,175,014	\$23,575,034	\$24,399,360
Fees & Charges	453,734	438,393	577,920	500,538
U. G. & Temp. Ser. Chgs.	16,400	13,600	20,000	20,000
Miscellaneous	270,088	185,348	371,372	265,823
Interest on Investments	67,560	80,000	52,000	53,000
FEMA/Insurance Reimbursement	15,392	-	20,929	-
Bond Proceeds	2,294,153	-	-	19,039
Total	\$25,962,351	\$23,892,355	\$24,617,255	\$25,257,760

EXPENDITURES	2020-2021 ACTUAL	2021-2022 ORIGINAL BUDGET	2021-2022 PROJECTED	2022-2023 BUDGET
Operations	\$14,426,910	\$15,718,279	\$16,051,116	\$16,919,891
Capital Outlay	1,571,693	1,088,430	1,131,064	1,502,110
Debt Service	3,219,003	2,226,903	2,298,948	2,183,442
Retirement of Bethel Debt	2,316,289	-	-	-
Repayment of Capacity Fees	733,067	-	-	-
Transfer to OPEB Trust	75,000	75,000	75,000	75,000
Transfer to Capital Projects	3,522,533	4,750,000	4,900,000	4,500,000
Operating Contingencies	-	33,743	161,127	77,317
Total	\$25,864,495	\$23,892,355	\$24,617,255	\$25,257,760

Revenue & Expenditures: Sewer Fund

REVENUE	2020–2021 ACTUAL	2021–2022 ORIGINAL BUDGET	2021–2022 PROJECTED	2022–2023 BUDGET
Rates & Charges	\$23,818,227	\$23,389,861	\$23,972,997	\$24,135,503
Fees & Charges	501,385	422,785	486,285	485,732
Miscellaneous	278,119	130,963	174,316	148,207
Interest on Investments	66,225	80,000	51,000	45,000
FEMA/Insurance Reimbursement	41,528	-	20,929	-
Bond Proceeds	1,730,723	-	-	38,078
Total	\$26,436,207	\$24,023,609	\$24,705,527	\$24,852,520

EXPENDITURES	2020–2021 ACTUAL	2021–2022 ORIGINAL BUDGET	2021–2022 PROJECTED	2022–2023 BUDGET
Operations	\$14,320,686	\$16,235,945	\$16,494,599	\$17,780,941
Capital Outlay	2,577,406	1,708,730	1,716,895	1,767,235
Debt Service	5,536,217	5,039,943	4,687,415	4,657,173
Retirement of Bethel Debt	1,330,594	-	-	-
Repayment of Capacity Fees	823,933	-	-	-
Transfer to OPEB Trust	75,000	75,000	75,000	75,000
Transfer to Capital Projects	1,683,336	750,000	1,600,000	500,000
Operating Contingencies	-	213,991	131,618	72,171
Total	\$26,347,172	\$24,023,609	\$24,705,527	\$24,852,520

Revenue & Expenditures: Natural Gas Fund

REVENUE	2020–2021 ACTUAL	2021–2022 ORIGINAL BUDGET	2021–2022 PROJECTED	2022–2023 BUDGET
Rates & Charges	\$33,040,070	\$32,285,537	\$39,857,713	\$46,508,834
Fees & Charges	195,481	164,160	179,780	184,987
Miscellaneous	294,465	134,637	255,908	173,596
Interest on Investments	114,473	140,000	75,000	70,000
FEMA/Insurance Reimbursement	13,468	-	18,313	-
Bond Proceeds	7,234	-	-	-
Transfer from Capital Projects	-	-	296,096	-
Transfer from Rate Stabilization	-	-	1,790,000	1,520,500
Total	\$33,665,191	\$32,724,334	\$42,472,810	\$48,457,917

EXPENDITURES	2020–2021 ACTUAL	2021–2022 ORIGINAL BUDGET	2021–2022 PROJECTED	2022–2023 BUDGET
Operations	\$10,294,998	\$11,531,688	\$11,832,760	\$12,982,645
Purchased Gas	15,482,952	15,617,414	25,640,774	30,925,416
Capital Outlay	1,486,376	1,569,720	1,678,056	1,606,600
Debt Service	1,594,802	1,523,270	1,519,380	1,164,632
City Turnover—General	1,665,149	1,669,723	1,669,723	1,702,512
Transfer to OPEB Trust	75,000	75,000	75,000	75,000
Transfer to Rate Stabilization	1,800,000	650,000	-	-
Transfer to Capital Projects	1,150,000	-	-	-
Operating Contingencies	-	87,519	57,117	1,112
Total	\$33,549,277	\$32,724,334	\$42,472,810	\$48,457,917

Budget by Department 2022-2023

DEPARTMENT	ELECTRIC	WATER	SEWER	NATURAL GAS	TOTAL
Governing Body and Administration	\$1,348,759	\$848,758	\$848,758	\$848,759	\$ 3,895,035
Finance	8,146,287	2,683,509	2,618,002	2,500,142	15,947,939
Human Resources	1,708,751	916,891	875,214	666,830	4,167,685
Information Technology	4,161,070	1,229,233	1,229,233	1,400,624	8,020,158
Customer Relations	3,734,102	249,475	249,475	451,450	4,684,502
Developmental Activities	971,852	-	-	-	971,852
Electric Department	21,800,466	-	-	-	21,800,466
Shared Resources	327,150	104,850	87,300	110,700	630,000
Meter	1,947,233	531,064	531,064	531,064	3,540,424
Water Department	-	11,397,013	-	-	11,397,013
Sewer Department	-	-	12,647,923	-	12,647,923
Gas Department	-	-	-	7,618,469	7,618,469
Utility Locating Service	461,209	461,209	461,209	461,209	1,844,834
Ancillary	144,623,428	6,835,759	5,304,343	33,868,672	190,632,203
Total	\$189,230,306	\$25,257,760	\$24,852,520	\$48,457,917	\$287,798,503

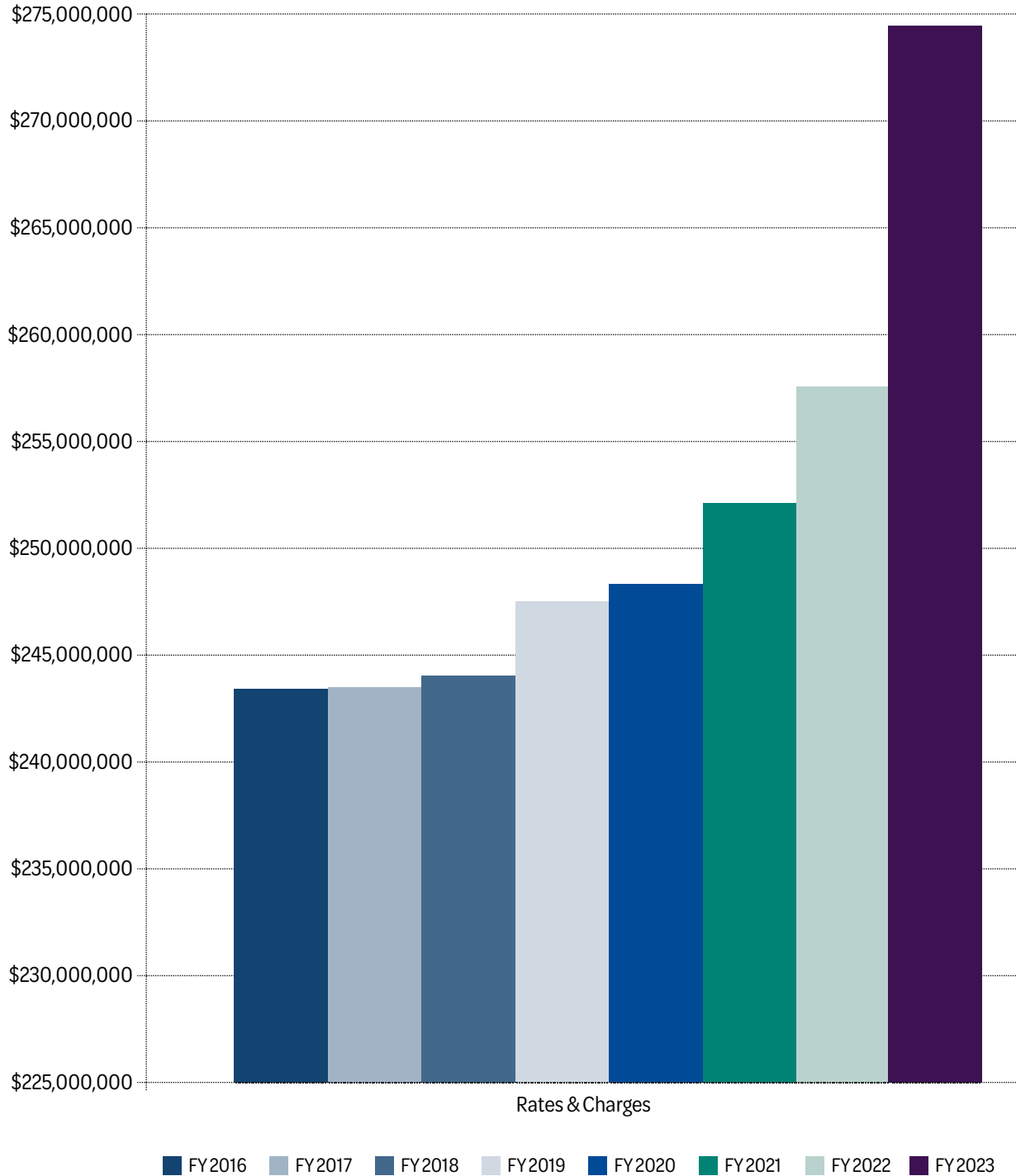
Budget by Department 2021-2022

DEPARTMENT	ELECTRIC	WATER	SEWER	NATURAL GAS	TOTAL
Governing Body & Administration	\$1,299,705	\$799,728	\$799,728	\$814,728	\$3,713,889
Finance	6,571,302	2,118,621	2,068,822	2,298,476	13,057,221
Human Resources	1,829,172	981,512	936,899	713,826	4,461,409
Information Technology	4,181,651	1,189,685	1,189,685	1,359,835	7,920,856
Customer Relations	3,598,664	238,634	240,195	449,984	4,527,477
Development Activities	824,653	-	-	-	824,653
Electric Department	20,162,777	-	-	-	20,162,777
Shared Resources	36,250	18,750	18,750	21,250	95,000
Meter	1,774,189	483,876	483,876	483,876	3,225,817
Water Department	-	10,660,259	-	-	10,660,259
Sewer Department	-	-	11,891,076	-	11,891,076
Natural Gas Department	-	-	-	6,643,789	6,643,789
Utility Locating Service	315,641	315,644	315,644	315,644	1,262,573
Ancillary	144,294,976	7,085,646	6,078,934	19,622,926	177,082,482
Total	\$184,888,980	\$23,892,355	\$24,023,609	\$32,724,334	\$265,529,278

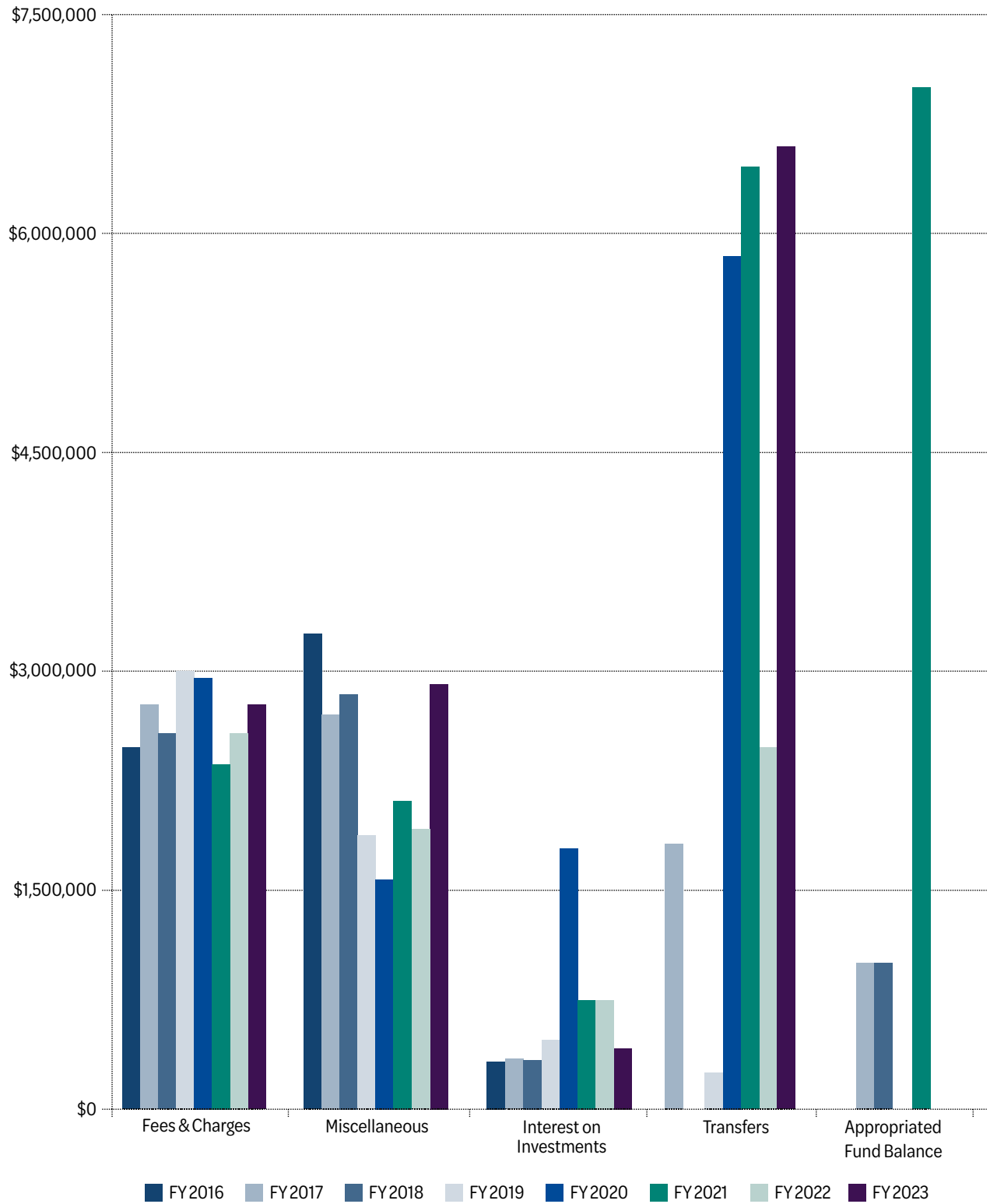
Expenditures by Department

DEPARTMENT	2020–2021 ACTUAL	2020–2021 BUDGET	2021–2022 PROJECTED	2022–2023 BUDGET
Governing Body and Administration	\$3,094,101	\$3,713,889	\$3,662,286	\$3,895,035
Finance	12,552,544	13,057,221	13,467,313	15,947,939
Human Resources	3,219,739	4,461,409	4,187,232	4,167,685
Information Technology	6,673,348	7,920,856	7,172,229	8,020,158
Customer Relations	4,169,546	4,527,477	4,181,576	4,684,502
Development Activities	790,498	824,653	882,047	971,852
Electric Department	21,939,481	20,162,777	20,333,689	21,800,466
Shared Resources	132,652	95,000	95,000	630,000
Meter	2,963,041	3,225,817	3,392,481	3,540,424
Water Department	13,874,570	10,660,259	11,109,067	11,397,013
Sewer Department	14,001,954	11,891,076	12,230,972	12,647,923
Gas Department	6,610,892	6,643,789	7,447,621	7,618,469
Utility Locating Service	789,641	1,262,573	1,353,331	1,844,834
Ancillary	173,352,124	177,082,482	182,770,548	190,632,203
Total	\$264,164,132	\$265,529,278	\$272,285,390	\$287,798,503

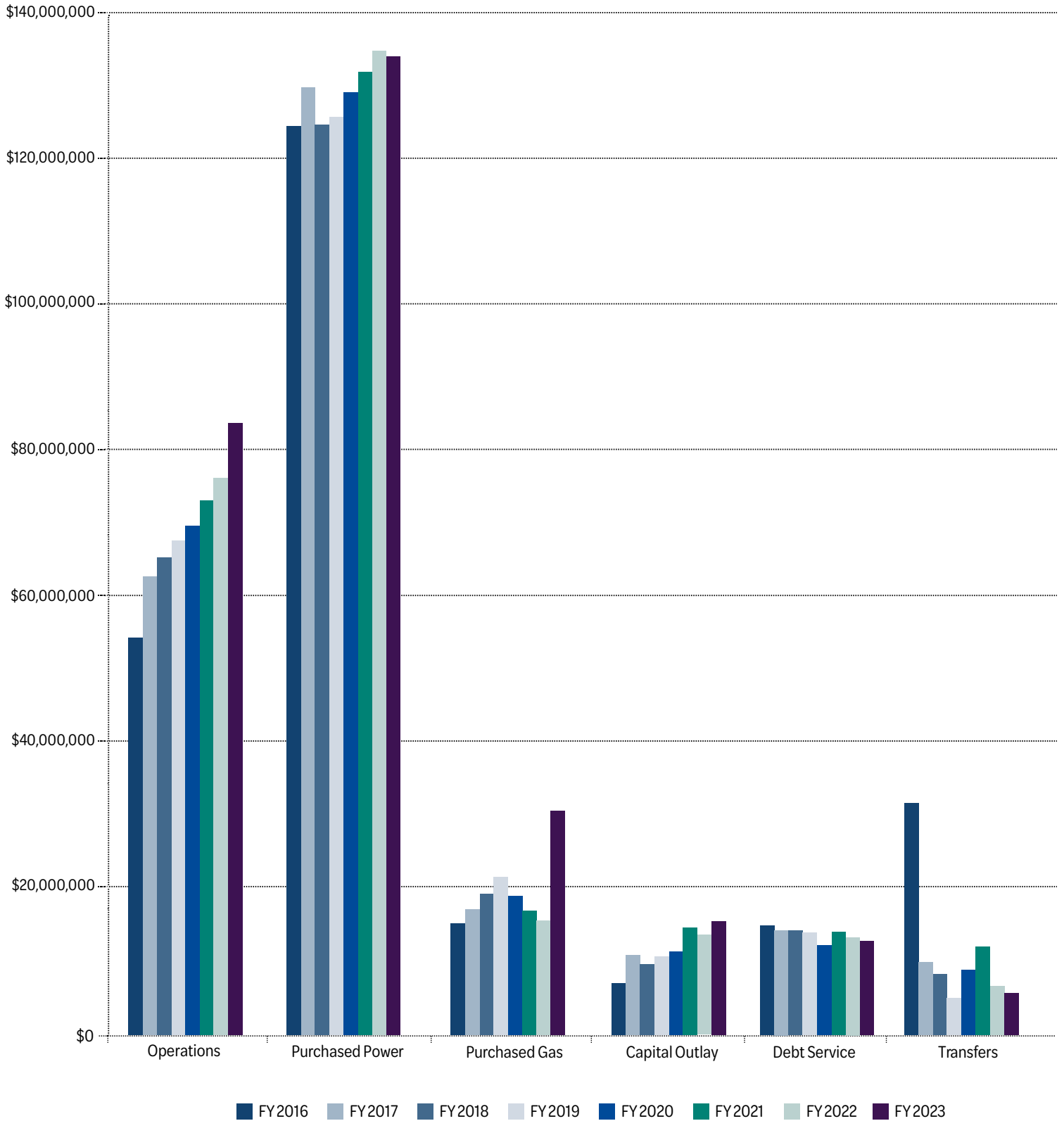
Summary of Revenue by Rates and Charges



Summary of Revenue by Other Major Categories



Summary of Expenditures by Major Categories



Commission Budget by Department

Department	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2020-2021 Budget	2021-2022 Budget	2022-2023 Budget
Governing Body						
Operations	\$2,883,100	\$2,980,714	\$3,588,888	\$3,628,844	\$3,713,889	\$3,895,035
Capital	-	9,345	-	-	-	-
Total	\$2,883,100	\$2,990,059	\$3,588,888	\$3,628,844	\$3,713,889	\$3,895,035
Finance						
Operations	9,504,701	10,230,004	11,085,000	11,407,727	12,034,221	14,641,939
Capital	253,059	179,059	499,000	1,015,000	1,023,000	1,306,000
Total	\$9,757,760	\$10,409,063	\$11,584,000	\$12,422,727	\$13,057,221	\$15,947,939
Human Resources						
Operations	3,089,564	3,570,110	3,694,352	4,037,710	4,461,409	4,167,685
Capital	-	-	-	-	-	-
Total	\$3,089,564	\$3,570,110	\$3,694,352	\$4,037,710	\$4,461,409	\$4,167,685
Information Technology						
Operations	5,595,814	6,074,597	7,629,198	7,907,894	7,648,856	7,771,158
Capital	313,889	113,558	205,315	401,000	272,000	249,000
Total	\$5,909,703	\$6,188,155	\$7,834,513	\$8,308,894	\$7,920,856	\$8,020,158
Customer Relations						
Operations	3,895,375	3,858,083	4,169,145	4,567,026	4,527,477	4,652,502
Capital	-	-	-	-	-	32,000
Total	\$3,895,375	\$3,858,083	\$4,169,145	\$4,567,026	\$4,527,477	\$4,684,502
Economic Development						
Operations	-	-	-	563,019	824,653	971,852
Capital	-	-	-	-	-	-
Total	-	-	-	\$563,019	\$824,653	\$971,852
Electric						
Operations	12,149,278	11,396,985	12,595,579	12,379,191	12,617,751	13,457,540
Capital	6,725,341	9,065,356	6,349,200	7,826,976	7,545,026	8,342,926
Total	\$18,874,619	\$20,462,341	\$18,944,779	\$20,206,167	\$20,162,777	\$21,800,466
Shared Services						
Operations	46,796	39,975	98,000	50,000	50,000	50,000
Capital	112,011	83,241	45,000	45,000	45,000	580,000
Total	\$158,807	\$123,216	\$143,000	\$95,000	\$95,000	\$630,000
Meter						
Operations	2,604,202	3,289,633	2,904,859	3,064,721	3,006,817	3,281,424
Capital	110,605	134,849	216,000	370,000	219,000	259,000
Total	\$2,714,807	\$3,424,482	\$3,120,859	\$3,434,721	\$3,225,817	\$3,540,424
Water						
Operations	8,174,880	8,824,271	9,187,984	9,693,849	9,731,979	10,280,233
Capital	1,724,249	561,126	998,900	840,280	928,280	1,116,780
Total	\$9,899,129	\$9,385,397	\$10,186,884	\$10,534,129	\$10,660,259	\$11,397,013
Sewer						
Operations	8,190,505	8,445,544	9,319,923	9,883,621	10,338,746	11,241,078
Capital	1,255,060	1,452,022	2,006,000	2,205,334	1,552,330	1,406,845
Total	\$9,445,565	\$9,897,566	\$11,325,923	\$12,088,955	\$11,891,076	\$12,647,923

Commission Budget by Department

Department	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2020-2021 Budget	2021-2022 Budget	2022-2023 Budget
Gas						
Operations	\$4,788,320	\$5,154,858	\$5,327,155	\$5,521,055	\$5,532,269	\$6,383,759
Capital	827,678	1,016,735	674,000	1,201,020	1,111,520	1,234,710
Total	\$5,615,998	\$6,171,593	\$6,001,155	\$6,722,075	\$6,643,789	\$7,618,469
Utility Locating Service						
Operations	582,108	658,535	692,144	766,753	1,254,573	1,773,834
Capital	88,014	35,990	7,000	98,000	8,000	71,000
Total	\$670,122	\$694,525	\$699,144	\$864,753	\$1,262,573	\$1,844,834
Ancillary						
Total	\$185,474,984	\$184,209,894	\$179,585,306	\$183,017,818	\$177,082,482	\$190,632,203
Total-All Departments	\$258,389,533	\$261,384,484	\$260,877,948	\$270,491,838	\$265,529,278	\$287,798,503



BUDGET & FINANCIAL PLANNING

Fiscal Year 2022-2023 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 FY2022–2023

Task	Start Date	End Date
1.0 - Human Resource Planning	10/4/21	12/2/21
1.1 - New position/reclassification forms submitted to Human Resources (HR) Director for review, then to General Manager's Office for review	10/4/21	11/15/21
1.2 - GMO sends approved position/reclassifications to Management Team, Finance, and HR Director	12/2/21	12/2/21
2.0 - Capital Improvements Planning	9/16/21	1/24/22
2.1 - Current (FY 2022–26) five-year capital plan status update between Departments and Finance	9/16/21	11/1/21
2.2 - Departments complete preliminary five-year capital project projections	10/7/21	10/29/21
2.3 - Finance to finalize the debt financing plan to fund the five-year capital projects plan	1/17/22	1/24/22
3.0 - Replacement Schedules	11/1/21	11/1/21
3.1 - Computer replacement schedule with updated prices sent to Departments from Information Technology	11/1/21	11/1/21
3.2 - Vehicle/equipment replacement schedules with updated prices sent to Departments from Fleet	11/1/21	11/1/21
4.0 - Budget & Financial Planning	9/30/21	5/23/22
4.1 - Finance reviews revenue projection assumptions with Departments (base case—no rate increases)	9/30/21	11/12/21
4.2 - Finance—reconciles data, reviews budget submissions, and produces draft budget reports	12/20/21	1/3/22
4.3 - Budget reports developed and updated by Finance (including debt financing)	1/31/22	2/10/22
4.4 - Finance to prepare budget reports and five-year financial forecast	2/8/22	2/10/22
4.5 - Finance/Audit Committee meeting	3/9/22	3/9/22
4.6 - Finance to finalize R&Es, five-year financial forecast, capital spending plan, budget memo, and budget presentation for GUC Board Meeting	3/10/22	3/10/22
4.7 - GUC regular meeting—Presentation on preliminary draft budget, five-year capital plans & Finance Audit Committee recommendation	3/17/22	3/17/22
4.8 - Finance - prepare end of year budget amendments	4/7/22	4/11/22
4.9 - GUC regular meeting—Adopt FY 2022-23 preliminary budget & consider proposed rate adjustment(s)	4/21/22	4/21/22
4.10 - Joint City of Greenville/GUC Meeting	4/25/22	4/25/22
4.11 - Public display of budget ordinance prior to Public Hearing	5/9/22	5/9/22
4.12 - Presentation of balanced budget to City Council	5/12/22	5/12/22
4.13 - Public Hearing	5/12/22	5/12/22
4.14 - GUC regular meeting - Adopt FY 2022-23 Budget	5/19/22	5/19/22
4.15 - City Adoption of FY 2022–23 Budget & end of year Budget Amendments	5/23/22	5/23/22

BUDGET PROCESS

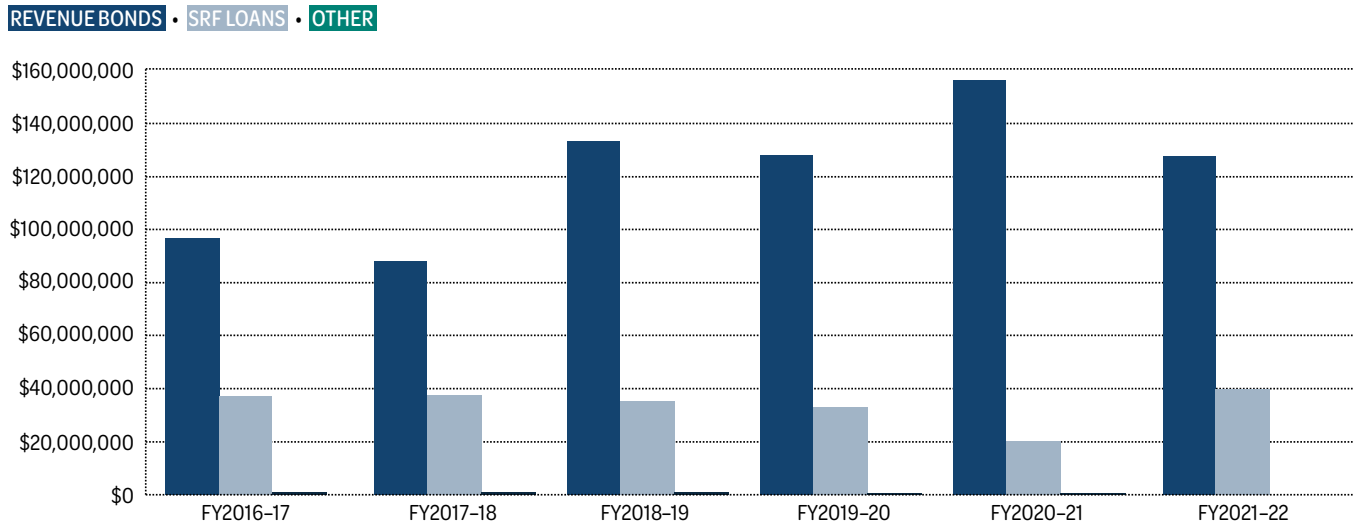


Debt Service

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 current coverages are 350% for parity and 336% for all debt.

The Commission’s total debt at June 30, 2022 was \$167,758,570 consisting of \$127,200,001 in revenue bonds, and \$40,558,569 in SRF Loans. The total debt service for the 2022-23 fiscal year is \$12,674,956. 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.

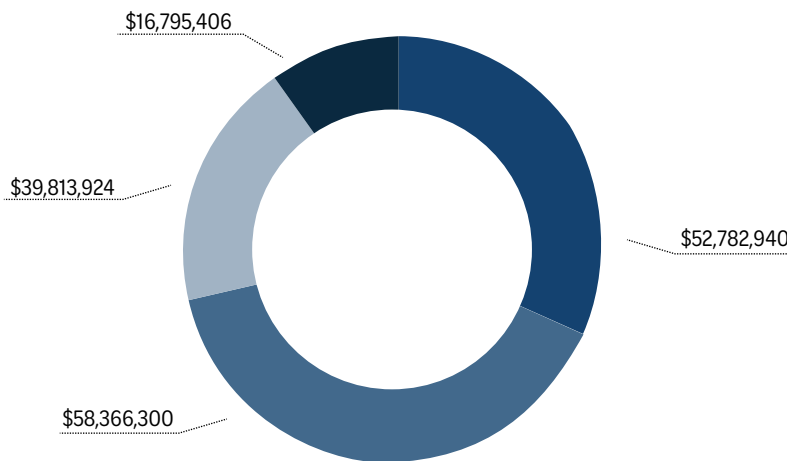
The Electric Fund is the largest fund in terms of customers and revenues. The total outstanding debt is \$52,782,940 with annual debt service due of \$4,669,709 or 2% of total budgeted revenues.

The Sewer Fund has outstanding debt of \$39,813,924 with annual debt service due of \$4,657,173. The budgeted debt service is approximately 19% of total budgeted revenue.

The Water Fund has outstanding debt of \$58,366,300 with annual debt service due of \$2,183,442 representing 9% of total budgeted revenues. This fund has the highest debt levels.

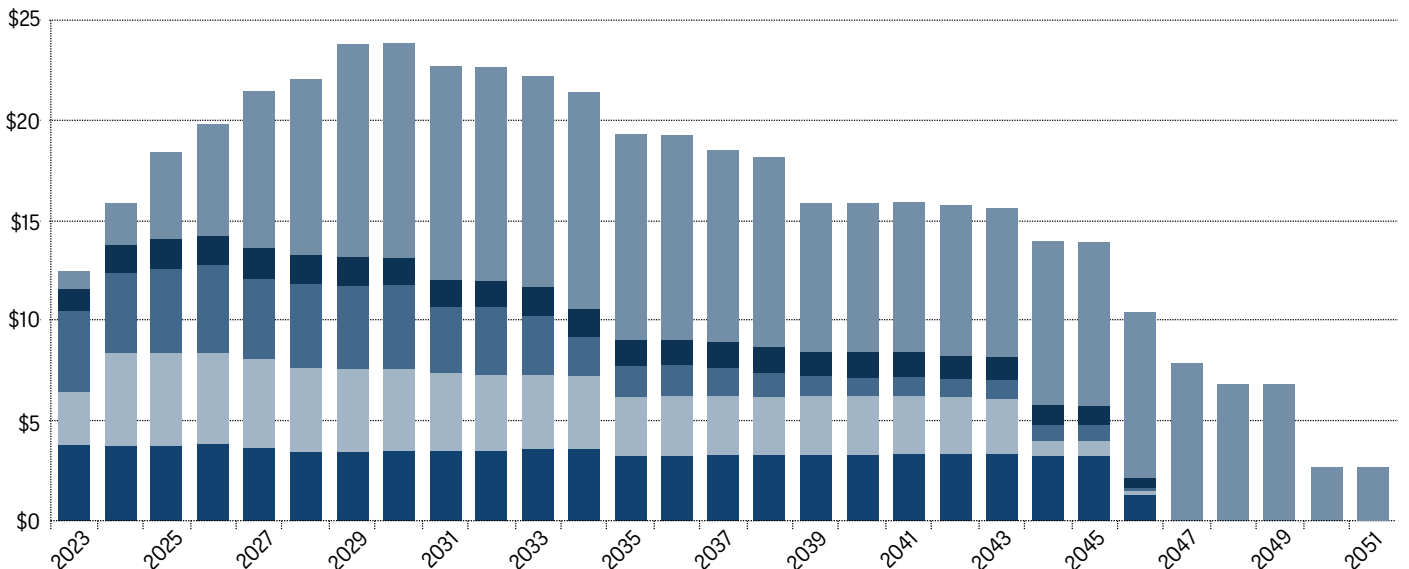
The Gas Fund, the fund with the fewest customers, has outstanding debt of \$16,795,406 and debt service of \$1,164,632 or 2% of total budgeted revenues.

Outstanding Debt | ELECTRIC • WATER • SEWER • NATURAL GAS



The Commission expects to issue approximately \$99M in long-term debt over the next five years to fund the capital improvement plan. The financing plan is to issue debt of \$20M in FY2023, \$38M in FY2025, \$20M in FY2026, and \$21M in FY2027. The current and projected debt service is expected to peak at \$23.7M in FY2030 and then decrease according to the chart below to approximately \$2.6M in 2051.

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. When rate increases are needed, the Commission's goal is to avoid double digit increases and to mitigate the customer impact. 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 also included as part of the annual comprehensive financial report.

Each month, a monthly financial report is presented to the Board to review the prior month's financial activity and includes 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. 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 considered to be 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 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.

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. It 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 drawers are over/short, counterfeit cash is accepted, check amount is not accurate, and funds applied 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'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-"

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.

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 \$4,356,852 in turnover and \$979,944 in street lighting for the 2022-23 fiscal year. The Gas Fund has budgeted \$1,702,512 for general turnover.

Investments

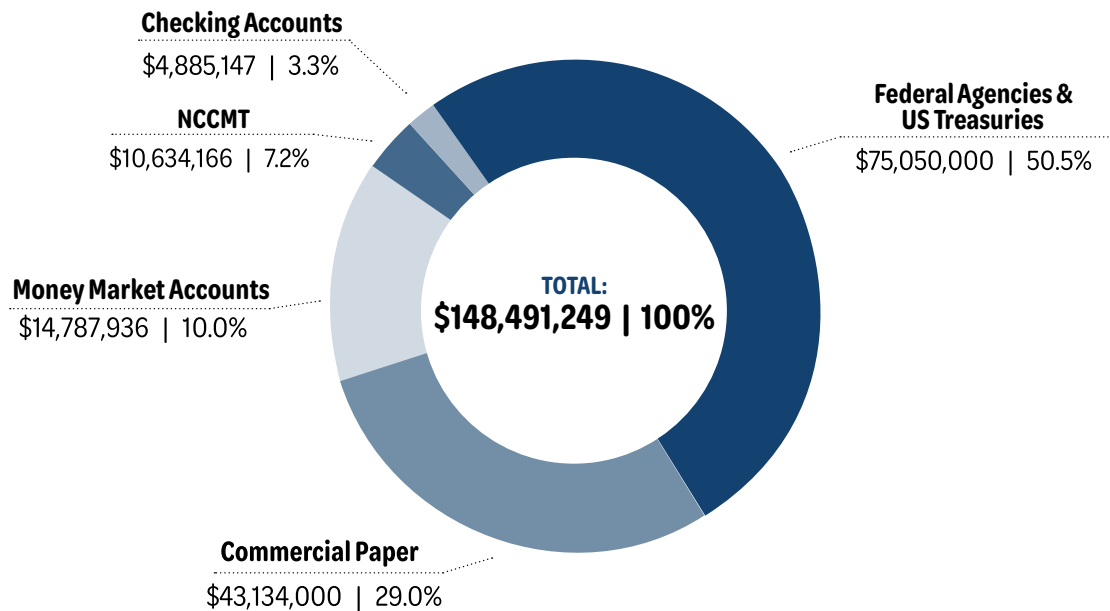
It is the policy of the Commission to invest public funds in a manner which will provide the highest return with the maximum security while meeting the daily cash flow demands of the Commission and conforming to all state and local statutes governing the investment of public funds.

The Investment Policy was last revised 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, 2022



Reserve Funds

The Commission has implemented a Financial Reserve Policy designed 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. 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 2021. 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, tornados, 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 start-up operations requiring infrastructure investments that were not anticipated during the 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 on-going 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 as a maximum. Cash reserves ranging from \$19.8 million to \$31.6 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 lowest and highest average depreciation for vehicles and equipment for the most recent 3-year period. A cash reserve between \$3.5 million and \$3.9 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 \$3.9 million to \$38.9 million dollars.

	Total
Operating Reserves	
Minimum—100 Days Cash on Hand	\$62,700,000
Maximum—200 Days Cash on Hand	\$125,300,000
Capital Reserves	
Minimum—75% of Annual Depreciation	\$19,800,000
Maximum—120% of Annual Depreciation	\$31,600,000
Renewal & Replacement Reserves	
Minimum—lowest amt. in 3 yr avg. for annual depr on veh. & equip.	\$3,500,000
Maximum—3 yr. average of annual depreciation on veh. & equip.	\$3,900,000
Rate Stabilization Reserves via Rate Stabilization Fund(s)	
Minimum—1.5% of Rates and Charges	\$3,900,000
Maximum—15% of Rates and Charges	\$38,900,000

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

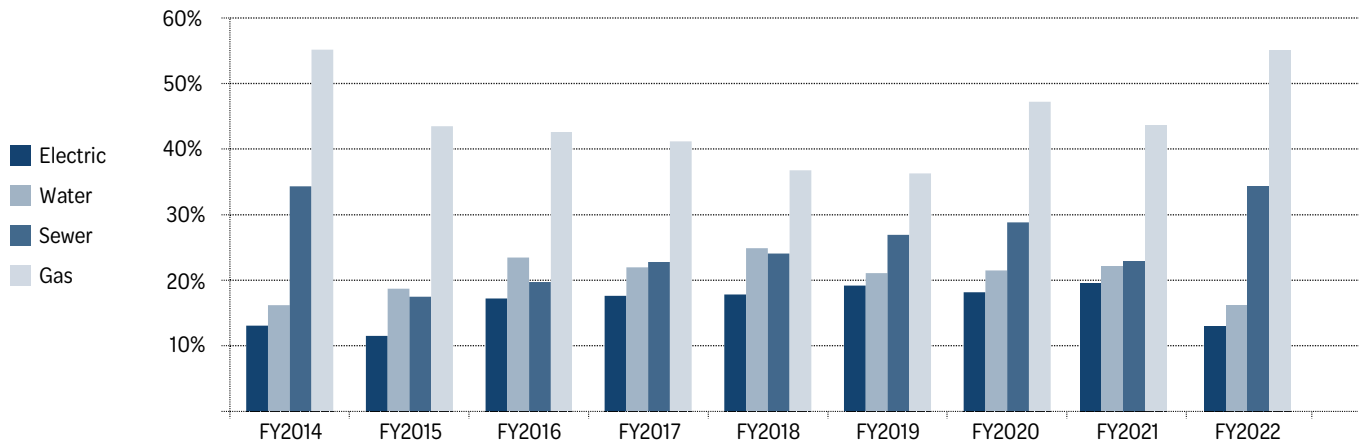
The NC General Assembly has enacted GS 159 titled The Local Government Budget Fiscal Control Act to prescribe for local governments and public authorities a uniform system of budget adoption, administration, and fiscal control. As defined in the statute, fund balance is the sum of cash and investments 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. The calculated cash number as a percentage of actual expenditures for the year must be a minimum of 8%. 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 2022 at 22.4% compared to 23.2% 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.

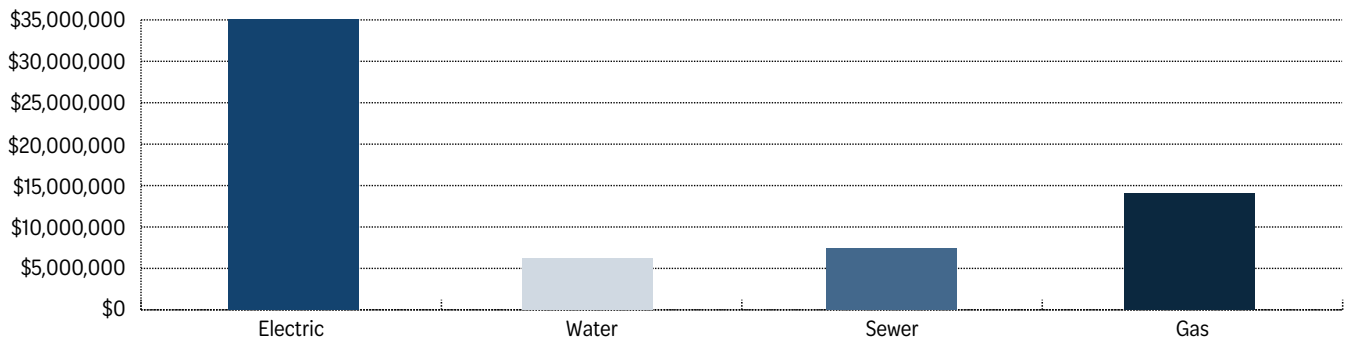
The Commission is a member of the North Carolina Eastern Municipal Power Agency (NCEMPA), a 32-city group that negotiated a new electric power supply agreement with Duke Energy Progress in August 2015. The new agreement resulted in a 7% retail rate reduction to the Commission’s customers and a corresponding 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 FY2022



Net Position

Net position for the Commission has grown steadily the last few years, but the 2022–23 fiscal year budget prepared using the modified accrual method anticipates that net position will be decreased approximately \$5.46 million due primarily to increased purchased commodity expenses. The budget for one of the four operating funds includes planned growth in net position.

The Electric Fund, the largest fund in terms of revenues, expects approximately a \$4.47 million decrease in net position. The Water Fund anticipates an increase of \$2.89 million in net position. The Sewer Fund, the fund with the most capital assets, is projecting a decrease in net position of approximately \$1.83 million. The Gas Fund, the second largest fund in terms of revenue dollars, is forecasting a decrease in net position of \$2.03 million.

Using generally accepted accounting principles, the Electric, Water, Sewer, and Gas funds are projecting changes in net position for fiscal year 2021–22 of \$106,000, \$2.85 million, (\$1.04 million), and (\$2.41 million), respectively. The table below gives a comparison of net position over the last five years.

FY2017–2018	FY2018–2019	FY2019–2020	FY2020–2021	FY2021–2022
\$375,096,028	\$394,456,066	\$408,931,214	\$417,526,844	\$417,037,884

The Commission began the FY 2021–22 with a net position of \$417,526,844. The net position at the end of the fiscal year is projected to decrease to \$417,037,884. Net position by fund and combined funds is listed below.

	Electric	Water	Sewer	Natural Gas	Total
Beginning Net Position	\$159,031,138	\$82,292,797	\$121,473,658	\$54,729,251	\$417,526,844
Ending Net Position	\$159,136,796	\$85,143,861	\$120,433,849	\$52,323,378	\$417,037,884



CAPITAL

CAPITAL

Fiscal Year 2022-2023 Budget



CAPITAL

Capital Improvements Plan

The Commission's mission is to safely provide reliable utility services at the lowest reasonable cost. One of the primary factors affecting customer rates is capital spending and the related debt that finances capital spending. Capital spending includes major infrastructure improvements, upgrades or expansions, and new construction. Capital spending may also include vehicles and equipment necessary to support operations.

The annual budget includes appropriations for capital outlay spending. Capital outlay is spending for smaller infrastructure projects that do not require a separate capital project or for vehicles and equipment. Planned spending for the 2022–23 fiscal year includes capital outlays of more than \$14 million and capital project spending totaling over \$56 million. Capital outlay includes items of a capital nature that do not warrant a specific project due to the size and timing of the expenditures. Capital projects are usually very expensive and complicated projects that often extend into 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 fund the capital projects are part of the annual budget. The annual budget includes additional operating and maintenance expenses associated with ongoing capital projects, such as an increase in utility expenditures directly related to a plant expansion.

The 2022-23 annual budget has appropriated \$12.7 million in debt service payments for capital projects that have been completed or, are in progress. Annual debt service appropriations included in the annual budget are projected to increase to \$21 million within 5 years. Combined capital outlay spending plus debt service payments total more than \$27.1 million or more than 9% of all expenditures appropriated in the annual budget. The level of rates and charges needed to fund those appropriations have a substantial impact on customers.

The Commission's practice is to conservatively budget for revenues and expenditures. The 2022–23 budget is balanced with total revenues estimated to be \$287,798,503. The expenditures include \$5 million in transfers to the capital projects fund to offset future capital costs.

Financial metrics are an integral part of the operating budget and the primary measures are debt service coverage, days cash on hand and the debt to equity ratio. As part of revenue financings, the Commission adheres to certain bond covenants that require certain actions. A debt service coverage of 125% of the principle and interest requirements of parity debt and 100% of principle and interest requirements on all debt including parity and subordinated debt is mandated. The 2022–23 budget includes provisions to achieve debt service coverages of 296%, an excellent 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 level of days cash on hand of 130 days.

Five-Year Spending Plan: Electric

CAPITAL PROJECT	2023	2024	2025	2026	2027	5-Year Spending
ECP10168–POD #3 to Simpson Substation 115 kV Transmission Loop	-	\$3,512,043	\$4,920,000	-	-	\$8,432,043
ECP10174– Electric System Expansion	\$2,204,161	-	-	-	-	2,204,161
ECP10218–Mt Pleasant to Wellcome 115 kV Transmission	4,346,000	-	-	-	-	4,346,000
ECP10219–Peak Shaving Generator(s) Replacement	4,000,000	6,000,000	2,000,000	1,000,000	-	13,000,000
ECP10220–Transmission Structure Replacement(s)	1,534,498	3,000,000	-	-	-	4,534,498
Advanced Metering Infrastructure	-	-	-	1,000,000	2,000,000	3,000,000
Distribution Substation Transformer Replacement(s)	-	-	-	1,000,000	-	1,000,000
Eastside to Simpson: 115 kV Transmission Re-Conductor	-	-	-	3,200,000	-	3,200,000
Hudson's Xrds Substation	-	300,000	1,700,000	-	-	2,000,000
POD Transformer Replacement	-	-	2,500,000	2,500,000	-	5,000,000
Total Capital Projects	\$12,084,659	\$12,812,043	\$11,120,000	\$8,700,000	\$2,000,000	\$46,716,702
Capital Outlay	\$9,181,926	\$9,457,384	\$9,741,105	\$10,033,338	\$10,234,005	\$48,647,759
Total Capital	\$21,266,585	\$22,269,427	\$20,861,105	\$18,733,338	\$12,234,005	\$95,364,461

FUNDING SOURCE	2023	2024	2025	2026	2027	5-Year Spending
Pay Go	\$9,181,926	\$9,457,384	\$9,741,105	\$10,033,338	\$10,234,005	\$48,647,759
Transfers	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-
Revenue Bonds	12,084,659	12,812,043	11,120,000	8,700,000	2,000,000	46,716,702
SRF/Installment Loans	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Total Funding Sources	\$21,266,585	\$22,269,427	\$20,861,105	\$18,733,338	\$12,234,005	\$95,364,461
% Paid Pay Go/Operating Transfers	43.18%	42.47%	46.70%	53.56%	83.65%	51.01%
% Paid from Bonds and Loans	56.82%	57.53%	53.30%	46.44%	16.35%	48.99%
% Paid from Grants	-	-	-	-	-	-
% Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Five-Year Spending Plan: Water

CAPITAL PROJECT	2023	2024	2025	2026	2027	5-Year Spending
WCP10030—Water Distribution System Improvements	\$1,500,000	\$4,250,000	\$8,000,000	\$8,000,000	\$8,000,000	\$29,750,000
WCP10033—Water Treatment Plant River Bank Stabilization	750,000	500,000	-	-	-	1,250,000
WCP10035—Bethel Water System Improvements	714,600	285,400	-	-	-	1,000,000
WCP10036—Elm Street Water Main Relocations	200,000	350,000	-	-	-	550,000
WCP-117—Water Treatment Plant Upgrade Phase 1	9,000,000	6,374,645	-	-	-	15,374,645
WCP-124—Residual Lagoon Improvement	-	500,000	-	-	-	500,000
B-4786 Memorial Drive Bridge	-	300,000	-	-	-	300,000
Water Main Rehab Phase 3	-	-	1,000,000	1,000,000	-	2,000,000
Total Capital Projects	\$12,164,600	\$12,560,045	\$9,000,000	\$9,000,000	\$8,000,000	\$50,724,645
Capital Outlay	\$1,116,780	\$1,150,283	\$1,184,792	\$1,220,336	\$1,244,742	\$5,916,933
Total Capital	\$13,281,380	\$13,710,328	\$10,184,792	\$10,220,336	\$9,244,742	\$56,641,578

FUNDING SOURCE	2023	2024	2025	2026	2027	5-Year Spending
Pay Go	\$1,116,780	\$1,150,283	\$1,184,792	\$1,220,336	\$1,244,742	\$5,916,933
Transfers	-	-	-	-	-	-
Capacity Fees	-	-	-	-	-	-
Fund Balance	6,654,543	6,674,645	500,000	8,000,000	8,000,000	29,829,188
Revenue Bonds	2,450,000	5,600,000	8,500,000	1,000,000	-	17,550,000
SRF/Installment Loans	2,345,457	-	-	-	-	2,345,457
Grants	714,600	285,400	-	-	-	1,000,000
Total Funding Sources	\$13,281,380	\$13,710,328	\$10,184,792	\$10,220,336	\$9,244,742	\$56,641,578
% Paid Pay Go/Operating Transfers	58.51%	57.07%	16.54%	90.22%	100.00%	63.11%
% Paid from Bonds and Loans	36.11%	40.85%	83.46%	9.78%	-	35.13%
% Paid from Grants	5.38%	2.08%	-	-	-	1.77%
% Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Five-Year Spending Plan: Wastewater

CAPITAL PROJECT	2023	2024	2025	2026	2027	5-Year Spending
SCP10221—Southeast Area Sewer Extensions	\$4,294,898	\$1,950,000	-	-	-	\$6,244,898
SCP10229—Greene Street Pump Station and Force Main	-	-	-	-	\$1,921,627	1,921,627
SCP10230—Forlines Pump Station Expansion	1,793,403	-	-	-	-	1,793,403
SCP10233—Wastewater Treatment Plant Headworks Improvements	2,580,660	-	-	-	-	2,580,660
SCP10238—Wastewater Treatment Plant Clarifier Replacement Project	4,000,000	3,000,000	-	-	-	7,000,000
SCP10241—Bethel Wastewater System Improvements	2,576,000	-	-	-	-	2,576,000
SCP10242—Sewer System Improvements for Industrial and Commercial	209,000	-	-	-	-	209,000
SCP10243—Elm Street Sewer Pipeline Relocations	175,000	350,000	-	-	-	525,000
SCP10244—Sewer System Extensions Phase I Frog Level Pump Station Improvements	2,244,000	1,000,000	-	-	-	3,244,000
	500,000	1,000,000	-	-	-	1,500,000
Total Capital Projects	\$18,372,961	\$7,300,000	-	-	\$1,921,627	\$27,594,588
Capital Outlay	\$1,406,845	\$1,449,050	\$1,492,522	\$1,537,298	\$1,568,043	\$7,453,758
Total Capital	\$19,779,806	\$8,749,050	\$1,492,522	\$1,537,298	\$3,489,670	\$35,048,346

FUNDING SOURCE	2023	2024	2025	2026	2027	5-Year Spending
Pay Go	\$1,406,845	\$1,449,050	\$1,492,522	\$1,537,298	\$1,568,043	\$7,453,758
Transfers	-	-	-	-	-	-
Acresage/Capacity/System Development Fees	955,136	-	-	-	-	955,136
Fund Balance	4,011,165	2,800,000	-	-	-	6,811,165
Revenue Bonds	5,080,660	4,500,000	-	-	1,921,627	11,502,287
SRF/Installment Loans	-	-	-	-	-	-
Grants or Contributions	8,326,000	-	-	-	-	8,326,000
Total Funding Sources	\$19,779,806	\$8,749,050	\$1,492,522	\$1,537,298	\$3,489,670	\$35,048,346
% Paid Pay Go/Operating Transfers	32.22%	48.57%	100.00%	100.00%	44.93%	43.43%
% Paid from Bonds and Loans	25.69%	51.43%	-	-	55.07%	32.82%
% Paid from Grants	42.09%	-	-	-	-	23.76%
% Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Five-Year Spending Plan: Natural Gas

CAPITAL PROJECT	2023	2024	2025	2026	2027	5-Year Spending
GCP10099—High-Pressure Multiple Gas Facilities Relocation Project	\$1,304,248	-	-	-	\$2,500,000	\$3,804,248
GCP10101—Firetower Rd Widening	60,000	\$240,000	\$500,000	\$500,000	-	1,300,000
GCP10108—Allen Rd Widening (NCDOT U-5875)	-	-	600,000	372,277	-	972,277
GCP10109—Integrity Management Replacement Project	600,000	212,366	-	-	-	812,366
GCP10112—VOA Road Loop	550,000	-	-	-	-	550,000
GCP10113—Evans St Widening (NCDOT U-2817)	-	-	412,000	3,944,000	3,944,000	8,300,000
GCP10114—14th St Widening (NCDOT U-5917)	-	70,000	315,000	315,000	-	700,000
GCP-92—LNG Liquefaction Additions	3,500,000	4,000,000	-	-	-	7,500,000
Mobley's Bridge Rd Interconnect	-	700,000	-	-	-	700,000
NC102 Interconnect	-	-	-	320,000	1,280,000	1,600,000
NC-43 Gas Main Relocation (NCDOT U-5991)	-	-	125,000	-	300,000	425,000
Total Capital Projects	\$6,014,248	\$5,222,366	\$1,952,000	\$5,451,277	\$8,024,000	\$26,663,891
Capital Outlay	\$1,305,710	\$1,605,881	\$1,385,228	\$1,426,785	\$1,455,320	\$7,178,924
Total Capital	\$7,319,958	\$6,828,247	\$3,337,228	\$6,878,062	\$9,479,320	\$33,842,815

FUNDING SOURCE	2023	2024	2025	2026	2027	5-Year Spending
Pay Go	\$1,305,710	\$1,605,881	\$1,385,228	\$1,426,785	\$1,455,320	\$7,178,924
Transfers	-	-	-	-	-	-
Fund Balance	2,454,248	1,712,366	600,000	372,277	1,091,505	6,230,396
Revenue Bonds	3,560,000	3,510,000	1,352,000	5,079,000	6,932,495	20,433,495
SRF/Installment Loans	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Total Funding Sources	\$7,319,958	\$6,828,247	\$3,337,228	\$6,878,062	\$9,479,320	\$33,842,815
% Paid Pay Go/Operating Transfers	51.37%	48.60%	59.49%	26.16%	26.87%	39.62%
% Paid from Bonds and Loans	48.63%	51.40%	40.51%	73.84%	73.13%	60.38%
% Paid from Grants	-	-	-	-	-	-
% Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Five-Year Spending Plan: Facilities & Other Support Groups

CAPITAL PROJECT	2023	2024	2025	2026	2027	5-Year Spending
FCP10072–New Operations Center Phase 2	\$1,434,759	-	-	-	-	\$1,434,759
ICP10189–Asset Management Software	775,000	\$2,325,000	-	-	-	3,100,000
Customer Information System–Customer Care and Billing Upgrade (CCB)	3,375,000	1,125,000	-	-	-	4,500,000
ESRI–Next Generation Network Upgrade (Utility Network)	-	700,000	\$1,500,000	-	-	2,200,000
GUC Training Center–Building 1	2,000,000	12,000,000	4,000,000	-	-	18,000,000
Total Capital Projects	\$7,584,759	\$16,150,000	\$5,500,000	-	-	\$29,234,759
Capital Outlay	\$1,587,000	\$1,634,610	\$1,683,648	\$1,734,158	\$1,768,841	\$8,408,257
Total Capital	\$9,171,759	\$17,784,610	\$7,183,648	\$1,734,158	\$1,768,841	\$37,643,016

FUNDING SOURCE	2023	2024	2025	2026	2027	5-Year Spending
Pay Go	\$1,587,000	\$1,634,610	\$1,683,648	\$1,734,158	\$1,768,841	\$8,408,257
Transfers	-	-	-	-	-	-
Fund Balance	1,434,759	-	-	-	-	1,434,759
Revenue Bonds	6,150,000	16,150,000	5,500,000	-	-	27,800,000
SRF/Installment Loans	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Total Funding Sources	\$9,171,759	\$17,784,610	\$7,183,648	\$1,734,158	\$1,768,841	\$37,643,016
% Paid Pay Go/Operating Transfers	32.95%	9.19%	23.44%	100.00%	100.00%	26.15%
% Paid from Bonds and Loans	67.05%	90.81%	76.56%	-	-	73.85%
% Paid from Grants	-	-	-	-	-	-
% Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Capital Improvements Funding Plan

GREENVILLE UTILITIES TOTAL	2023	2024	2025	2026	2027	5-Year Total
Capital Projects	\$56,221,227	\$54,044,454	\$27,572,000	\$23,151,277	\$19,945,627	\$180,934,585
Capital Outlay	14,598,261	15,297,209	15,487,295	15,951,914	16,270,952	77,605,631
	\$70,819,488	\$69,341,663	\$43,059,295	\$39,103,191	\$36,216,579	\$258,540,216
Funding—Debt Financing						
Revenue Bonds	\$29,325,319	\$42,572,043	\$26,472,000	\$14,779,000	\$10,854,122	\$124,002,484
SRF/Installment Loans	2,345,457	-	-	-	-	2,345,457
	\$31,670,776	\$42,572,043	\$26,472,000	\$14,779,000	\$10,854,122	\$126,347,941
% to Total Capital	44.7%	61.4%	61.5%	37.8%	30.0%	48.9%
Funding—Cash						
Pay Go	\$14,598,261	\$15,297,209	\$15,487,295	\$15,951,914	\$16,270,952	\$77,605,631
Capital Project Transfer	-	-	-	-	-	-
Acreage & Capacity Fees	955,136	-	-	-	-	955,136
Fund Balance	14,554,715	11,187,011	1,100,000	8,372,277	9,091,505	44,305,508
Grants and Contributions	9,040,600	285,400	-	-	-	9,326,000
	\$39,148,712	\$26,769,620	\$16,587,295	\$24,324,191	\$25,362,457	\$132,192,275
% to Total Capital	55.3%	38.6%	38.5%	62.2%	70.0%	51.1%
Total Funding	\$70,819,488	\$69,341,663	\$43,059,295	\$39,103,191	\$36,216,579	\$258,540,216



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.



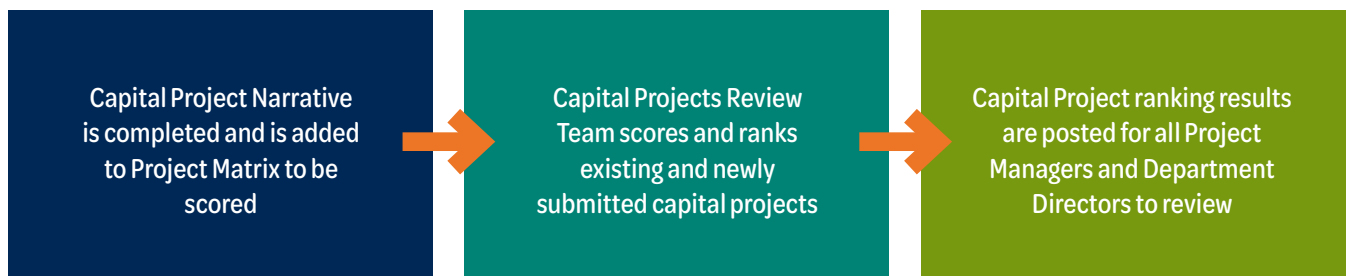
Capital Improvements Planning & Project Prioritization

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.

Project: Customer Care & Billing Software Upgrade | As of May 23, 2022

	% of Proposed Budget	Budget
Revenues:		
Long-Term Debt	100%	\$4,500,000
Total Revenue	100%	\$4,500,000
Expenditures:		
Project Costs		\$4,500,000
Total Expenditures		\$4,500,000

Project Description:

The purpose of this project is to upgrade GUC’s instance of CCB for a move to the cloud version (CCS) to replace the current version of CCB which is several versions behind current and reached end of active support in November 2020. This sets the foundation for billing AMI meters but does not include all modules, which will be implemented as part of the AMI capital project. CCB is used across GUC and integrates with many systems such as MWM, CSS, EBS, and WAM supporting payments, bill provider, Itron (meters) and other services.

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.
- 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.
- Promotes lowest reasonable cost of service—Project enables avoided costs and/or reduces need for additional facilities, equipment, or human resources.



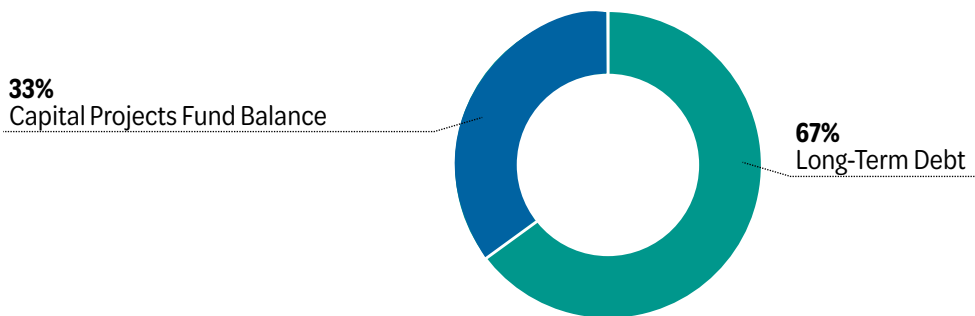
Project: Frog Level Pump Station Improvements | As of May 23, 2022

	% of Proposed Budget	Budget
Revenues:		
Long-Term Debt	67%	\$1,000,000
Capital Projects Fund Balance	33%	\$500,000
Total Revenue	100%	\$1,500,000
Expenditures:		
Project Costs		\$1,500,000
Total Expenditures		\$1,500,000

Project Description:

This project includes upgrades to the Frog Level Pump Station to accommodate growth in this service area of the system. The project will include the installation of new force main, pumps, standby generator, and electrical equipment. Improvements are required for increasing capacity to facilitate permitting future development.

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.
- Promotes lowest reasonable cost of service—Project enables avoided costs and/or reduces need for additional facilities, equipment, or human resources.
- Supports growth as a regional utility—Project produces beneficial effects on relationships with other jurisdictions or quasi-governmental agencies in the area.

START DATE:
07/01/2022

COMPLETION DATE:
06/01/2023

Project: New Operations Center Building 1 | As of May 23, 2022

	% of Proposed Budget	Budget
Revenues:		
Long-Term Debt	100%	\$2,000,000
Total Revenue	100%	\$2,000,000
Expenditures:		
Project Costs		\$2,000,000
Total Expenditures		\$2,000,000

Project Description:

This Building 1 project is for an architect/engineering firm to produce a final design drawing set and cost estimate in FY23 into FY24. This design and cost estimate will be complete and suitable for future construction when the market is favorable. The facility is estimated at 65,000 square feet of finished space and includes a large auditorium, self-serve cafeteria, wellness center, and support/administrative offices. It will facilitate corporate and regional utility training, all employee meetings, employee fitness and office space for Human Resources, Risk Management, Information Technology and other support/administrative units.

Funding Source:



Strategic Alignment to Commission Objectives

- Supports growth as a regional utility—Project produces beneficial effects on relationships with other jurisdictions or quasi-governmental agencies in the area.



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 5–10 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 to ensure an appropriate balance of cash resources and new debt is utilized to support system expansions, replacements, and rehabilitation projects, and 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. The largest contributor to the increase in the Commission’s FY2022–23 budget is purchased gas. Recent major increases in purchased gas costs resulted in multiple Purchased Gas Adjustments during FY2021–22 and resulted in the FY2022–23 budget for purchased gas being approximately double the FY2020–21 actual purchased gas expense. For the forecast years, the projected purchased gas budget reflects steady increases over the FY2022–23 budget. Increases in Capital Outlay expenditures over the planning period are assumed to be 3% per year, driven primarily by inflationary impacts on materials and labor, and are subject to system growth demands. 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)

	2022 Projection	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Operating revenues						
Charges for service	\$265,749	\$277,715	\$281,673	\$287,114	\$294,168	\$299,690
Other operating revenues	810	815	819	834	850	866
Total revenues	\$266,559	\$278,530	\$282,492	\$287,948	\$295,018	\$300,556
Operating expenses						
Administration and general	28,379	31,809	32,410	33,048	33,700	34,363
Operations and maintenance	48,342	51,259	52,330	52,630	53,697	54,784
Purchased power and gas	153,878	165,006	165,584	166,176	159,158	162,280
Depreciation	27,636	24,937	23,998	22,924	21,517	20,751
Total operating expenses	\$258,235	\$273,011	\$274,322	\$274,778	\$268,072	\$272,178
Operating income (loss)	\$8,324	\$5,519	\$8,170	\$13,170	\$26,946	\$28,378
Nonoperating revenues (expenses)						
Interest income	458	408	508	655	797	912
Debt interest expense and services charges	(5,802)	(6,415)	(6,625)	(8,911)	(8,829)	(10,245)
Other, net	3,182	2,065	2,003	2,014	2,025	2,037
Total nonoperating revenues (expenses)	(\$2,162)	(\$3,942)	(\$4,114)	(\$6,242)	(\$6,007)	(\$7,296)
Income before contributions and transfers	\$6,162	\$1,577	\$4,056	\$6,928	\$20,939	\$21,082
Contributions and transfers						
Capital contributions	-	-	-	-	-	-
Transfer to City of Greenville, general fund	(5,691)	(6,060)	(6,181)	(6,304)	(6,431)	(6,559)
Transfer to City of Greenville, street lighting	(961)	(980)	(960)	(979)	(999)	(1,019)
Total contributions and transfers	(\$6,652)	(\$7,040)	(\$7,141)	(\$7,283)	(\$7,430)	(\$7,578)
Changes in net assets	(\$490)	(\$5,463)	(\$3,085)	(\$355)	\$13,509	\$13,504
Net assets, beginning of year	\$417,527	\$417,037	\$411,574	\$408,489	\$408,134	\$421,643
Net assets, end of year	\$417,037	\$411,574	\$408,489	\$408,134	\$421,643	\$435,147

Greenville Utilities Total Funds

DEBT COVERAGE CALCULATION

	2022 Projection	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Revenues						
Revenues ¹	\$268,652	\$280,595	\$284,495	\$289,962	\$297,043	\$302,593
Less capacity/acreage fees ²	0	0	0	0	0	0
Plus interest income ³	458	408	508	655	797	912
Total revenues	\$269,110	\$281,003	\$285,003	\$290,617	\$297,840	\$303,505
Current expenses						
Operations	73,486	81,783	83,404	84,289	85,952	87,645
Purchased power and gas	153,878	165,006	165,584	166,176	159,158	162,280
Total current expenses	\$227,364	\$246,789	\$248,988	\$250,465	\$245,110	\$249,925
Net revenues/funds available for debt service	\$41,746	\$34,214	\$36,015	\$40,152	\$52,730	\$53,580
Debt service						
Parity debt ⁴	\$12,462	\$11,215	\$12,981	\$15,285	\$16,947	\$18,625
Subordinate debt ⁵	359	357	2,608	2,774	2,749	2,725
Total debt service	\$12,821	\$11,572	\$15,589	\$18,059	\$19,696	\$21,350
Parity debt service coverage, requirement = 1.25 ⁶	3.35	3.05	2.77	2.63	3.11	2.88
Total debt service coverage, requirement = 1.00 ⁷	3.26	2.96	2.31	2.22	2.68	2.51
Debt service coverage after transfers ⁸	2.74	2.35	1.85	1.82	2.30	2.15
Unrestricted Cash and Investments	\$114,558	\$108,640	\$101,715	\$95,392	\$97,275	\$98,373
Days Cash on Hand	181	160	148	138	144	143
Unappropriated Fund Balance	\$61,908	\$61,318	\$61,433	\$61,348	\$61,254	\$61,262
Fund Balance as % of Expenditures		21%	21%	21%	21%	20%

¹ Line 3 plus Line 12 less gain on disposal of fixed assets and grants

² 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).

³ Interest income from Operating Funds only

⁴ Includes principal and interest requirements relating to existing revenue bonds and the estimated principal and interest requirements relating to anticipated revenue bonds.

⁵ 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.

⁶ Line 29 divided by Line 30

⁷ Line 29 divided by Line 32

⁸ 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)

	2022 Projection	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Operating revenues						
Charges for service	\$177,080	\$181,480	\$181,898	\$184,856	\$189,892	\$194,223
Other operating revenues	484	497	507	518	528	539
Total revenues	\$177,564	\$181,977	\$182,405	\$185,374	\$190,420	\$194,762
Operating expenses						
Administration and general	14,091	15,778	16,088	16,404	16,727	17,056
Operations and maintenance	18,026	19,381	19,769	19,989	20,393	20,804
Purchased power and gas	128,237	134,081	134,563	135,093	128,020	131,086
Depreciation	12,737	11,109	10,594	9,989	9,484	8,780
Total operating expenses	\$173,091	\$180,349	\$181,014	\$181,475	\$174,624	\$177,726
Operating income (loss)	\$4,473	\$1,628	\$1,391	\$3,899	\$15,796	\$17,036
Nonoperating revenues (expenses)						
Interest income	280	240	300	400	500	600
Interest income, capital project fund	--	--	--	--	--	--
Interest income, rate stabilization fund	--	--	--	--	--	--
Debt interest expense and services charges	(2,311)	(2,806)	(2,920)	(3,896)	(3,899)	(4,855)
Other, net	2,646	1,796	1,754	1,763	1,772	1,781
Total nonoperating revenues (expenses)	\$615	(\$770)	(\$866)	(\$1,733)	(\$1,627)	(\$2,474)
Income before contributions and transfers	\$5,088	\$858	\$525	\$2,166	\$14,169	\$14,562
Contributions and transfers						
Transfer to City of Greenville, general fund	(4,021)	(4,357)	(4,444)	(4,533)	(4,624)	(4,716)
Transfer to City of Greenville, street lighting	(961)	(980)	(960)	(979)	(999)	(1,019)
Total contributions and transfers	(\$4,982)	(\$5,337)	(\$5,404)	(\$5,512)	(\$5,623)	(\$5,735)
Changes in net assets	\$106	(\$4,479)	(\$4,879)	(\$3,346)	\$8,546	\$8,827
Net assets, beginning of year	\$159,031	\$159,137	\$154,658	\$149,779	\$146,433	\$154,979
Net assets, end of year	\$159,137	\$154,658	\$149,779	\$146,433	\$154,979	\$163,806

Electric Fund

DEBT COVERAGE CALCULATION

	2022 Projection	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Revenues						
Revenues ¹	\$179,325	\$183,773	\$184,159	\$187,137	\$192,192	\$196,543
Plus interest income ²	280	240	300	400	500	600
Total revenues	\$179,605	\$184,013	\$184,459	\$187,537	\$192,692	\$197,143
Current expenses						
Operations ³	31,611	34,633	35,310	35,824	36,528	37,244
Purchased power and gas	128,237	134,081	134,563	135,093	128,020	131,086
Total current expenses	\$159,848	\$168,714	\$169,873	\$170,918	\$164,548	\$168,330
Net revenues/funds available for debt service	\$19,757	\$15,299	\$14,586	\$16,619	\$28,144	\$28,813
Debt service						
Parity debt	\$4,316	\$3,903	\$5,341	\$6,402	\$7,172	\$8,447
Subordinate debt	--	--	--	--	--	--
Total debt service	\$4,316	\$3,903	\$5,341	\$6,402	\$7,172	\$8,447
Parity debt service coverage, requirement = 1.25	4.58	3.92	2.73	2.60	3.92	3.41
Total debt service coverage, requirement = 1.00	4.58	3.92	2.73	2.60	3.92	3.41
Debt service coverage after transfers	3.42	2.55	1.72	1.73	3.14	2.73
Unrestricted Cash and Investments	\$79,248	\$74,686	\$68,110	\$61,325	\$62,254	\$62,483
Days Cash on Hand	180	161	146	131	138	135
Unappropriated Fund Balance	\$36,388	\$36,198	\$36,285	\$36,103	\$35,721	\$35,456
Fund Balance as % of Expenditures	20%	19%	19%	19%	19%	18%

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

² Interest income from Operating Funds only

³ Excluding unfunded OPEB expenses

Water Fund

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

	2022 Projection	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Operating revenues						
Charges for service	\$24,173	\$24,920	\$26,049	\$26,993	\$27,160	\$27,310
Other operating revenues	118	120	123	125	128	130
Total revenues	\$24,291	\$25,040	\$26,172	\$27,118	\$27,288	\$27,440
Operating expenses						
Administration and general	4,864	5,457	5,554	5,664	5,776	5,890
Operations and maintenance	11,263	11,538	11,769	11,829	12,069	12,314
Depreciation	4,655	4,347	4,220	4,111	3,748	3,732
Total operating expenses	\$20,782	\$21,342	\$21,543	\$21,604	\$21,593	\$21,936
Operating income (loss)	\$3,509	\$3,698	\$4,629	\$5,514	\$5,695	\$5,504
Nonoperating revenues (expenses)						
Interest income	52	53	65	80	85	90
Debt interest expense and services charges	(985)	(1,011)	(1,225)	(1,812)	(1,790)	(2,092)
Other, net	274	146	147	148	149	150
Total nonoperating revenues (expenses)	(\$659)	(\$812)	(\$1,013)	(\$1,584)	(\$1,556)	(\$1,852)
Income before contributions and transfers	\$2,850	\$2,886	\$3,616	\$3,930	\$4,139	\$3,652
Contributions and transfers						
Contributed capital	--	--	--	--	--	--
Total contributions and transfers	--	--	--	--	--	--
Changes in net assets	\$2,850	\$2,886	\$3,616	\$3,930	\$4,139	\$3,652
Net assets, beginning of year	\$82,293	\$85,143	\$88,029	\$91,645	\$95,575	\$99,714
Net assets, end of year	\$85,143	\$88,029	\$91,645	\$95,575	\$99,714	\$103,366

Water Fund

DEBT COVERAGE CALCULATION

	2022 Projection	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Revenues						
Revenues ¹	\$24,480	\$25,186	\$26,319	\$27,266	\$27,437	\$27,590
Less capacity/acreage fees	--	--	--	--	--	--
Plus interest income ²	52	53	65	80	85	90
Total revenues	\$24,532	\$25,239	\$26,384	\$27,346	\$27,522	\$27,680
Current expenses						
Operations ³	15,855	16,712	17,029	17,187	17,527	17,873
Purchased power and gas	--	--	--	--	--	--
Total current expenses	\$15,855	\$16,712	\$17,029	\$17,187	\$17,527	\$17,873
Net revenues/funds available for debt service	\$8,677	\$8,527	\$9,355	\$10,159	\$9,995	\$9,807
Debt service						
Parity debt	\$2,150	\$1,969	\$1,999	\$2,446	\$2,772	\$3,089
Subordinate debt	149	148	2,401	2,568	2,545	2,522
Total debt service	\$2,299	\$2,117	\$4,400	\$5,014	\$5,317	\$5,611
Parity debt service coverage, requirement = 1.25	4.04	4.33	4.68	4.15	3.61	3.17
Total debt service coverage, requirement = 1.00	3.77	4.03	2.13	2.03	1.88	1.75
Debt service coverage after transfers	3.77	4.03	2.13	2.03	1.88	1.75
Unrestricted Cash and Investments	\$8,168	\$8,245	\$8,357	\$8,603	\$8,822	\$9,014
Days Cash on Hand	185	177	176	180	180	181
Unappropriated Fund Balance	\$5,464	\$5,458	\$5,445	\$5,585	\$5,784	\$5,960
Fund Balance as % of Expenditures	22%	22%	21%	20%	21%	21%

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

² Interest income from Operating Funds only

³ Excluding unfunded OPEB expenses

Sewer Fund

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

	2022 Projection	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Operating revenues						
Charges for service	\$24,459	\$24,621	\$25,159	\$25,367	\$26,309	\$26,529
Other operating revenues	114	109	99	101	103	105
Total revenues	\$24,573	\$24,730	\$25,258	\$25,468	\$26,412	\$26,634
Operating expenses						
Administration and general	4,776	5,359	5,454	5,562	5,672	5,783
Operations and maintenance	11,793	12,497	12,747	12,827	13,087	13,352
Depreciation	7,395	6,898	6,796	6,570	6,190	6,174
Total operating expenses	\$23,964	\$24,754	\$24,997	\$24,959	\$24,949	\$25,309
Operating income (loss)	\$609	(\$24)	\$261	\$509	\$1,463	\$1,325
Nonoperating revenues (expenses)						
Interest income	51	45	55	65	77	87
Debt interest expense and services charges	(1,781)	(1,892)	(1,774)	(2,088)	(2,002)	(1,862)
Other, net	81	39	40	40	41	42
Total nonoperating revenues (expenses)	(\$1,649)	(\$1,808)	(\$1,679)	(\$1,983)	(\$1,884)	(\$1,733)
Income before contributions and transfers	(\$1,040)	(\$1,832)	(\$1,418)	(\$1,474)	(\$421)	(\$408)
Contributions and transfers						
Capital contributions	--	--	--	--	--	--
Total contributions and transfers	--	--	--	--	--	--
Changes in net assets	(\$1,040)	(\$1,832)	(\$1,418)	(\$1,474)	(\$421)	(\$408)
Net assets, beginning of year	\$121,474	\$120,434	\$118,602	\$117,184	\$115,710	\$115,289
Net assets, end of year	\$120,434	\$118,602	\$117,184	\$115,710	\$115,289	\$114,881

Sewer Fund

DEBT COVERAGE CALCULATION

	2022 Projection	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Revenues						
Revenues ¹	\$24,581	\$24,769	\$25,298	\$25,508	\$26,453	\$26,676
Less capacity/acreage fees	--	--	--	--	--	--
Plus interest income ²	51	45	55	65	77	87
Total revenues	\$24,632	\$24,814	\$25,353	\$25,573	\$26,530	\$26,763
Current expenses						
Operations ³	14,310	17,586	17,921	18,097	18,455	18,820
Purchased power and gas	--	--	--	--	--	--
Total current expenses	\$14,310	\$17,586	\$17,921	\$18,097	\$18,455	\$18,820
Net revenues/funds available for debt service	\$10,322	\$7,228	\$7,432	\$7,476	\$8,075	\$7,943
Debt service						
Parity debt	\$4,477	\$4,178	\$4,410	\$4,788	\$5,053	\$4,782
Subordinate debt	210	209	207	206	204	203
Total debt service	\$4,687	\$4,387	\$4,617	\$4,994	\$5,257	\$4,985
Parity debt service coverage, requirement = 1.25	2.31	1.73	1.69	1.56	1.60	1.66
Total debt service coverage, requirement = 1.00	2.20	1.65	1.61	1.50	1.54	1.59
Debt service coverage after transfers	2.20	1.65	1.61	1.50	1.54	1.59
Unrestricted Cash and Investments	\$8,614	\$8,686	\$8,900	\$8,966	\$9,199	\$9,372
Days Cash on Hand	190	178	178	178	179	179
Unappropriated Fund Balance	\$6,462	\$6,520	\$6,688	\$6,735	\$6,886	\$7,039
Fund Balance as % of Expenditures	26%	26%	26%	26%	26%	26%

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

² Interest income from Operating Funds only

³ Excluding unfunded OPEB expenses

Natural Gas Fund

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

	2022 Projection	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Operating revenues						
Charges for service	\$40,037	\$46,694	\$48,567	\$49,898	\$50,807	\$51,628
Other operating revenues	94	89	90	90	91	92
Total revenues	\$40,131	\$46,783	\$48,657	\$49,988	\$50,898	\$51,720
Operating expenses						
Administration and general	4,648	5,215	5,314	5,418	5,525	5,634
Operations and maintenance	7,260	7,843	8,045	7,985	8,148	8,314
Purchased power and gas	25,641	30,925	31,021	31,083	31,138	31,194
Depreciation	2,849	2,583	2,388	2,254	2,095	2,065
Total operating expenses	\$40,398	\$46,566	\$46,768	\$46,740	\$46,906	\$47,207
Operating income (loss)	(\$267)	\$217	\$1,889	\$3,248	\$3,992	\$4,513
Nonoperating revenues (expenses)						
Interest income	75	70	88	110	135	135
Debt interest expense and services charges	(725)	(706)	(706)	(1,115)	(1,138)	(1,436)
Other, net	181	84	62	63	63	64
Total nonoperating revenues (expenses)	(\$469)	(\$552)	(\$556)	(\$942)	(\$940)	(\$1,237)
Income before contributions and transfers	(\$736)	(\$335)	\$1,333	\$2,306	\$3,052	\$3,276
Contributions and transfers						
Transfer to City of Greenville, general fund	(1,670)	(1,703)	(1,737)	(1,771)	(1,807)	(1,843)
Total contributions and transfers	(\$1,670)	(\$1,703)	(\$1,737)	(\$1,771)	(\$1,807)	(\$1,843)
Changes in net assets	(\$2,406)	(\$2,038)	(\$404)	\$535	\$1,245	\$1,433
Net assets, beginning of year	\$54,729	\$52,323	\$50,285	\$49,881	\$50,416	\$51,661
Net assets, end of year	\$52,323	\$50,285	\$49,881	\$50,416	\$51,661	\$53,094

Natural Gas Fund

DEBT COVERAGE CALCULATION

	2022 Projection	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Revenues						
Revenues ¹	\$40,265	\$46,867	\$48,719	\$50,051	\$50,961	\$51,784
Plus interest income ²	75	70	88	110	135	135
Total revenues	\$40,340	\$46,937	\$48,807	\$50,161	\$51,096	\$51,919
Current expenses						
Operations ³	11,710	12,852	13,144	13,181	13,442	13,708
Purchased power and gas	25,641	30,925	31,021	31,083	31,138	31,194
Total current expenses	\$37,351	\$43,778	\$44,165	\$44,263	\$44,580	\$44,902
Net revenues/funds available for debt service	\$2,989	\$3,159	\$4,642	\$5,898	\$6,516	\$7,017
Debt service						
Parity debt	\$1,519	\$1,165	\$1,231	\$1,649	\$1,950	\$2,307
Subordinate debt	--	--	--	--	--	--
Total debt service	\$1,519	\$1,165	\$1,231	\$1,649	\$1,950	\$2,307
Parity debt service coverage, requirement = 1.25	1.97	2.71	3.77	3.58	3.34	3.04
Total debt service coverage, requirement = 1.00	1.97	2.71	3.77	3.58	3.34	3.04
Debt service coverage after transfers	0.87	1.25	2.36	2.50	2.41	2.24
Unrestricted Cash and Investments	\$18,528	\$17,023	\$16,348	\$16,498	\$17,000	\$17,504
Days Cash on Hand	180	141	134	135	138	142
Unappropriated Fund Balance	\$13,594	\$13,142	\$13,015	\$12,925	\$12,863	\$12,807
Fund Balance as % of Expenditures	32%	27%	26%	26%	25%	25%

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

² Interest income from Operating Funds only

³ Excluding unfunded OPEB expenses

Five-Year Financial Plan: Greenville Utilities All Funds

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Budgeted Revenue	\$281,003,202	\$285,001,749	\$290,616,645	\$297,840,536	\$303,505,164
Transfer from Rate Stabilization	6,520,500	7,530,000	7,000,000	-	-
Bond Proceeds	274,800	-	832,500	-	547,200
Budgeted Expenditures	(262,673,552)	(265,620,674)	(267,341,504)	(262,506,559)	(267,698,523)
Debt Service	(12,674,956)	(15,589,187)	(18,891,275)	(19,696,301)	(21,896,959)
City Turnover	(7,039,308)	(7,140,528)	(7,283,340)	(7,429,008)	(7,577,592)
Transfer to Rate Stabilization	-	-	(150,000)	(1,250,000)	(500,000)
Transfer to Capital Projects	(5,000,000)	(3,500,000)	(3,950,000)	(6,100,000)	(5,500,000)
Projected Surplus (Deficit)	\$410,686	\$681,360	\$833,026	\$858,668	\$879,290
Proposed Debt Issuance	\$20,182,660	-	\$38,092,000	\$20,220,000	\$20,709,353
Projected Debt Coverage Ratio	2.84x	2.22x	2.15x	2.6x	2.44x
Projected Fund Balance	21.3%	21.0%	20.6%	20.6%	20.1%
Projected Days Cash on Hand	130	129	129	133	131
Projected Equity/Capitalization	70%	71%	68%	68%	68%
Projected Typical Residential Bill¹	\$300.08	\$306.08	\$314.04	\$320.02	\$325.34

¹With electric, water, sewer and gas service

Five-Year Financial Plan: Electric Fund

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Budgeted Revenue	\$184,012,623	\$184,460,193	\$187,536,825	\$192,692,227	\$197,142,787
Transfer from Rate Stabilization	5,000,000	6,850,000	7,000,000	-	-
Bond Proceeds	217,683	-	372,064	-	307,948
Budgeted Expenditures	(178,962,602)	(180,434,399)	(181,801,237)	(175,763,984)	(179,782,231)
Debt Service	(4,669,709)	(5,340,599)	(6,774,467)	(7,171,851)	(8,755,288)
City Turnover	(5,336,796)	(5,403,960)	(5,512,044)	(5,622,288)	(5,734,740)
Transfer to Rate Stabilization	-	-	-	(750,000)	-
Transfer to Capital Projects	-	-	(700,000)	(3,250,000)	(3,000,000)
Projected Surplus (Deficit)	\$261,199	\$131,235	\$121,141	\$134,104	\$178,476
Proposed Debt Issuance	\$14,292,000	\$-	\$28,032,000	\$20,220,000	\$4,150,000
Projected Debt Coverage Ratio	3.78x	2.63x	2.51x	3.84x	3.34x
Projected Fund Balance	19.1%	19.0%	18.5%	18.5%	18.0%
Projected Days Cash on Hand	118	118	117	122	120
Projected Equity/Capitalization	68%	68%	61%	58%	59%
Rate Adjustments					
Current Forecast	0.0%	0.0%	2.3%	1.7%	2.5%
Projected Typical Residential Bill¹	\$109.31	\$109.31	\$111.86	\$113.78	\$116.65
Last Year's Forecast	0.0%	0.0%	0.0%	0.0%	0.0%

¹Annualized bill based on usage of 1,000 kWh per month

Five-Year Financial Plan: Water Fund

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Budgeted Revenue	\$25,238,721	\$26,383,035	\$27,345,655	\$27,522,099	\$27,680,595
Bond Proceeds	19,039	-	160,509	-	129,454
Budgeted Expenditures	(18,497,001)	(18,870,152)	(19,086,526)	(19,486,193)	(19,877,917)
Debt Service	(2,183,442)	(4,400,632)	(5,174,108)	(5,317,233)	(5,739,975)
Transfer to Capital Projects	(4,500,000)	(3,000,000)	(3,000,000)	(2,500,000)	(2,000,000)
Projected Surplus (Deficit)	\$77,317	\$112,251	\$245,530	\$218,673	\$192,157
Proposed Debt Issuance	\$1,250,000	\$-	\$3,190,000	\$-	\$8,775,000
Projected Debt Coverage Ratio	3.90x	2.06x	1.97x	1.82x	1.69x
Projected Fund Balance	21.6%	20.6%	20.3%	21.0%	21.4%
Projected Days Cash on Hand	177	176	180	180	181
Projected Equity/Capitalization	68%	71%	71%	74%	72%
Rate Adjustments					
Current Forecast	3.1%	4.1%	3.1%	0.0%	0.0%
Projected Typical Residential Bill¹	\$37.77	\$39.31	\$40.53	\$40.53	\$40.53
Last Year's Forecast	0.0%	0.0%	0.0%	0.0%	0.0%

¹Based on usage of 6,000 gallons per month

Five-Year Financial Plan: Sewer Fund

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Budgeted Revenue	\$24,814,441	\$25,352,405	\$25,573,580	\$26,530,250	\$26,763,048
Bond Proceeds	38,078	-	151,753	-	-
Budgeted Expenditures	(19,623,176)	(20,021,502)	(20,263,635)	(20,689,656)	(21,105,449)
Debt Service	(4,657,173)	(4,617,259)	(5,145,485)	(5,257,093)	(4,985,043)
Transfer to Capital Projects	(500,000)	(500,000)	(250,000)	(350,000)	(500,000)
Projected Surplus (Deficit)	\$72,170	\$213,644	\$66,213	\$233,501	\$172,556
Proposed Debt Issuance	\$4,640,660	\$-	\$3,190,000	\$-	\$275,000
Projected Debt Coverage Ratio	1.59x	1.55x	1.44x	1.48x	1.53x
Projected Fund Balance	26.2%	26.4%	26.2%	26.0%	26.3%
Projected Days Cash on Hand	178	178	178	179	179
Projected Equity/Capitalization	71%	72%	71%	73%	74%
Rate Adjustments					
Current Forecast	0.0%	1.1%	0.0%	2.8%	0.0%
Projected Typical Residential Bill¹	\$44.80	\$45.30	\$45.30	\$46.59	\$46.59
Last Year's Forecast	0.0%	0.0%	0.0%	0.0%	0.0%

¹Based on usage of 6,000 gallons of water per month

Five-Year Financial Plan: Natural Gas Fund

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Budgeted Revenue	\$46,937,417	\$48,806,116	\$50,160,585	\$51,095,960	\$51,918,734
Transfer from Rate Stabilization	1,520,500	680,000	-	-	-
Bond Proceeds	-	-	148,174	-	109,798
Budgeted Expenditures	(45,590,773)	(46,294,621)	(46,190,106)	(46,566,726)	(46,932,926)
Debt Service	(1,164,632)	(1,230,697)	(1,797,215)	(1,950,124)	(2,416,653)
City Turnover	(1,702,512)	(1,736,568)	(1,771,296)	(1,806,720)	(1,842,852)
Transfer to Rate Stabilization	-	-	(150,000)	(500,000)	(500,000)
Projected Surplus (Deficit)	\$-	\$224,230	\$400,142	\$272,390	\$336,101
Proposed Debt Issuance	\$-	\$-	\$3,680,000	\$-	\$7,509,353
Projected Debt Coverage Ratio	2.52x	3.6x	3.44x	3.22x	2.94x
Projected Fund Balance	27.1%	26.3%	25.7%	25.2%	24.6%
Projected Days Cash on Hand	135	134	134	133	132
Projected Equity/Capitalization	78%	82%	81%	85%	80%
Rate Adjustments					
Current Forecast	2.7%	3.7%	3.7%	2.4%	2.1%
Projected Typical Residential Bill¹	\$108.20	\$112.16	\$116.35	\$119.12	\$121.57
Last Year's Forecast	0.0%	2.4%	2.4%	0.0%	0.0%

¹Based on usage of 66 ccf per month



DEPARTMENTAL INFORMATION

Fiscal Year 2022-2023 Budget

DEPARTMENTAL
INFORMATION



DEPARTMENTAL
INFORMATION



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
General Manager's Office				
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	105,107,108	1		1
Public Information Office				
Public Information Officer/Communications Manager	118	1		1
Communications Specialist	112	2		2
Public Information Specialist	112	1		1
Legal Services				
General Counsel	127	1		1
Right-of-Way Officer	118	1		1
Paralegal	114	1		1
Business Development				
Business Development Specialist	119	1		1
Temporary Allocations				
Public Information Student Intern	n/a	1		1
Right-of-Way Student Intern	n/a	1		1
Total		15	0	15

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	FY 2017–2018 ACTUAL	FY 2018–2019 ACTUAL	FY 2019–2020 ACTUAL	FY 2020–2021 ACTUAL	FY 2021–2022 TARGET	FY 2021–2022 ACTUAL
Hours Worked Without a Lost Workday Injury	1,412,290	2,320,852	3,179,425	382,620	3,000,000	963,267

Accomplishments from FY2021–22 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 FY2022–23 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
Operations	\$3,628,844	\$3,713,889	\$3,895,035
Capital	-	-	-
Total	\$3,628,844	\$3,713,889	\$3,895,035

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
- Construction of another facility 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
- Value of GUC communication campaign
- 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

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
- Compensation Study

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 also provides payroll services and fixed assets accounting.

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 with the financial reporting system.

The Fleet Management division is responsible for the maintenance and repair, acquisition and disposal of all Commission vehicles and equipment and associated supplies.

The Risk and Facilities Management division provides loss control, risk control and facility maintenance support for all Commission departments. Services primarily include OSHA compliance, safety performance improvement, loss claims management, occupational health, building and grounds upkeep, mail courier, security and emergency management.

The Stores division is responsible for managing inventory that has over 2,000 SKUs with a value of more than \$9 million to support operations in the Electric, Water, Sewer, and Gas funds. The Stores division maintains necessary supplies and materials in sufficient quantities to meet the demands of infrastructure that provides service to more than 165,000 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 that 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
Finance Administration				
Chief Financial Officer	126	1		1
Director of Financial Services and Accounting	124	1		1
Operations Support Manager	122	0	1	1
Controller	122	1		1
Accountant/Auditor I, II, III, IV	115,116,117,118	4	1	5
Procurement Manager	117	1		1
Buyer I, II	111,113	1		1
Admin. Assistant, Senior Admin. Assistant	111,112	1		1
Accounting				
Accounting Manager	119	1		1
Accountant/Auditor I, II, III, IV	115,116,117,118	3	(1)	2
Accounting Technician I, II	109,111	2		2
Collections				
Collections Manager	117	1		1
Collections Supervisor	114	2		2
Cashier I, II	106,108	6		6
Financial Planning and Analysis				
Manager of Advanced Analytics	122	1		1
Senior Financial Planning and Rates Analyst	118	3		3
Operations Support Group				
Facilities Management				
Superintendent of Buildings & Grounds	118	1	(1)	0
Buildings & Grounds Supervisor	116	0	1	1
Facilities Engineer I, II	117,118	1		1
Facilities Maintenance Crew Leader	111	1		1
Facilities Maintenance Technician	109	1		1
Facilities Maintenance Worker	105	1		1
Fleet Management				
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	105,107,108	1		1
Risk Management				
Risk & Facilities Manager	120	1	(1)	0
Safety Culture Specialist	118	1		1
Safety Specialist I, II/Lighthouse Facilitator	114,116	1	1	2
Staff Support Specialist I, II, III	105,107,108	1		1
Stores				
Stores Manager	119	1		1
Assistant Stores Manager	115	1		1
Warehouse Inventory and Parts Coordinator	114	0	1	1
Stores Warehouse Supervisor	112	1		1
Staff Support Specialist III	108	1		1
Stores Warehouse Technician I, II, III	106,107,108	4	(1)	3

Finance Department Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
Temporary Allocations				
Financial Analyst Student Intern	n/a	1		1
Fleet Intern	n/a	1		1
Building Maintenance Intern	n/a	1		1
Parts Manager	114	1	(1)	0
Total		63	0	63

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	FY 2017–2018 ACTUAL	FY 2018–2019 ACTUAL	FY 2019–2020 ACTUAL	FY 2020–2021 ACTUAL	FY 2021–2022 TARGET	FY 2021–2022 ACTUAL
Moody's Bond Rating	Aa2	Aa1	Aa1	Aa1	Aa1	Aa1
Fitch Bond Rating	AA-	AA-	AA-	AA-	AA-	AA-
Days Operating Cash on Hand	135	138	155	158	>125	141
Debt Service Coverage	3.18	3.31	3.10	3.75	>1.75	3.29
Overtime Costs	8%	7%	5%	4%	<3%	6%
Fund Balance (Available for Appropriation)	21.6%	22.5%	23.1%	23.2%	>16.0%	22.4%
Return on Assets	2.26%	3.17%	3.04%	2.23%	>1.60%	1.28%
Return on Equity	3.38%	5.04%	4.67%	2.27%	>2.50%	1.58%
Prepare and Present Monthly Financial Statements to the Board	12	12	12	12	12	12

Accomplishments from FY2021–22 Budget Year:

Goal	Description	Completed?
Receive GFOA Budget Award	Received for the 6th 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 2022-23 Annual Budget and 5-year capital plans to the Board for approval	✓
Receive GFOA CAFR Award	Received for the 12th year in a row the GFOA Comprehensive Annual 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 6th 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 11th 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	✓
Fleet Building Complete	Completed re-location of our state-of-the-art Fleet Building to the New Operations location	✓
EBS Upgrade Complete	Collaboratively worked with IT, consultant, and other departments on EBS upgrade	✓
Acquisition of Bethel Utilities	Successfully transferred Bethel's water & wastewater systems over to GUC	✓
Company-wide record storage set-up	Successfully set up a company-wide offsite record storage program	✓
A3 Budget Software	Implemented a new budget system for departments to enter their budget information	✓

Goals & Objectives for the FY2022–23 Budget Year:

- GFOA Distinguished Budget Award
- CAFR Award
- PAFR Award
- Sustained Professional Purchasing Award

BUDGET SUMMARY	Budget 2020–2021	Budget 2021–2022	Budget 2022–2023
Operations	\$11,407,727	\$12,034,221	\$14,641,939
Capital	1,015,000	1,023,000	1,306,000
Total	\$12,422,727	\$13,057,221	\$15,947,939

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



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; pre-employment and random drug/alcohol screening and background check

programs; 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
Human Resources Office				
Director of Human Resources	124	1		1
Human Resources Manager, Senior Human Resources Manager	119,121	1		1
Utility Training Officer	117	1		1
Human Resources Business Partner	117	0	2	2
E-Learning/Instructional Designer	115	1		1
Benefits Administrator	115	1	(1)	0
HRIS Analyst	114	1		1
Human Resources Specialist I, II	111,113	2		2
Admin. Assistant, Senior Admin. Assistant	111,112	1	(1)	0
Temporary Allocations				
Human Resources Student Intern	n/a	1		1
Total		10	0	10

Human Resources Overview

Mission Statement:

Human Resources creates a workplace that attracts, develops and encourages employees in becoming their best.

PERFORMANCE INDICATORS	FY2017–2018 ACTUAL	FY2018–2019 ACTUAL	FY2019–2020 ACTUAL	FY2020–2021 ACTUAL	FY2021–2022 TARGET	FY2021–2022 ACTUAL
Retention Rate	97%	94%	97.5%	93.7%	95%	91.4%
Turnover	16	30	12	30	23	22
Retirements	Included in Turnover #	Included in Turnover #	10	5	Included in Turnover #	17

Accomplishments from FY2021–22 Budget Year:

Goal	Description	Completed?
Leadership Training	Launched a new multi-year, Commission-wide leadership training program (CLS)	✓
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	✓
TradesFormers	Joined TradesFormers and successfully hired a full-time Lineworker from the program & 2 apprentices	✓
NC IPMA-HR Award	Recipient of the North Carolina Chapter of the International Public Management Association for Human Resources (NC IPMA-HR) 2020/2021 award for Excellence in Training and Career Development	✓
Health & Wellness Fair	Resumed Health and Wellness Fair	✓
ETAP	13 employees utilized \$28k in Employee Tuition Assistance Program (ETAP) funds	✓
Professional Development	64 employees participated in the Pay for Professional Development program	✓
STEM Activity/Outreach	Reached 893 students through 16 STEM/school-related events	✓

Goals & Objectives for the FY2022–23 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)
- Improve time to fill positions by utilizing tracked fill time data by department
- Continue work on succession planning
- Expand involvement in TradesFormers to include additional trades
- Create employee discussion groups to support GUC's current diversity, inclusion and belonging initiatives
- 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
- Re-launch monthly "Supervisor Toolkit" training sessions January 2023
- Implement revised "NET/WE" training and require it of all employees within first 90 days of employment

BUDGET SUMMARY	Budget 2020–2021	Budget 2021–2022	Budget 2022–2023
Operations	\$4,037,710	\$4,461,409	\$4,167,685
Capital	\$0	\$0	\$0
Total	\$4,037,710	\$4,461,409	\$4,167,685

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
Director of Information Technology				
Director of Information Technology	124	1		1
IT Infrastructure Manager	122	1		1
IT Applications Manager	122	2		2
Senior Database Administrator	121	1		1
Senior IT Server/Security Analyst	120	1		1
Senior Systems Analyst I, II	119,120	2		2
Program Manager	119	0	1	1
Database Administrator	119	1	(1)	0
Business Analyst I, II, III, IV	116,117,118,119	3		3
Network Analyst I, II, III	114,116,118	3	1	4
Systems Analyst I, II, III, IV	116,117,118,119	8	(1)	7
IT Support Specialist Supervisor	116	1		1
IT Support Specialist I, II	112,114	3		3
Admin. Assistant, Senior Admin. Assistant	111,112	1		1
GIS Data Services				
GIS Systems Analyst I	116	1		1
GIS Technician I, II	113,115	3		3
CADD Specialist	111	1		1
Temporary Allocations				
IT Student Intern	n/a	3		3
IT GIS Student Intern	n/a	1		1
Total		37	0	37

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 2017–2018 ACTUAL	FY 2018–2019 ACTUAL	FY 2019–2020 ACTUAL	FY 2020–2021 ACTUAL	FY 2021–2022 TARGET	FY 2021–2022 ACTUAL
PC Deployment Satisfaction	96%	96%	97%*	99.33%	95%	98.2%
Number of Easements and Plats Processed Monthly—100% of submitted	100%	100%	100%	100%	100%	100%
Data synchronization (GIS-WAM)—100% synchronization with no errors	99.99%	98%	99.97%	100%	100%	100%
GIS Data Health	90%	91%	85.23%	92.32%	95%	95.67%

* Data from July 2019 to February of 2020

Accomplishments from FY2021–22 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"> Built-upon existing systems to support emerging needs such as incident reporting and outage notification Advanced business intelligence efforts by providing interactive dashboards to support business functions 	✓
Maximize our investment in enterprise systems to ensure the highest reliability, availability, and serviceability of IT services	<ul style="list-style-type: none"> Implemented next generation backup and recovery solution Consolidated data centers and associated infrastructure Enhanced load balancing across network 	✓
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"> Completed quarterly tabletop exercises with operational departments to test and evaluate response to cyber-threats Expanded use of advanced access management solution Implemented endpoint detection and response system 	✓

Goals & Objectives for the FY2022–23 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
Operations	\$7,907,894	\$7,648,856	\$7,771,158
Capital	\$401,000	\$272,000	\$249,000
Total	\$8,308,894	\$7,920,856	\$8,020,158

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 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

The department is divided into five sections: Customer Service, Energy Services, Billing, Credit, and Revenue Protection. The five sections share the common goal to provide timely, courteous service and accurate information.

The Customer Service Office 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 and providing call center and reception operations.

Billing serves as the main focal point from which all customer billing originates. Although customer billing is a joint function of both Billing and Information Technology, this group is vital to producing accurate monthly bills for all customers. This section processes all billing adjustments and changes, investigates billing inquiries, and provides quality control of customer billing.

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 electric.

Credit administers the credit policies and procedures as approved by the Commission. This section coordinates payment extensions and partial payments through social assistance programs.

Revenue Protection is responsible for delinquent account payment arrangements, bad debt management, and investigation of illegal utility usage.

Customer Relations Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
Director of Customer Relations Office				
Director of Customer Relations	124	1		1
Assistant Director of Customer Relations	119	1		1
Admin. Assistant, Senior Admin. Assistant	111,112	1		1
Customer Service and Billing				
Customer Service and Billing Supervisor	116	1		1
Customer Relations Team Leader	113	3		3
Customer Contact Representative I, II	108,111	14		14
Billing Specialist I, II, III	107,109,111	5		5
Staff Support Specialist I, II, III	105,107,108	3		3
Energy Services				
Energy Services Officer	113	3		3
Credit and Revenue Protection				
Credit Supervisor	116	1		1
Customer Relations Team Lead	113	0	1	1
Chief Credit Officer	113	1	(1)	0
Revenue Protection Specialist	109	1		1
Revenue Protection Representative	108	1	(1)	0
Customer Contact Representative I, II	108,111	2	1	3
Total		38	0	38

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	FY 2017–2018 ACTUAL	FY 2018–2019 ACTUAL	FY 2019–2020 ACTUAL	FY 2020–2021 ACTUAL	FY 2021–2022 TARGET	FY 2021–2022 ACTUAL
Billing Process Accuracy	99.964%	99.986%	99.992%	99.991%	99.800%	99.994%
Customer Satisfaction	84%	84%	86%	86%	80%	86%

Accomplishments from FY2021-22 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 \$34,770 in heating assistance to low income households in Pitt County. Since inception, \$727,965 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 500 customers with energy audits or consultations and we are on pace to add another 90 new houses to the E300 program.	✓
NC Debt Setoff	Revenue Protection continues to administer the NC Debt Setoff Program netting \$133,974.04 in recoveries during 2021. Since inception we have collected \$2,636,153.32 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 \$647,224.45.	✓
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 \$2.2 million in assistance payments to GUC customer households	✓
Payment Arrangements	Credit and Revenue Protection assisted customers re-establish and maintain utility service by providing 106 payment arrangements July 1, 2021 - current.	✓

Goals & Objectives for the FY2022–23 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
Operations	\$4,567,026	\$4,527,477	\$4,652,502
Capital	0	0	\$32,000
Total	\$4,567,026	\$4,527,477	\$4,684,502

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

This page has been left intentionally blank.



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
Operations	\$563,019	\$824,653	\$971,852
Capital	0	0	0
Total	\$563,019	\$824,653	\$971,852

Development Activities Personnel Summary

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



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 and 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 and substation design. The section performs the initial design of services and line extensions required in the processing of applications for new electric customers and developments.

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. Outside contract crews are used to supplement these crews for major construction projects. 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
Director of Electric Systems				
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	105,107,108	1	1	2
Customer Records Clerk	106	1	(1)	0
Engineering Office				
Electric Planning Engineer	122	1		1
Electric Distribution Engineer	122	1		1
Substation and 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	0	1	1
Engineering Assistant I, II	111,114	7		7
Substation/Control Engineering Asst I, II	111,114	2		2
Substation/Control				
Substation/Communications Supervisor	118	1		1
Substation Crew Leader I, II	116,117	1		1
Control Systems Supervisor	116	1	1	2
Substation Lineworker First, Second, Third Class	111,113,114	4		4
Protective Relay Technician I, II	114,115	2		2
Electric Communications Technician I, II	114,115	2		2
Substation Inventory & Parts Coordinator	114	0	1	1
Generator Technician	114	1		1
Control Systems Technician I, II, III	109,111,113	8	(2)	6
Electric Shop Technician	111	1		1
Customer Records Clerk	106	1		1
Staff Support Specialist I	105	0		0
Dispatching				
Control Room Operations Supervisor	116	1		1
Control Room Operator I, II, III	109,112,113	7		7
O/M System				
UG Electric Distribution Supervisor	118	1		1
OH Construction Maintenance Supervisor	118	1		1
Electric Troubleshooter Crew Leader I, II	116,117	4		4
Electric OH Crew Leader I, II	116,117	4		4
Electric UG Crew Leader I, II	116,117	4		4
Line Clearing Coordinator	115	1		1
Lineworker First, Second, Third Class	111,113,115	35		35
Tree Trimmer Crew Leader	113	2		2
Tree Trimmer I, II	108,111	8		8
Meter Reading				
Meter Superintendent	120	1		1
Meter Supervisor—Reading	116	1		1
Staff Support Specialist I, II, III	105,107,108	2		2
Meter Technician I, II, III	105,109,111	6		6

Electric Operations & Meter Services Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
Meter Repair				
Meter Supervisor—Electric Repair	116	1		1
Meter Supervisor—Water/Gas Repair	116	1		1
Meter Technician I, II, III	105,109,111	10		10
Meter Service				
Meter Supervisor—Service	116	1		1
Meter Technician I, II, III	105,109,111	10		10
Temporary Allocations				
Electric Engineering Student Intern	n/a	3		3
Total		148	1	149

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 2017–2018 ACTUAL	FY 2018–2019 ACTUAL	FY 2019–2020 ACTUAL	FY 2020–2021 ACTUAL	FY 2021–2022 TARGET	FY 2021–2022 ACTUAL
Service Installs on Time—85%	92%	99%	98%	94%	85%	95%
Restoration of Service (CAIDI)(mins) ¹ —82.00	74.39	69.01	76.58	86.27	82	68.65
Duration of Interruptions (SAIDI)(mins) ² —65.0	31.52	32.80	44.56	21.82	66.0	28.08
Interruptions in Service (SAIFI) ³ —0.79	0.42	0.48	0.58	0.25	0.79	0.41
System Losses—3.00%	3.35%	2.04%	1.94%	2.48%	3.00%	3.01%
Response Time to Unplanned Outages—30.00	27.17	26.45	26.49	26.50	30.00	29.15

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

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

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

Accomplishments from FY2021–22 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 over 8,134 of 8,548 City of Greenville lights to date	✓
Capital Project Completion	Substantial completion of the Vidant 6MW Peak Shaving Generator Project	✓
Capital Project Completion	Completion of BESS Shaving Project	✓
Substation Relay Modernization Project	Completion of the Substation Relay Modernization project for all substations on our system.	✓
Community Outreach Light Up Navajo III Project	Assisted the Navajo Nation community with installation and construction of facilities to provide electricity	✓
P & G 1MW Peak Shaving Generator Replacement	Completion of P & G Generator Project	✓

*Award designation is good for 3 years.

Goals & Objectives for the FY2022–23 Budget Year:

- Completion of Sugg Parkway Substation
- Mayne Pharma Generator Upgrade/Replacement Project
- 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
- P & G 1MW Peak Shaving Generator Replacement and Transmission Structure Replacements
- Begin construction on Mount Pleasant to Sugg 115 kV Transmission Line
- Begin construction on FY 2022-23 Transmission Replacement

Budget Summary	Budget 2020–2021	Budget 2021–2022	Budget 2022–2023
Electric			
Operations	\$12,379,191	\$12,617,751	\$13,457,540
Capital	7,826,976	\$7,545,026	8,342,926
Total	\$20,206,167	\$20,162,777	\$21,800,466
Shared Services			
Operations	\$50,000	\$50,000	\$50,000
Capital	45,000	45,000	580,000
Total	\$95,000	\$95,000	\$630,000
Meter			
Operations	\$3,064,721	\$3,006,817	\$3,281,424
Capital	370,000	219,000	259,000
Total	\$3,434,721	\$3,225,817	\$3,540,424

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

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Residential										
Base facilities charge (per month)	\$10.99	\$10.99	\$10.99	\$13.00	\$15.00	\$17.00	\$19.00	\$21.00	\$21.00	\$21.00
Energy (per kWh)										
Summer	\$0.12600	\$0.12600	\$0.12600	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Winter	\$0.11514	\$0.11514	\$0.11514	n/a	n/a	n/a	n/a	n/a	n/a	n/a
all kWh	n/a	n/a	n/a	\$0.11086	\$0.10014	\$0.09814	\$0.09614	\$0.09414	\$0.09414	\$0.09414
Residential Time of Use with Demand Net Metering for Solar Energy Facilities										
Base facilities charge (per month)	n/a	n/a	n/a	\$19.47	\$21.47	\$23.47	\$25.47	\$27.47	\$27.47	\$27.47
Demand (per kW)										
all kW	n/a	n/a	n/a	\$7.94	\$6.82	\$6.55	\$6.11	\$5.67	\$5.67	\$5.67
Energy (per kWh)										
all on-peak kWh	n/a	n/a	n/a	\$0.13668	\$0.12829	\$0.12829	\$0.14026	\$0.14228	\$0.14228	\$0.14228
all off-peak kWh	n/a	n/a	n/a	\$0.04393	\$0.03873	\$0.03873	\$0.03474	\$0.03569	\$0.03569	\$0.03569
Small General Service										
Base facilities charge (per month)	\$15.76	\$15.76	\$15.76	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$24.00
Energy (per kWh)										
a. first 1,000 kWh	\$0.13177	\$0.13177	\$0.13177	\$0.11938	\$0.11066	\$0.11066	\$0.11066	\$0.11066	\$0.11066	\$0.11066
b. next 5,000 kWh	\$0.12558	\$0.12558	\$0.12558	\$0.11319	\$0.10447	\$0.10447	\$0.10447	\$0.10447	\$0.10447	\$0.10447
c. all additional kWh	\$0.10696	\$0.10696	\$0.10696	\$0.09457	\$0.08585	\$0.08585	\$0.08585	\$0.08585	\$0.08585	\$0.08969
Medium General Service										
Base facilities charge (per month)	\$16.30	\$16.30	\$16.30	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$57.00
Demand (per kW)										
a. first 35 kW	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
b. all additional kW	\$4.17	\$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	\$0.12323	\$0.10464	\$0.09592	\$0.09592	\$0.09592	\$0.09592	\$0.09592	\$0.08705
b. all additional kWh	\$0.09233	\$0.09233	\$0.09233	\$0.08900	\$0.08028	\$0.08028	\$0.08028	\$0.08028	\$0.08028	\$0.08028
Medium General Service—CP										
Base facilities charge (per month)	n/a	n/a	n/a	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$70.00
Demand (per kW)										
a. all coincident peak	n/a	n/a	n/a	\$14.95	\$14.57	\$17.00	\$17.40	\$18.14	\$18.13	\$16.97
b. allocated non-coincident peak	n/a	n/a	n/a	\$16.75	\$15.61	\$15.61	\$15.61	\$15.61	\$15.61	\$12.77
c. excess non-coincident peak	n/a	n/a	n/a	\$5.38	\$5.38	\$5.38	\$5.38	\$5.38	\$5.38	\$6.77
d. all rkVA	n/a	n/a	n/a	\$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	n/a	\$0.04224	\$0.03677	\$0.03027	\$0.03071	\$0.02815	\$0.02827	\$0.03105
Large General Service—CP										
Base facilities charge (per month)	n/a	n/a	n/a	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$170.00
Demand (per kW)										
a. all coincident peak	\$12.71	\$12.71	\$12.71	\$19.53	\$19.03	\$22.20	\$22.73	\$23.69	\$23.68	\$22.16
b. allocated non-coincident peak	\$17.42	\$17.42	\$17.42	\$15.19	\$13.13	\$13.13	\$13.13	\$13.13	\$13.13	\$13.13
c. excess non-coincident peak	\$4.98	\$4.98	\$4.98	\$6.82	\$6.82	\$6.82	\$6.82	\$6.82	\$6.82	\$7.50
d. all rkVA	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25
Energy (per kWh)										
all kWh per month	\$0.04928	\$0.04928	\$0.04928	\$0.03522	\$0.03066	\$0.02524	\$0.02560	\$0.02347	\$0.02357	\$0.02589
Transmission Rate –CP (E-INDTRN)										
Base facilities charge (per month)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$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	n/a	\$22.04
b. all non-coincident	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$3.14
c. all rkVA	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$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	n/a	\$0.02574

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Seasonal General Service										
Base facilities charge (per month)	\$18.14	\$18.14	\$18.14	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Energy (per kWh)	a. first 750 kWh	\$0.14306	\$0.14306	\$0.14306	n/a	n/a	n/a	n/a	n/a	n/a
Summer	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	\$0.13184	n/a	n/a	n/a	n/a	n/a	n/a
	c. all additional kWh	\$0.10647	\$0.10647	\$0.10647	n/a	n/a	n/a	n/a	n/a	n/a
Energy (per kWh)	a. first 750 kWh	\$0.12235	\$0.12235	\$0.12235	n/a	n/a	n/a	n/a	n/a	n/a
Winter	b. all additional kWh	\$0.09382	\$0.09382	\$0.09382	n/a	n/a	n/a	n/a	n/a	n/a
Public Communications Network Device Service										
Base facilities charge (per month)	\$1.58	\$1.58	\$1.58	\$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	n/a	\$0.60	\$0.56	\$0.56	\$0.56	\$0.56	\$0.56
	Public safety cameras	n/a	n/a	n/a	\$1.20	\$1.11	\$1.11	\$1.11	\$1.11	\$1.11
	CAD 12 ONU installations	\$1.45	\$1.45	\$1.45	\$1.32	\$1.22	\$1.22	\$1.22	\$1.22	\$1.22
	MLU 48 ONU installations	\$5.79	\$5.79	\$5.79	\$5.26	\$4.87	\$4.87	\$4.87	\$4.87	\$4.87
Bilateral Metering for Solar Energy Facilities										
Base facilities charge (per month)										
Residential	n/a	\$6.48	\$6.48	\$7.67	\$8.85	\$10.03	\$11.21	\$12.39	\$12.39	\$12.39
Small General Service	n/a	\$10.44	\$10.44	\$13.86	\$13.86	\$13.86	\$13.86	\$13.86	\$13.86	\$13.86
Medium General Service	n/a	\$10.88	\$10.88	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00
Energy credit (per kWh)	n/a	\$0.07000	\$0.07000	\$0.07000	\$0.06163	\$0.06257	\$0.06257	\$0.06446	\$0.05755	\$0.06399
Outdoor Lighting Service (rate per unit per month)										
General Customers										
175W (7,000 lumens (lm)) mercury vapor	\$12.85	\$12.85	\$12.85	\$12.57	\$12.37	\$12.37	\$12.37	\$12.37	\$12.37	\$12.37
250W (11,000 lm) mercury vapor	\$16.47	\$16.47	\$16.47	\$16.06	\$15.78	\$15.78	\$15.78	\$15.78	\$15.78	\$15.78
400W (20,000 lm) mercury vapor	\$22.77	\$22.77	\$22.77	\$22.16	\$21.73	\$21.73	\$21.73	\$21.73	\$21.73	\$21.73
100W (8,500 lm) high pressure sodium	n/a	\$12.85	\$12.85	\$12.57	\$12.37	\$12.37	\$12.37	\$12.37	\$12.37	\$12.37
150W (14,000 lm) high pressure sodium	\$15.92	\$15.92	\$15.92	\$15.64	\$15.44	\$15.44	\$15.44	\$15.44	\$15.44	\$16.06
250W (23,000 lm) high pressure sodium	\$21.24	\$21.24	\$21.24	\$20.81	\$20.51	\$20.51	\$20.51	\$20.51	\$20.51	\$20.51
400W (45,000 lm) high pressure sodium	\$32.21	\$32.21	\$32.21	\$31.56	\$31.10	\$31.10	\$31.10	\$31.10	\$31.10	\$32.14
400W-F (45,000 lm) high pressure sodium	\$33.29	\$33.29	\$33.29	\$32.64	\$32.18	\$32.18	\$32.18	\$32.18	\$32.18	\$33.79
400W (40,000 lm) metal halide	\$34.84	\$34.84	\$34.84	\$34.19	\$33.73	\$33.73	\$33.73	\$33.73	\$33.73	\$33.21
400W-F (40,000 lm) metal halide	n/a	\$34.84	\$34.84	\$34.19	\$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	n/a	\$25.64	\$25.64	n/a	n/a	n/a	n/a
50W (5,000 lm) LED	n/a	\$20.18	\$20.18	\$20.09	\$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	n/a	\$25.64	\$25.64	\$25.64	\$25.64
110W (8,000 lm) LED	n/a	\$21.74	\$21.74	\$21.61	\$21.48	\$21.48	\$21.48	\$21.48	\$21.48	\$18.89
150W (13,500 lm) LED	n/a	\$26.67	\$26.67	\$26.37	\$23.61	\$23.61	\$23.61	\$23.61	\$23.61	\$21.96
210W (24,000 lm) LED	n/a	n/a	n/a	n/a	\$33.21	\$33.21	\$33.21	\$33.21	\$33.21	\$33.21
280W-F (25,000 lm) LED	n/a	\$39.55	\$39.55	\$39.14	\$38.04	\$38.04	\$38.04	\$38.04	\$38.04	\$36.73
County, Municipal or Housing Authority										
175W (7,000 lm) mercury vapor	\$11.84	\$11.84	\$11.84	\$11.56	\$11.36	\$11.36	\$11.36	\$11.36	\$11.36	\$14.12
250W (11,000 lm) mercury vapor	\$15.76	\$15.76	\$15.76	\$15.35	\$15.07	\$15.07	\$15.07	\$15.07	\$15.07	\$15.07
400W (20,000 lm) mercury vapor	\$21.83	\$21.83	\$21.83	\$21.22	\$20.79	\$20.79	\$20.79	\$20.79	\$20.79	\$20.79
400W-T (20,000 lm) mercury vapor	\$17.50	\$17.50	\$17.50	\$17.20	\$16.98	\$16.98	\$16.98	\$16.98	\$16.98	\$16.98
100W (8,500 lm) high pressure sodium	n/a	\$11.84	\$11.84	\$11.56	\$11.36	\$11.36	\$11.36	\$11.36	\$11.36	\$11.36
150W (14,000 lm) high pressure sodium	\$14.51	\$14.51	\$14.51	\$14.23	\$14.03	\$14.03	\$14.03	\$14.03	\$14.03	\$16.47
250W (23,000 lm) high pressure sodium	\$19.32	\$19.32	\$19.32	\$18.89	\$18.59	\$18.59	\$18.59	\$18.59	\$18.59	\$19.87
400W (45,000 lm) high pressure sodium	\$29.21	\$29.21	\$29.21	\$28.56	\$28.10	\$28.10	\$28.10	\$28.10	\$28.10	\$29.42
400W-F (45,000 lm) high pressure sodium	\$30.30	\$30.30	\$30.30	\$29.65	\$29.19	\$29.19	\$29.19	\$29.19	\$29.19	\$31.67
400W (40,000 lm) metal halide	\$31.85	\$31.85	\$31.85	\$31.20	\$30.74	\$30.74	\$30.74	\$30.74	\$30.74	\$30.79
400W-F (40,000 lm) metal halide	n/a	\$31.85	\$31.85	\$31.20	\$30.74	\$30.74	\$30.74	\$30.74	\$30.74	\$30.79
70W (4,500 lm) LED	n/a	\$30.96	\$30.96	\$30.83	\$23.08	\$23.08	n/a	n/a	n/a	n/a
50W (5,000 lm) LED	n/a	\$18.16	\$18.16	\$18.07	\$16.87	\$16.87	\$16.87	\$16.87	\$16.87	\$16.87
100W (8,000 lm) LED	n/a	n/a	n/a	n/a	n/a	n/a	\$23.08	\$23.08	\$23.08	\$23.08
110W (8,000 lm) LED	n/a	\$19.57	\$19.57	\$19.44	\$19.34	\$19.34	\$19.34	\$19.34	\$19.34	\$19.34

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
150W (13,500 lm) LED	n/a	\$24.00	\$24.00	\$23.70	\$21.25	\$21.25	\$21.25	\$21.25	\$21.25	\$21.25
210W (24,000 lm) LED	n/a	n/a	n/a	n/a	\$29.89	\$29.89	\$29.89	\$29.89	\$29.89	\$30.79
280W-F (25,000 lm) LED	n/a	\$35.60	\$35.60	\$35.19	\$34.24	\$34.24	\$34.24	\$34.24	\$34.24	\$34.24
Rural Street Lighting Service (rate per customer per month)										
At 1 Fixture per 4 Customers										
100W high pressure sodium	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$3.09	\$3.09	\$3.72
50W (LED)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$4.69	\$4.69	\$4.44
100W (LED) (decorative post top)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$6.41	\$6.41	\$6.41
At 1 Fixture per 6 Customers										
175W (7,000 lm) mercury vapor	\$2.62	\$2.62	\$2.62	\$2.09	\$2.06	\$2.06	\$2.06	n/a	n/a	n/a
100W high pressure sodium	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$2.06	\$2.06	\$2.48
150W high pressure sodium	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$2.57	\$2.57	\$2.68
50W (LED)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$3.13	\$3.13	\$2.96
100W (LED) (decorative post top)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$4.27	\$4.27	\$4.27
110W (LED)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$3.57	\$3.57	\$3.15
At 1 Fixture per 6 Customers										
150W high pressure sodium	\$2.45	\$2.45	\$2.45	\$1.95	\$1.93	\$1.93	\$1.93	\$1.93	\$1.93	\$2.01
50W (5,000 lm) (LED)	n/a	n/a	n/a	\$2.51	\$2.31	\$2.31	\$2.31	n/a	n/a	n/a
110W (LED)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$2.68	\$2.68	\$2.36
Sports Field Lighting Service										
Base facilities charge (per month)	n/a	n/a	n/a	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00
Demand (per kW)	\$2.27	\$2.27	\$2.27	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Energy (per kWh)	\$0.10476	\$0.10476	\$0.10476	\$0.09190	\$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
Director of Water Resources Office				
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	105,107,108	1		1
Customer Records Clerk	106	1		1
Engineering				
Water Resources Construction/Contracts Engineer	122	1		1
Water Resources Systems Engineer	122	1		1
Water Resources Engineering Support Manager	117	1		1
Water Resources Engineer I, II	118,120	1		1
Water Resources Engineering Coordinator	116	1		1
Water Resources SCADA Network Coordinator	115	1		1
Engineering Assistant I, II	111,114	3		3
Environmental Control Officer	114	1		1
Construction Inspector I, II	111,113	3		3
Water Plant				
Water Plant Superintendent	119	1		1
Chemist	118	1		1
WTP Operations Coordinator	117	1		1
WTP Chief of Maintenance	117	1		1
Water Plant Lead Operator	114	3		3
Water Resources Instrumentation/Maint. Crew Leader	116	2		2
Water Resources Instrumentation Technician I, II	113,115	1		1
WTP Laboratory Technician I, II	111,113	4		4
Water Plant Operator I, II, III	109,111,113	8		8
WTP Maintenance Mechanic I, II, III	109,112,115	3		3
Distribution System Water Quality Tech. Crew Leader	114	1		1
Distribution System Water Quality Technician I, II	109,111	1		1
Wastewater Plant				
Wastewater Plant Superintendent	119	1		1
Environmental Compliance Coordinator	118	1		1
WWTP Operations Coordinator	117	1		1
WWTP Chief of Maintenance	117	1		1
Pump Station Maintenance Crew Leader	116	0		0
WWTP Maintenance Crew Leader	116	3		3
WWTP Maintenance IC&E Crew Leader	116	1		1
WWTP Lead Operator	114	1		1
WWTP Maintenance Electrician	114	0		0
WWTP Inventory & Parts Coordinator	114	1		1
Industrial Pretreatment Specialist	113	1		1
WWTP Maint. Instrumentation and Electrician Tech. I, II, III	113,114,115	3		3
Water Resources Instrumentation Technician I, II	113,115	0		0
WWTP Laboratory Technician I, II	111,113	2		2
Wastewater Plant Operator I, II, III	109,111,113	10		10
WWTP Maintenance Mechanic I, II, III	109,112,115	4	2	6

Water Resources Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
O/M Water/Sewer System				
Water Resources Systems Superintendent	119	1		1
Water Resources Systems Supervisor	118	3		3
Water Resources Pipe Crew Leader I, II	114,116	5		5
I/I Inspections Crew Leader	114	1		1
Water Resources Systems Maint. Crew Leader	114	8		8
Equipment Operator III, IV, V	107,109,111	10		10
Pipe Layer I, II, III	105,107,108	20	2	22
Total		124	4	128

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	FY2017-2018 ACTUAL	FY2018-2019 ACTUAL	FY2019-2020 ACTUAL	FY2020-2021 ACTUAL	FY2021-2022 TARGET	FY2021-2022 ACTUAL
Average # of Days to Install New Water/Sewer Service	5	5	5	5	6	5
Unaccounted for Water Loss (rotating 12-month period)	11.11%	11%	12.1%	12.5%	<13.5%	12.2%
Average response time to water leaks	50 min	50 min	50 min	50 min	1 hour	50 min
Disruption of Water Service (Unplanned disruption of service due to leaks/breaks)	1.5 hours	1.5 hours	1.5 hours	1.5 hours	6 hours	1.5 hours

Accomplishments from FY2021–22 Budget Year:

Goal	Description	Completed?
AWOP	6th consecutive year of meeting Area Wide Optimization Program (AWOP) for Water Treatment Plant (WTP) Water Quality	✓
WEF Operations Challenge – Smooth Operators	2022 South Carolina Environmental Conference-WWTP Operators won 1st in Pump Maintenance, 2nd in Collection's event, and 4th Overall	✓
AMWA	Water Resources and HR received Excellence in Training and Career Development Award for Water and Wastewater training	✓
Operation Spring Clean	March 20th – June 17th Preventive Maintenance system-wide cleaning program - 722 miles of GUC's water distribution lines	✓
Chloramines-Chlorine Conversion	Annual temporary switch to Chlorine June 20th – August 1st	✓
Capital Project Completion	Completed Candlewick Area Sanitary Sewer Extension Project	✓
Bethel Systems Transfer	Transfer of Bethel's water and wastewater systems	✓
SafeAlign	Continued training with the SafeAlign process to promote an improved corporate safety program	✓
WTP Expansion Project	Continued to move ahead with the WTP Expansion Project in accordance with the schedule	✓
Capital Project Completion	Completed work on Tenth Street Connector project	✓

Goals & Objectives for the FY2022–23 Budget Year:

- Continue to meet AWOP goals for water quality at WTP
- Continue to meet and exceed WWTP Non-Discharge permit limits with no NOV's
- 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
Water			
Operations	\$9,693,849	\$9,731,979	\$10,280,233
Capital	840,280	928,280	1,116,780
Total	\$10,534,129	\$10,660,259	\$11,397,013
Sewer			
Operations	\$9,883,621	\$10,338,746	\$11,241,078
Capital	2,205,334	1,552,330	1,406,845
Total	\$12,088,955	\$11,891,076	\$12,647,923

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

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Base facilities charge (based on meter size)										
Inside City										
3/4"	\$6.61	\$7.04	\$7.04	\$7.46	\$7.80	\$7.80	\$8.00	\$8.00	\$8.00	\$8.00
1"	\$10.77	\$11.51	\$11.51	\$12.20	\$12.76	\$12.76	\$13.04	\$13.04	\$13.04	\$13.04
1-1/2"	\$20.28	\$21.74	\$21.74	\$23.03	\$24.08	\$24.08	\$24.56	\$24.56	\$24.56	\$24.56
2"	\$32.16	\$34.52	\$34.52	\$36.57	\$38.24	\$38.24	\$38.96	\$38.96	\$38.96	\$38.96
3"	\$70.17	\$75.41	\$75.41	\$79.90	\$83.56	\$83.56	\$85.04	\$85.04	\$85.04	\$85.04
4"	\$119.47	\$128.45	\$128.45	\$136.09	\$142.32	\$142.32	\$144.80	\$144.80	\$144.80	\$144.80
6"	\$248.37	\$267.11	\$267.11	\$283.00	\$295.96	\$295.96	\$301.04	\$301.04	\$301.04	\$301.04
8"	\$357.07	\$384.05	\$384.05	\$406.89	\$425.52	\$425.52	\$432.80	\$432.80	\$432.80	\$432.80
10"	\$575.07	\$618.56	\$618.56	\$655.35	\$685.36	\$685.36	\$697.04	\$697.04	\$697.04	\$697.04
12"	\$851.88	\$916.34	\$916.34	\$970.83	\$1,015.28	\$1,015.28	\$1,032.56	\$1,032.56	\$1,032.56	\$1,032.56
16"	n/a	n/a	n/a	n/a	n/a	n/a	\$1,800.80	\$1,800.80	\$1,800.80	\$1,800.80
Outside City										
3/4"	\$7.50	\$8.10	\$8.10	\$8.59	\$8.97	\$8.97	\$9.20	\$9.20	\$9.20	\$9.20
1"	\$12.29	\$13.24	\$13.24	\$14.04	\$14.68	\$14.68	\$15.00	\$15.00	\$15.00	\$15.00
1-1/2"	\$23.22	\$25.00	\$25.00	\$26.49	\$27.69	\$27.69	\$28.24	\$28.24	\$28.24	\$28.24
2"	\$36.88	\$39.70	\$39.70	\$42.06	\$43.98	\$43.98	\$44.80	\$44.80	\$44.80	\$44.80
3"	\$80.60	\$86.73	\$86.73	\$91.89	\$96.10	\$96.10	\$97.80	\$97.80	\$97.80	\$97.80
4"	\$137.29	\$147.72	\$147.72	\$156.51	\$163.67	\$163.67	\$166.52	\$166.52	\$166.52	\$166.52
6"	\$285.53	\$307.18	\$307.18	\$325.46	\$340.36	\$340.36	\$346.20	\$346.20	\$346.20	\$346.20
8"	\$410.53	\$441.66	\$441.66	\$467.93	\$489.35	\$489.35	\$497.72	\$497.72	\$497.72	\$497.72
10"	\$661.23	\$711.35	\$711.35	\$753.66	\$788.17	\$788.17	\$801.60	\$801.60	\$801.60	\$801.60
12"	\$979.56	\$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
16"	n/a	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
Volume Charge (per kgal)										
Inside City										
Residential, non irrigation	\$3.35	\$3.59	\$3.59	\$3.78	\$4.00	\$4.00	\$4.37	\$4.77	\$4.77	\$4.77
Commercial, non irrigation	\$2.71	\$2.90	\$2.90	\$3.05	\$3.23	\$3.23	\$3.53	\$3.99	\$3.99	\$3.99
Industrial, non irrigation	\$2.53	\$2.71	\$2.71	\$2.85	\$3.02	\$3.02	\$3.30	\$3.75	\$3.75	\$3.75
Irrigation, all customers	\$5.03	\$5.39	\$5.39	\$5.67	\$6.00	\$6.00	\$6.56	\$7.16	\$7.16	\$7.16
Outside City										
Residential, non irrigation	\$5.20	\$5.56	\$5.56	\$5.86	\$6.20	\$6.20	\$6.78	\$7.40	\$7.40	\$7.40
Commercial, non irrigation	\$4.20	\$4.50	\$4.50	\$4.73	\$5.01	\$5.01	\$5.47	\$6.18	\$6.18	\$6.18
Industrial, non irrigation	\$2.53	\$2.71	\$2.71	\$2.85	\$3.02	\$3.02	\$3.30	\$3.75	\$3.75	\$3.75
Irrigation, residential	\$7.80	\$8.35	\$8.35	\$8.79	\$9.30	\$9.30	\$10.17	\$11.10	\$11.10	\$11.10
Irrigation, commercial	\$7.80	\$8.35	\$8.35	\$8.79	\$9.30	\$9.30	\$10.17	\$11.10	\$11.10	\$11.10
Irrigation, industrial	\$5.03	\$5.39	\$5.39	\$5.67	\$6.00	\$6.00	\$6.56	\$7.16	\$7.16	\$7.16
Bethel Base facilities charge (based on meter size)										
3/4"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$9.20
1"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$15.00
1-1/2"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$28.24
2"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$44.80
3"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$97.80
4"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$166.52
6"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$346.20
8"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$497.72
10"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$801.60
12"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$1,187.44
16"	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$2,070.92

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Bethel Volume Charge (per kgal)										
Inside Corp. Limits										
Residential, non irrigation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$5.49
Commercial, non irrigation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$4.59
Industrial, non irrigation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$3.75
Irrigation, residential	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$8.23
Irrigation, commercial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$8.23
Irrigation, industrial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$7.16
Outside Corp. Limits										
Residential, non irrigation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$7.40
Commercial, non irrigation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$6.18
Industrial, non irrigation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$3.75
Irrigation, residential	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$11.10
Irrigation, commercial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$11.10
Irrigation, industrial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$7.16
Bethel Surcharge (fixed monthly charge per metered service)										
Residential	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$14.36
Commercial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$14.36
Industrial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$14.36

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

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Base facilities charge (based on water/wastewater meter size)										
3/4"	\$10.24	\$10.37	\$10.37	\$10.96	\$11.70	\$11.70	\$11.70	\$11.70	\$11.70	\$11.70
1"	\$16.78	\$17.01	\$17.01	\$17.97	\$19.21	\$19.21	\$19.21	\$19.21	\$19.21	\$19.21
1-1/2"	\$31.73	\$32.17	\$32.17	\$34.01	\$36.38	\$36.38	\$36.38	\$36.38	\$36.38	\$36.38
2"	\$50.41	\$51.13	\$51.13	\$54.05	\$57.84	\$57.84	\$57.84	\$57.84	\$57.84	\$57.84
3"	\$110.18	\$111.81	\$111.81	\$118.17	\$126.51	\$126.51	\$126.51	\$126.51	\$126.51	\$126.51
4"	\$187.70	\$190.49	\$190.49	\$201.34	\$215.57	\$215.57	\$215.57	\$215.57	\$215.57	\$215.57
6"	\$390.38	\$396.21	\$396.21	\$418.77	\$448.41	\$448.41	\$448.41	\$448.41	\$448.41	\$448.41
8"	\$561.30	\$569.69	\$569.69	\$602.14	\$644.77	\$644.77	\$644.77	\$644.77	\$644.77	\$644.77
10"	\$904.08	\$917.61	\$917.61	\$969.87	\$1,038.56	\$1,038.56	\$1,038.56	\$1,038.56	\$1,038.56	\$1,038.56
12"	\$1,339.33	\$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
16"	n/a	n/a	n/a	n/a	n/a	n/a	\$2,683.47	\$2,683.47	\$2,683.47	\$2,683.47
Sewer Only Customers										
Base facilities charge (based on water/wastewater meter size)										
3/4"	\$15.36	\$15.56	\$15.56	\$16.44	\$17.55	\$17.55	\$17.55	\$17.55	\$17.55	\$17.55
1"	\$25.17	\$25.52	\$25.52	\$29.96	\$28.82	\$28.82	\$28.82	\$28.82	\$28.82	\$28.82
1-1/2"	\$47.60	\$48.26	\$48.26	\$51.02	\$54.57	\$54.57	\$54.57	\$54.57	\$54.57	\$54.57
2"	\$75.62	\$76.70	\$76.70	\$81.08	\$86.76	\$86.76	\$86.76	\$86.76	\$86.76	\$86.76
3"	\$165.27	\$167.72	\$167.72	\$177.26	\$189.77	\$189.77	\$189.77	\$189.77	\$189.77	\$189.77
4"	\$281.55	\$285.74	\$285.74	\$302.01	\$323.36	\$323.36	\$323.36	\$323.36	\$323.36	\$323.36
6"	\$585.57	\$594.32	\$594.32	\$628.16	\$672.62	\$672.62	\$672.62	\$672.62	\$672.62	\$672.62
8"	\$841.95	\$854.54	\$854.54	\$903.21	\$967.16	\$967.16	\$967.16	\$967.16	\$967.16	\$967.16
10"	\$1,356.12	\$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
12"	\$2,009.00	\$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
16"	n/a	n/a	n/a	n/a	n/a	n/a	\$4,025.21	\$4,025.21	\$4,025.21	\$4,025.21
Volume Charge (per kgal, based on 93.5% of water usage unless separately metered)										
Residential	\$4.450	\$4.980	\$4.980	\$5.320	\$5.660	\$5.660	\$5.900	\$5.900	\$5.900	\$5.900
Commercial/Industrial	\$4.930	\$5.510	\$5.510	\$5.890	\$6.270	\$6.270	\$6.530	\$6.530	\$6.530	\$6.530
Metered wastewater(100%)	\$5.430	\$6.080	\$6.080	\$6.490	\$6.910	\$6.910	\$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
Bethel Surcharge (fixed monthly charge per metered service)										
Residential	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$11.33
Commercial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$11.33
Industrial	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$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.



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
Director of Gas Systems Office				
Director of Gas Systems	125	1		1
Assistant Director of Gas Systems	123	0	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	105,107,108	1		1
Customer Records Clerk	106	1		1
Engineering				
Gas Planning Engineer	122	1		1
Gas Distribution Engineer	122	1		1
Gas Systems Engineer	122	1		1
Gas Engineer I, II	118,120	1		1
Gas Engineering Coordinator	116	1		1
Gas Compliance Coordinator	116	1		1
Gas Systems Coordinator	115	1		1
Technical Support Assistant	114	1		1
Engineering Assistant I, II	111,114	2		2
O/M Systems				
Gas Systems Supervisor	118	3		3
Gas Systems Crew Leader I, II	114,116	7		7
Gas Systems Operator Crew Leader II	116	1		1
Gas Systems Operator I, II	111,113	4		4
Gas Service Worker, Senior	110,111	3	2	5
Gas System Technician I, II, III, IV	106,108,109,111	14		14
Temporary Allocations				
Gas Compliance Intern	n/a	0	1	1
Total		48	4	52

Utility Locating Service Personnel Summary

POSITION TITLE	Position Grade	Current Allocation	Requested Allocation	Approved
Utility Locating Service				
Chief Utility Locator	114	1		1
Damage Prevention Technician I, II	110,112	0	6	6
Utility Locator I, II	110,112	6	(6)	0
Total		7	0	7

Natural Gas Overview

Mission Statement:

To provide safe, reliable and economical natural gas service to our customers with superior customer service.

PERFORMANCE INDICATORS	FY2017–2018 ACTUAL	FY2018–2019 ACTUAL	FY 2019–2020 ACTUAL	FY2020–2021 ACTUAL	FY2021–2022 TARGET	FY2021–2022 ACTUAL
System loss (current rolling 12-month average of -0.01%)	3%	4.42%	1.22%	.57%	1.5%	.094%
Response time to damaged natural gas facilities—30 Minutes	22	23	23	23.07	30	23.08
Days to install new service—15 days	20.5	16.75	9.78	10	10	15.75

Accomplishments from FY2021–22 Budget Year:

Goal	Description	Completed?
Receive NCDOL Safety Award	Received the North Carolina Department of Labor Award (NCDOL) Safety Award	✓
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	✓

Goals & Objectives for the FY2022–23 Budget Year:

- APGA Safety Award
- APGA Safety Award
- NCDOL 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
Gas			
Operations	\$5,521,055	\$5,532,269	\$6,383,759
Capital	1,201,020	1,111,520	1,234,710
Total	\$6,722,075	\$6,643,789	\$7,618,469
Utility Locating Service			
Operations	\$766,753	\$1,254,573	\$1,773,834
Capital	98,000	8,000	71,000
Total	\$864,753	\$1,262,573	\$1,844,834

Program Alignment to Strategic Objectives

Safely providing reliable and innovative utility solutions

- Advanced Leak Detection Technology Pilot
- Ground Penetrating Radar Utility Locating Equipment Replacement

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

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Residential Service										
Base facilities charge	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$11.00	\$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	\$1.1800	\$1.3010	\$1.1927	\$1.1080	\$1.1865	\$1.3501	n/a	n/a	n/a	n/a
all additional ccf	\$1.0440	\$1.1650	\$1.0567	\$0.9720	\$1.0505	\$1.2141	n/a	n/a	n/a	n/a
all ccf	n/a	n/a	n/a	n/a	n/a	n/a	\$0.9918	\$0.9600	n/a	n/a
all ccf (Nov.–March)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.9433	\$1.5929
all ccf (April–Oct.)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.9244	\$1.5740
Residential Service–Heat Only										
Base facilities charge	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$13.00	\$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	\$1.2610	\$1.3820	\$1.2737	\$1.1890	\$1.2675	\$1.4311	n/a	n/a	n/a	n/a
all additional ccf	\$1.1233	\$1.2443	\$1.1360	\$1.0513	\$1.1298	\$1.2934	n/a	n/a	n/a	n/a
all ccf	n/a	n/a	n/a	n/a	n/a	n/a	\$1.0717	\$1.0399	n/a	n/a
all ccf (Nov.–March)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$1.0248	\$1.6744
all ccf (April–Oct.)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$1.0095	\$1.6591
Commercial Service										
Base facilities charge	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	\$25.00	\$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	\$1.1591	\$1.2801	\$1.1718	\$1.0871	\$1.1656	\$1.3292	n/a	n/a	n/a	n/a
51 to 500 ccf	\$1.0695	\$1.1905	\$1.0822	\$0.9975	\$1.0760	\$1.2396	n/a	n/a	n/a	n/a
all additional ccf	\$0.8849	\$1.0059	\$0.8976	\$0.8129	\$0.8914	\$1.0550	n/a	n/a	n/a	n/a
Commodity first 500 ccf	n/a	n/a	n/a	n/a	n/a	n/a	\$1.0281	\$1.0178	n/a	n/a
all additional ccf	n/a	n/a	n/a	n/a	n/a	n/a	\$0.8643	\$0.8628	n/a	n/a
first 500 ccf (Nov.–March)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$1.0023	\$1.6519
all add. ccf (Nov.–March)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.8437	\$1.4933
first 500 ccf (April–Oct.)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.9873	\$1.6369
all add. ccf (April–Oct.)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.8347	\$1.4843
Industrial Service										
Base facilities charge	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$113.00	\$115.00	\$115.00	\$115.00
Commodity first 500 ccf	\$0.8887	\$1.0097	\$0.9014	\$0.8167	\$0.8952	\$1.0588	\$0.8340	\$0.8285	n/a	n/a
all additional ccf	\$0.8245	\$0.9455	\$0.8372	\$0.7525	\$0.8310	\$0.9946	\$0.7766	\$0.7751	n/a	n/a
first 500 ccf (Nov.–March)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.8058	\$1.4554
all add. ccf (Nov.–March)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.7519	\$1.4015
first 500 ccf (April–Oct.)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.8046	\$1.4542
all add. ccf (April–Oct.)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$0.7514	\$1.4010
Interruptible Service										
Base facilities charge	\$210.00	\$210.00	\$210.00	\$210.00	\$210.00	\$210.00	\$213.00	\$215.00	\$215.00	\$215.00
Commodity	negotiated	negotiated	negotiated	negotiated	negotiated	negotiated	negotiated	negotiated	negotiated	negotiated
Seasonal Service										
Base facilities charge	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	\$39.00	\$41.00	\$41.00	\$41.00
Commodity first 100 ccf	\$1.2094	\$1.3304	\$1.2221	\$1.1374	\$1.2159	\$1.3795	n/a	n/a	n/a	n/a
all additional ccf	\$0.8022	\$0.9232	\$0.8149	\$0.7302	\$0.8087	\$0.9723	n/a	n/a	n/a	n/a
all ccf	n/a	n/a	n/a	n/a	n/a	n/a	\$0.7580	\$0.7563	\$0.7328	\$1.3824
LNG Storage Service (per mcf)										
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	\$12.55	\$15.67



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.

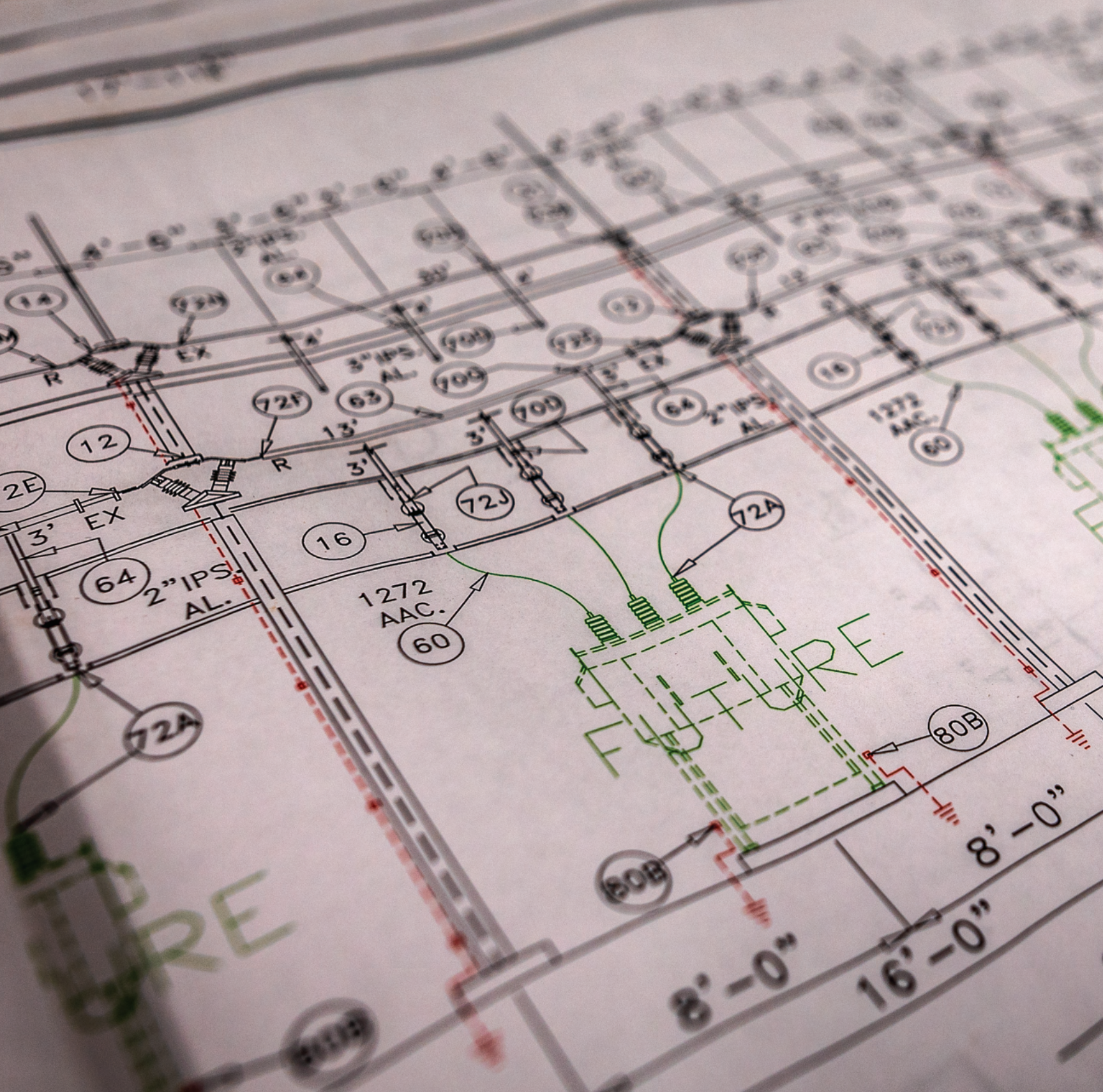
Budget Summary	Budget 2020-2021	Budget 2021-2022	Budget 2021-2022
Total	\$183,017,818	\$177,082,482	\$190,632,203

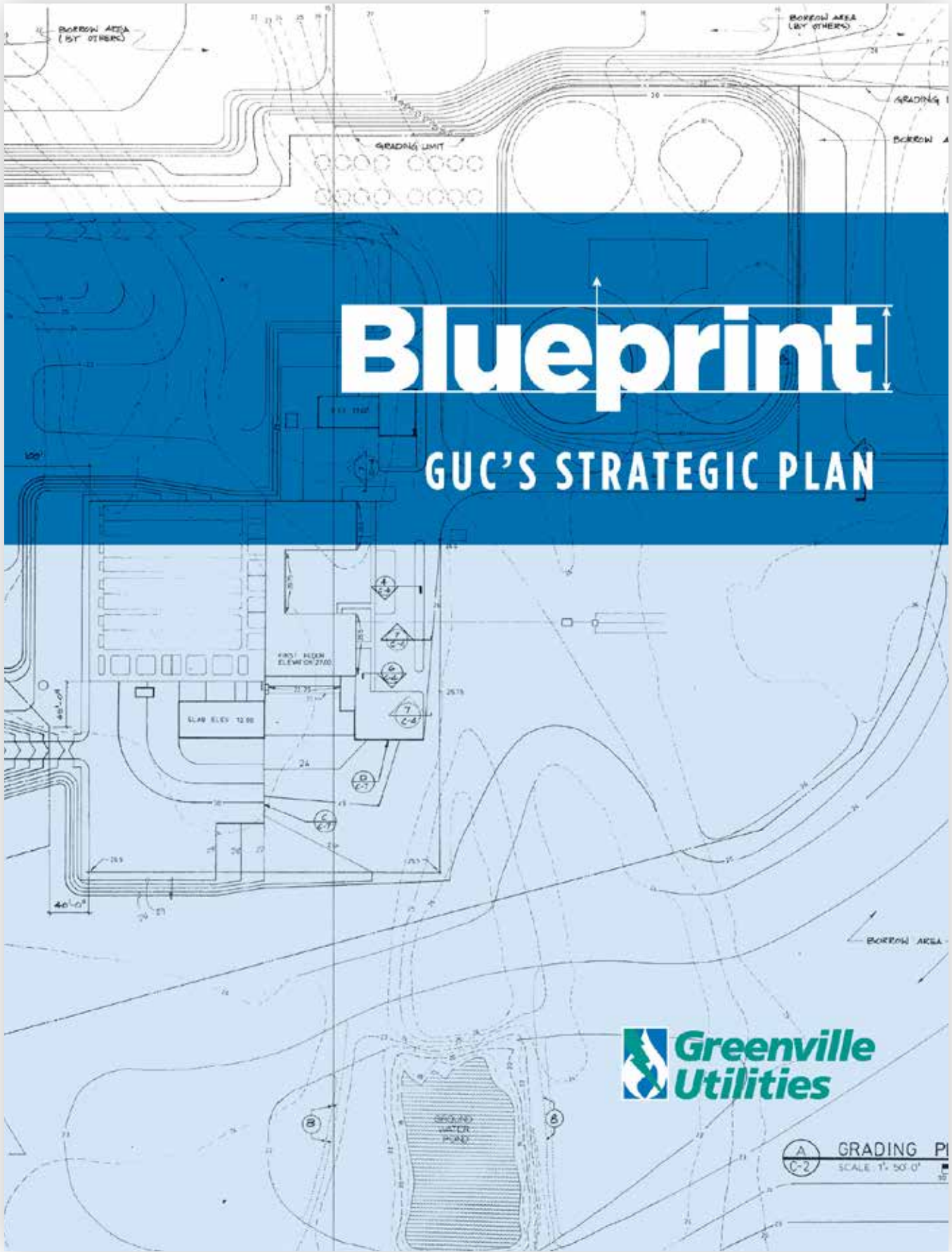
This page has been left intentionally blank.



STRATEGIC PLAN

Fiscal Year 2022-2023 Budget





Letter From The General Manager/CEO

Greenville 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.

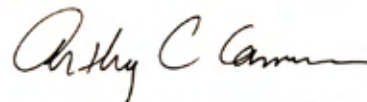
The result of this work is a new strategic plan, our blueprint for the work ahead. We call it "Blueprint - GUC's Strategic Plan" because, like in construction, a

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.

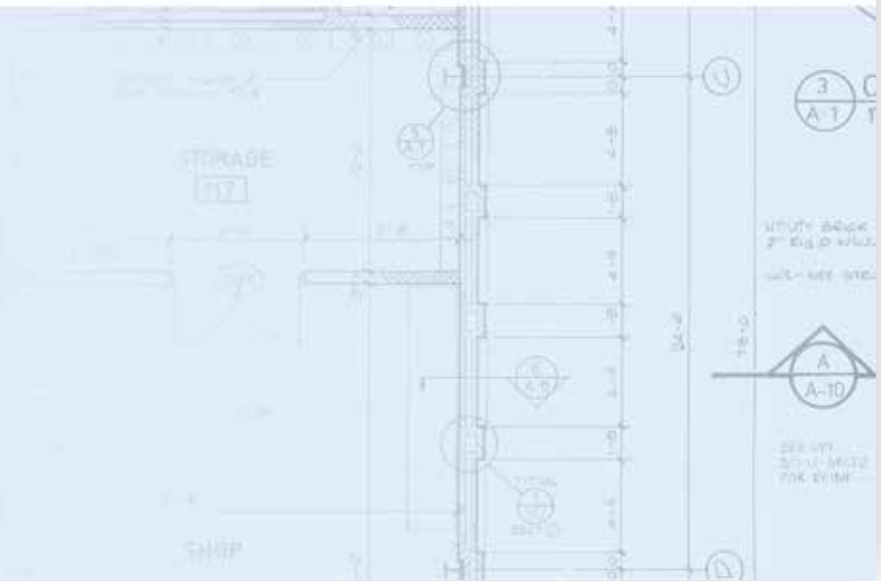
control of the management, operation, maintenance, improvement, and extension of the public utilities, including setting rates. The Board sets the policy direction of the utility and monitors progress on meeting goals and objectives. They hire a professional manager, the General Manager / CEO, to handle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

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



CONTENTS

- 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.



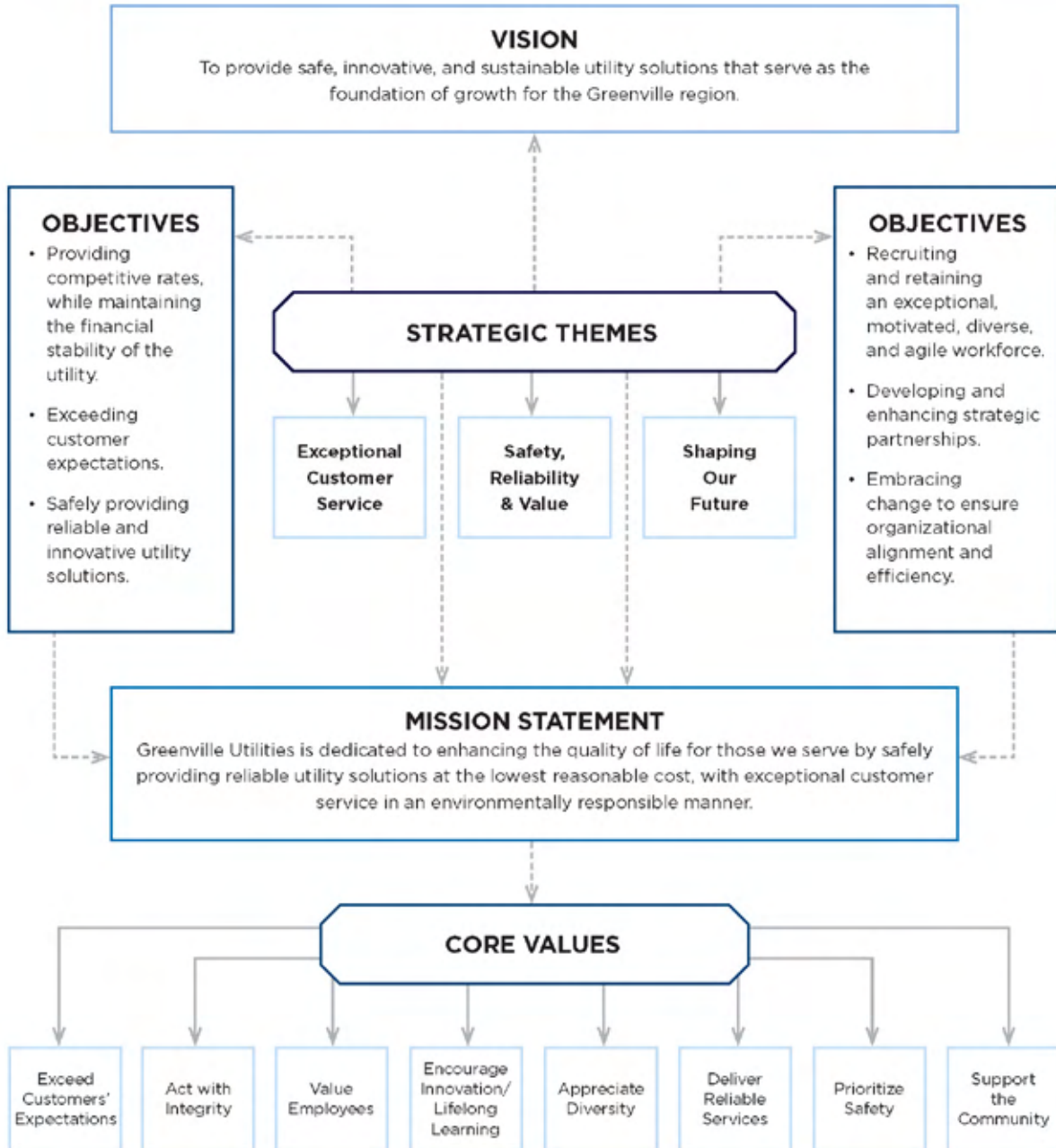
GUC Strategic Themes

- 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

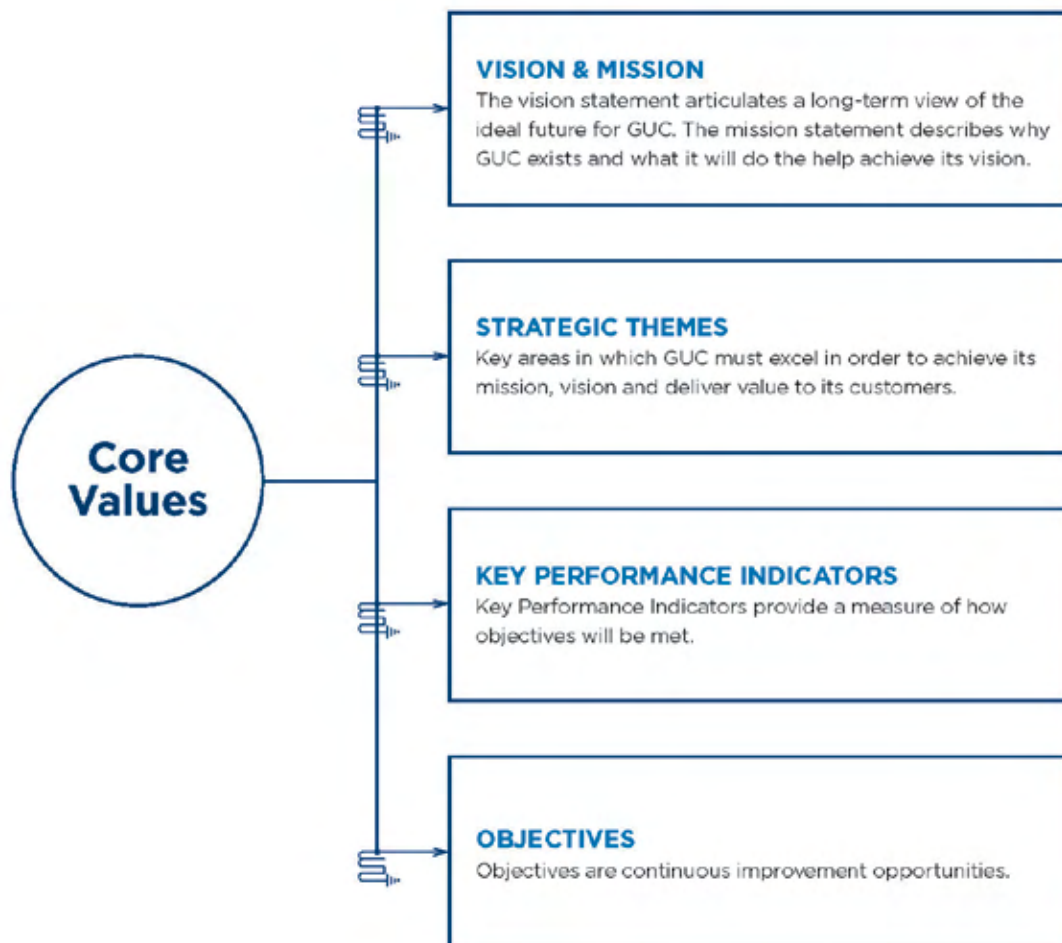
- Safely providing reliable and innovative utility solutions.
- Exceeding customer expectations.
- Providing competitive rates, while maintaining the financial stability of the utility.
- Recruiting and retaining an exceptional, motivated, diverse, and agile workforce.
- Developing and enhancing strategic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

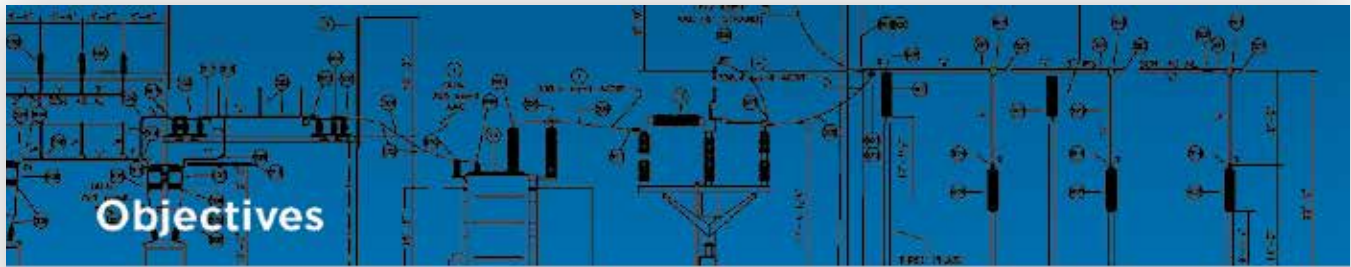


GUC Strategic Plan

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



Perspectives

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.

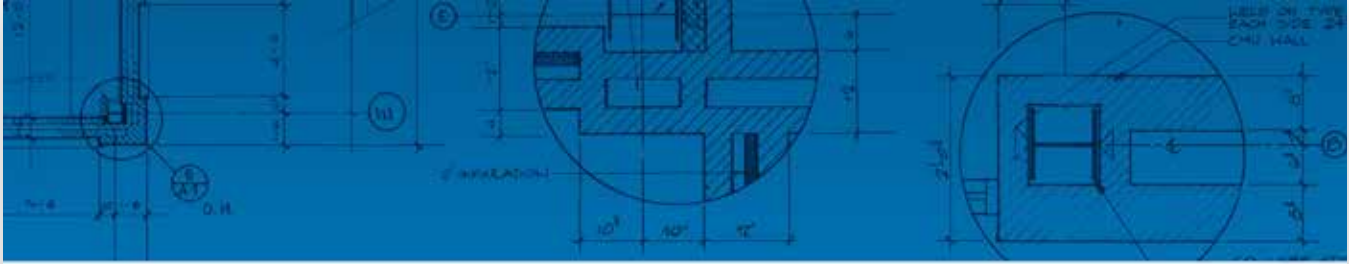


Phase 1: Staff, Customer and other Stakeholder Input

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](#).

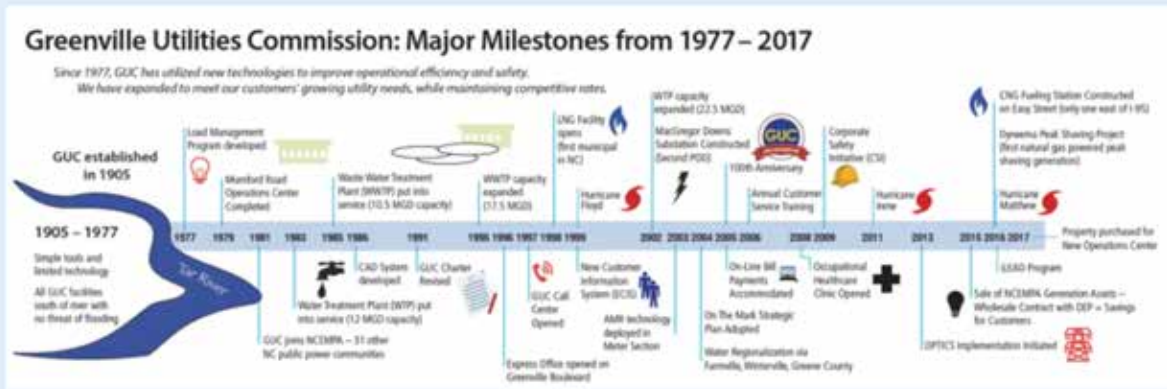
Customer Needs

- 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

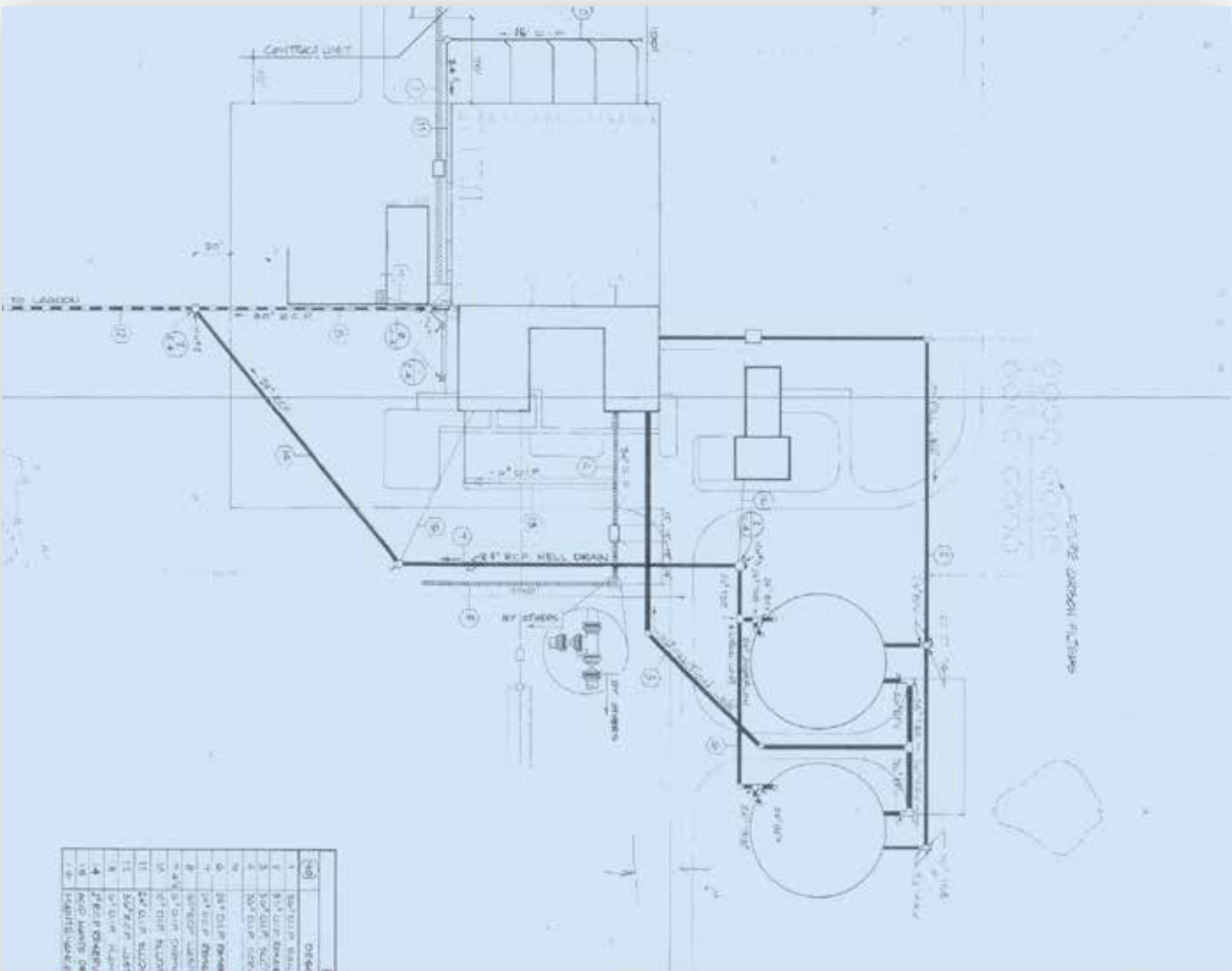
GUC leadership began by reviewing the history of the organization.



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	30" DIA. PUMP	1	EA	15000
2	30" DIA. VALVE	2	EA	1000
3	30" DIA. FITTING	10	EA	500
4	30" DIA. PIPE	100	LF	10000
5	30" DIA. CONDUIT	100	LF	10000
6	30" DIA. MANHOLE	1	EA	5000
7	30" DIA. CHECK VALVE	1	EA	1000
8	30" DIA. GATE VALVE	1	EA	1000
9	30" DIA. BALL VALVE	1	EA	1000
10	30" DIA. BUTTERFLY VALVE	1	EA	1000
11	30" DIA. SLUICE VALVE	1	EA	1000
12	30" DIA. CHECK VALVE	1	EA	1000
13	30" DIA. GATE VALVE	1	EA	1000
14	30" DIA. BALL VALVE	1	EA	1000
15	30" DIA. BUTTERFLY VALVE	1	EA	1000
16	30" DIA. SLUICE VALVE	1	EA	1000
17	30" DIA. CHECK VALVE	1	EA	1000
18	30" DIA. GATE VALVE	1	EA	1000
19	30" DIA. BALL VALVE	1	EA	1000
20	30" DIA. BUTTERFLY VALVE	1	EA	1000



This is a publication of the Public Information Office.

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

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

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

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

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

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.

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

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)

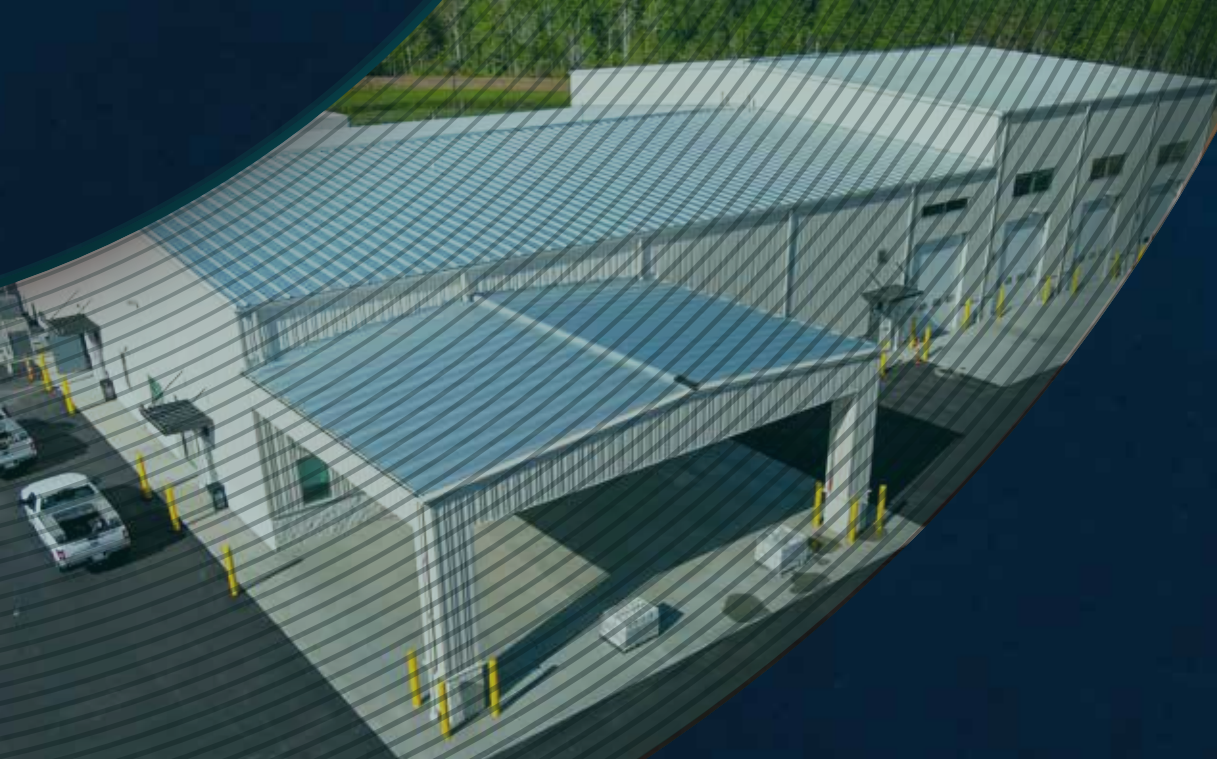
WWTP (Wastewater Treatment Plant): A facility that controls and filters out raw sewage and water-treating both to meet standards set by state and federal guidelines for the discharge of the effluent into streams and rivers or for reuse, and for the proper disposal of the sludge

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





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.



Office of the General Manager/CEO

Greenville Utilities
Post Office Box 1847
Greenville, North Carolina 27835
(252) 551-1500

Office of the Chief Financial Officer

Greenville Utilities
Post Office Box 1847
Greenville, North Carolina 27835
(252) 329-2164

Printed on recycled paper.