

STRATEGIC PLAN

2026

LETTER FROM THE **GENERAL MANAGER / CEO**



Strategic plans are critical to making sure that an organization is focused on the important work that needs to be done in order to fulfill its mission, achieve its vision, and live up to its values. Our organization is no stranger to that idea.

Greenville Utilities has been guided by similar visions, missions, and values for nearly two decades. You can see the results of following our strategic plans in the projects you see in our history timeline in this executive summary. Each project or program that our staff sends to our Board of Commissioners must align with our strategic plan. If they do not align, then we need to take a hard look at whether to readjust or even proceed with a project.

As time goes by, situations change, and we need to revisit the plan to make sure it still meets the needs of our community and our organization. Our last update to the plan was in 2018, and a lot has changed since then. What has not changed is our commitment to meeting the needs of our community as only a community-owned utility can, with a focus on what's right for our community, not for out-of-town shareholders.

In the Fall of 2025, we set out to find out if our strategic plan was still meeting the needs of our

community. What has changed in the community? Are we on the right path? What changes need to be made?

The GUC Board of Commissioners brought in Fountainworks, the same consultants who helped us with our plan back in 2018, with a charge to survey the community and our employees, and to engage focus groups of customers and those who serve them. They gathered all of the input and presented it to the GUC Board of Commissioners.

Our Board listened intently to what our customers said, and they were loud and clear that while much has changed in the world, the plan is working and does not need a lot of changes. Our main focuses should remain on keeping rates low, reliability high, and safely providing excellent customer service.

As was the case the past eight years, 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 this plan to understand what the future holds for us at GUC.

A handwritten signature in dark ink, appearing to read 'Anthony C. Cannon'. The signature is fluid and cursive.

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 customers from throughout the service area, both inside and outside the Greenville city limits. This means our leaders are always looking out for the best interest of our customers and our community.

GUC is chartered by the North Carolina General Assembly for the proper management of the public utilities within and outside the city. The current Board is made up of people from across the community with a variety of backgrounds including health care,

manufacturing, development, education, information technology, propane, utilities, and finance.

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



From left, Robert Shaw, Justin Fuller, Secretary Wanda Carr, Chair Mark Garner, Chair-Elect Ferrell Blount III, Michael Cowin, Dillon Godley, and Simon Swain

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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

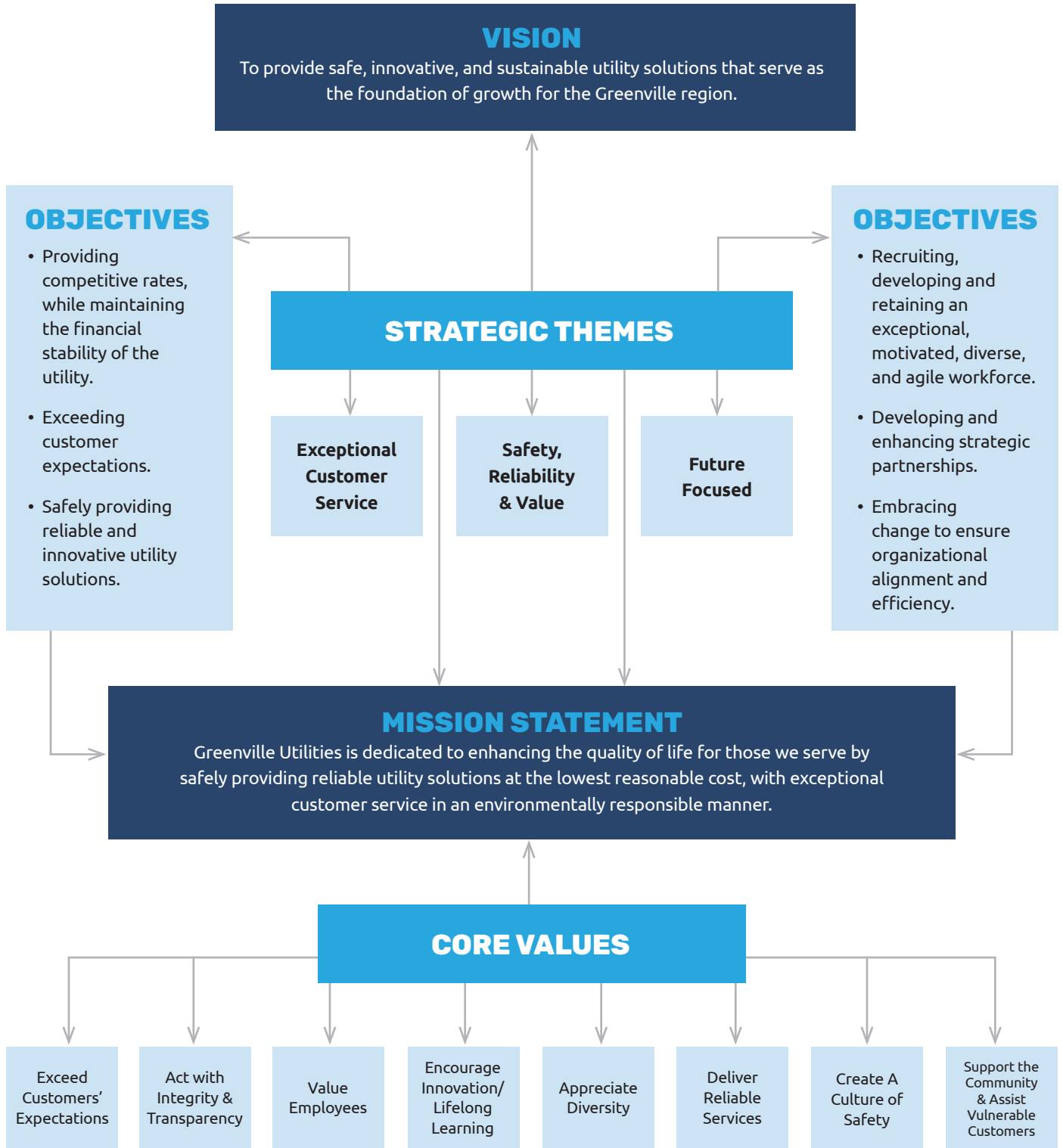
- Safety of our employees and customers is not just a priority, but part of our culture.
- We are dedicated to exceeding the expectations of our customers.
- The foundation for our relationships is integrity and transparency.
- We recognize employees are our most valuable resource.
- We encourage employee 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 and assisting our most economically vulnerable customers 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
- Future Focused
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, developing, 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 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 Decision Filters, which represent the priorities 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.

Core Values



OBJECTIVES

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, developing, 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
- Increase 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

ABOUT **DECISION FILTERS**

Decision filters are questions or lenses that help an organization think through the impact of a decision. These will help GUC make choices faster by using established criteria aligned with the GUC mission. These filters are to be used as a guide for evaluating projects and organizational decisions, enabling GUC to respond quickly to emergent opportunities and challenges.

GUC Decision Filters



Cost & Affordability

Provide services at the lowest reasonable cost.



Reliability

Strive for 100% reliability in services.



Responsiveness

Continue GUC’s commitment to quality customer service.



Safety

Prioritize the safety of employees and community members.



Environmental Responsibility

Pursue, support, and promote environmental stewardship.



Future Focused

Embrace change and remain agile to take advantage of emergent opportunities and challenges.



KEY PERFORMANCE INDICATORS

GUC developed key performance indicators (KPIs) during the strategic planning efforts in 2018 as a means to allow the Board to monitor the organization's performance and to ensure GUC is moving in the right direction. Performance measures are reported to the Board monthly.

The KPIs will be evaluated and updated after the plan is adopted, but in the meantime, the existing KPIs 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

Employee and Organizational Capacity

1. Hours Worked Without a Lost Workday Injury
2. Hours Worked Without an OSHA Recordable Injury
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 customers, GUC Commissioners, employees, 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: Customer, Staff, and other Stakeholder Input

The first phase of developing this strategic plan consisted of Fountainworks soliciting input from customers, Commissioners, staff, and other stakeholders. Early in 2026, Fountainworks conducted customer and employee surveys, and held focus groups with employees and other stakeholders, including representatives of industries and businesses, the university, the health care field, elected officials, and organizations which are dedicated to assisting to the most economically vulnerable in our community. These efforts were used to help identify the community's priorities. Overall findings from the surveys and input sessions are summarized here.

Community Needs

- Competitive Rates/Be Financially Stable
- Safe and Reliable Service
- 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

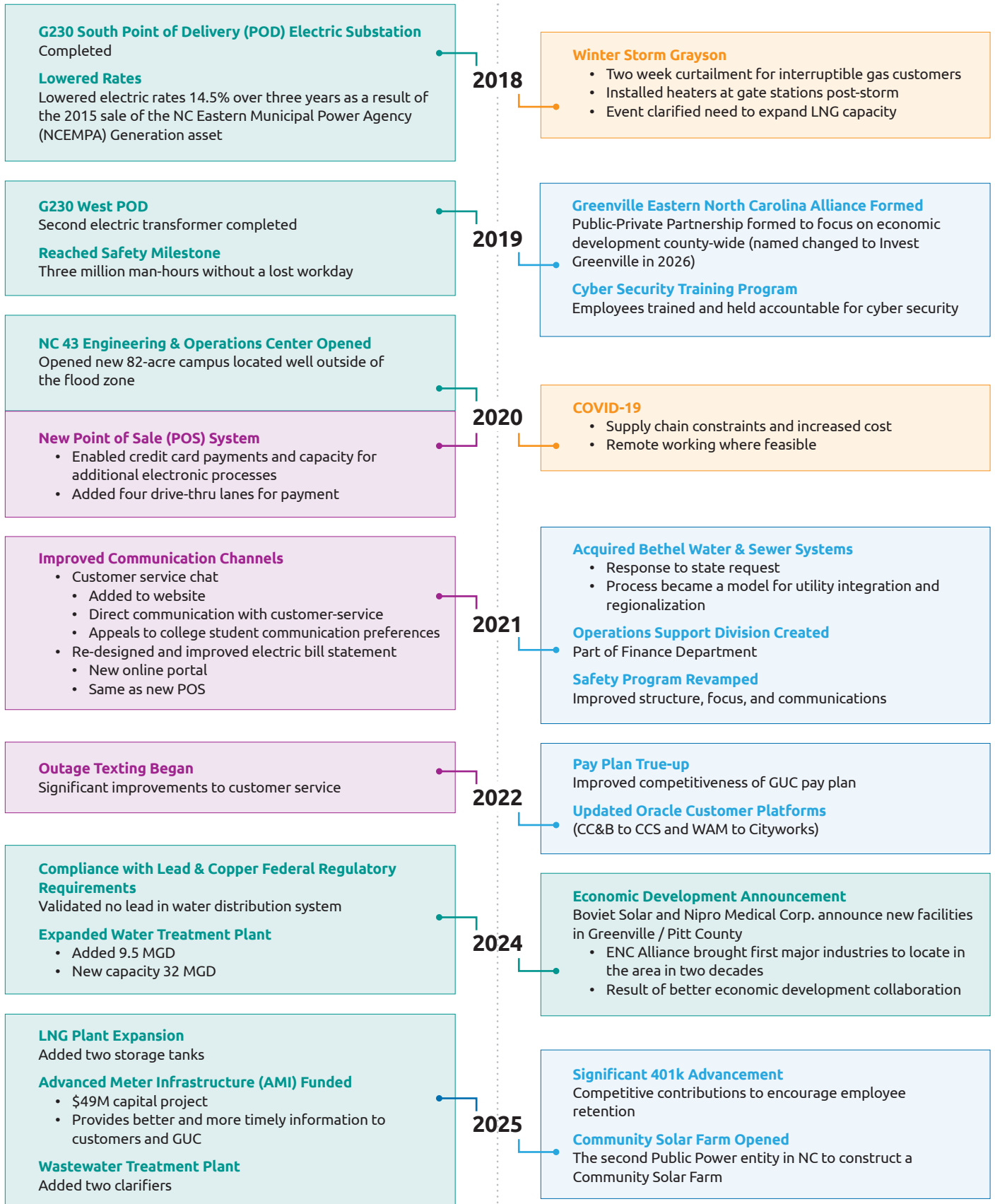
GUC leadership began by reviewing the history of the organization and how the 2018 Strategic Plan (Blueprint) guided many programs and projects in the past nine years. *(See GUC's Major Milestones from 2018 - 2025 on page 10.)*

In May 2026, 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. That work was then presented to and continued with the Commissioners who provided feedback and guidance.

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 information about how future projects and programs are reflective of the Strategic Plan in agenda item sheets at each Board meeting. 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.

GUC'S MAJOR MILESTONES: 2018 – 2025



KEY: Storm/Disruption Event • Key Project / Result • Personnel + Partnerships • Customer Service



This is a publication of the Public Information Office.

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