



STRATEGIC PLAN

NEW RIVER LIGHT AND POWER

2024 – 2028



APPSTATE

Introduction

Appalachian State University's New River Light and Power (NRLP) is proud to unveil its five-year strategic plan, setting a visionary course for the future. This strategic roadmap underscores NRLP's commitment to innovation, our customers and community engagement, positioning it as a leader in the public power sector. With a forward-looking perspective, the plan charts a course towards enhancing service reliability, promoting environmental stewardship and fostering stronger connections with the town and campus communities.

At the heart of NRLP's strategic approach is a dedication to developing sustainable strategies that ensure long-term success. By prioritizing system and process improvement, NRLP aims not only to meet the current and future needs of its stakeholders but also to safeguard resources and foster a legacy of responsible energy management.

Central to NRLP's mission is its unwavering commitment to service. Through collaborative initiatives and proactive outreach efforts, NRLP seeks to strengthen partnerships, promote economic development and enhance the quality of life for all residents. With public power at its core, NRLP is dedicated to empowering communities, fostering resilience and achieving tangible goals that reflect its commitment to excellence and service. In the years ahead, NRLP's strategic plan will serve as a guiding beacon, driving progress and ensuring a brighter, more sustainable future.



Matthew Makdad, NRLP
General Manager

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General Manager



About New River Light & Power

New River Light and Power (NRLP) serves approximately 9,000 customers within a service area of six square miles. NRLP's territory is comprised of the Appalachian State University Boone campus, the Town of Boone and surrounding areas.

NRLP is Appalachian State University's nonprofit electric utility.

Customers are served by 26 employees.

The utility's service territory is assigned by statute and enforced by the North Carolina Utilities Commission (NCUC).

NRLP's physical assets include over 1,700 transformers and 100 miles of overhead and underground lines.

Transmission services are provided by Blue Ridge Energy based in Lenoir, NC.

Electricity is supplied by Carolina Power Partners in Kings Mountain, NC.

In 2023, NRLP sold approximately 214,800,000 kWh for revenues of \$18,608,000.



Company History

Powering the High Country since 1915.

Operations began in 1915 when the president of Appalachian Training School, later Appalachian State University, commissioned Boone's first electric generating plant to bring electricity to the "Lost Provinces." The power plant on the south fork of the New River contained a 75 kW rope-driven generator powered by a 10-foot dam. NRLP began with three employees and 15 miles of power lines, providing service to the school and six residences.

In 1923, work began on a new plant on the Middle Fork of the New River. One year later, the plant began service and remained in operation through 1972. In 1945, a 1,000 kW steam turbine generator and engine began service. Almost a decade later in 1954 a hydro induction generator was installed on campus, creating a 10% increase in power efficiency. As the community continued to grow, the Oak Grove Substation was added in addition to a larger physical plant.

In 1972, NRLP ceased generation of power and began purchasing full electricity requirement from Blue Ridge Electric Membership Corporation. In 2016, NRLP announced a purchase power agreement with NTE Energy beginning in 2022. NTE later changed its name to Carolina Power Partners (CPP).

In 2017, NRLP completed installation of AMI metering.

In 2019, NRLP launched the flexible Prepay Program to support customer choice.

In 2021, NRLP launched the innovative Green Power Program.



Vision

To provide innovative and reliable service to proactively meet the needs of the Boone and Appalachian State communities as the area's trusted public power provider.

Mission

NRLP provides the Boone and Appalachian State University communities with efficient, safe and reliable power at a reasonable price while ensuring that customers are provided with sustainable choices, innovative energy solutions, proactive communication and consumer-focused programs.



Values

Safety

We work together to ensure a safe environment for all staff and customers.

Quality Workplace

Teamwork and collaboration is fundamental to our success.

Customer Service

We provide a quality customer experience above and beyond expectations.

Reliability

We maintain a high level of service and communication.

Integrity

All interactions are of the highest standard to foster a climate of trust and partnership.



Areas of Strategic Focus



Financial
Sustainment &
Compliance

- Commitment to maintaining and improving financial sustainment.

Customer-
centered
Approach



- Provide the best experience for our customers through the customer-centered approach.



Workplace &
Culture

- A quality workplace begins with employee satisfaction, engagement and wellbeing.

Operations &
Infrastructure



- Continuing improvement and innovation as industry leaders in the state.



Partnerships &
Engagement

- A focus on academic, social and environmental partnerships and engagement.

Financial Sustainment and Compliance



Commitment to maintaining and improving financial sustainment as the area's trusted public power provider.

➤ **Goal 1.1: Wholesale purchases**

➤ **Goal 1.4: NCUC, state and other compliance**

➤ **Goal 1.2: Manage revenue and expenses**

➤ **Goal 1.5: Inventory management**

➤ **Goal 1.3: Audits, supporting process and compliance**

Customer-centered Approach



Prioritizing the customer-centric approach to provide the best experience for our customers.

- **Goal 2.1: Understanding customer relationships and satisfaction**
- **Goal 2.2: Product development and innovation**
- **Goal 2.3: Develop rate structures and programs to build relationships with customers**
- **Goal 2.4: Renewable and efficiency options**

Workplace and Culture



Talent management, retention and quality service begins with employee satisfaction, engagement and wellbeing.

➤ **Goal 3.1: Leverage unused and underutilized Customer Information System (CIS) capabilities**

➤ **Goal 3.2: Internal communication and team building**

➤ **Goal 3.3: Employee programs and training**

➤ **Goal 3.4: Organizational structure**

➤ **Goal 3.5: Safety and training**

➤ **Goal 3.6: Vehicles**

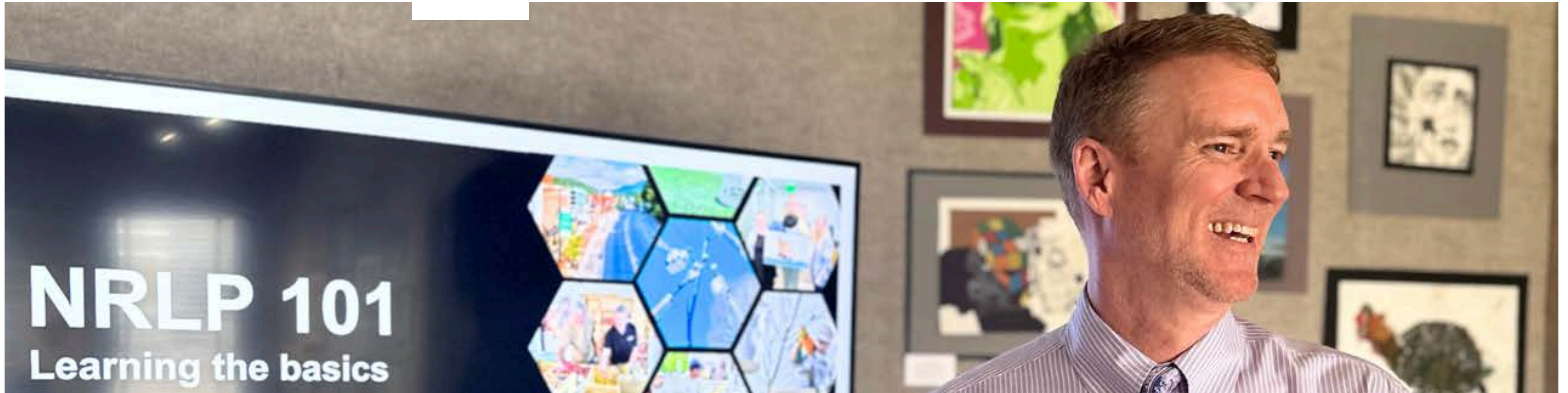
Operations and Infrastructure



Continuing improvement and innovation as industry leaders in the state of North Carolina.

- **Goal 4.1: Explore meter testing options**
- **Goal 4.2: Evaluate next generation of Advanced Metering Infrastructure (AMI) and meter data options**
- **Goal 4.3: 5+ year infrastructure improvement, reliability and resilience plan**
- **Goal 4.4: Establish key recurring maintenance support and contracts**
- **Goal 4.5: Geographic Information System (GIS) and mapping**
- **Goal 4.6: Explore new vendors to streamline processes**

Partnerships and Engagement



Academic, social and environmental partnerships and engagement are a cornerstone of NRLP.

➤ **Goal 5.1: Academic support**

➤ **Goal 5.4: Grant and research program participation**

➤ **Goal 5.2: Social and environmental responsibility**

➤ **Goal 5.5: Significant project support**

➤ **Goal 5.3: Engagement with key stakeholders**



Appalachian State University's New River Light and Power

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