



# Strategic Plan

2017 - 2020

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## LETTER FROM THE BOARD PRESIDENT



For nearly 80 years, PEC has proudly served the Texas Hill Country with safe, reliable electricity at an affordable cost to our members. Our commitment to our core principles remains as steadfast today as it was decades ago, even as our industry faces tremendous change. That change is being driven by such factors as increased natural gas dependency, renewable energy growth, consumer-centric technologies, and state and federal regulation.

The accompanying strategic plan builds upon PEC's strong foundation by positioning the cooperative for continued success within an evolving industry. In this plan, set in place through 2020, I am confident that our members can clearly identify the steps we are taking to ensure that we maintain the exceptional service they have come to expect. As the industry adjusts, this strategic plan will serve as a guide to help keep our cooperative operating at the highest possible level.

As a board, it is our duty to guide our dedicated and professional staff, positioned across all of our business units, towards the execution of this strategic plan, so that we can meet our members needs in the midst of the challenges presented by an ever-changing electrical grid.

A handwritten signature in black ink that reads "Emily L Pataki".

**Emily Pataki**

District 2 Director/President

# EXECUTIVE SUMMARY

The purpose of this strategic plan is to establish the direction of the organization and create a foundational strategy that balances long-term objectives, operational priorities and financial discipline. The four-year strategic plan outlines the cooperative's mission, vision, values, strategic destination, strategic map and key strategic initiatives.

Traditionally, the electric industry has experienced a stable environment with minimal competition and changes. Investments in large, centralized infrastructure, such as power plants, coupled with market growth guaranteed reduced costs. In the last several years, however, electric utilities have faced obstacles to reducing costs due to necessary infrastructure upgrades and prolonged economic downturn and recovery. In addition, the future will introduce challenges that include the accelerated spread of distributed energy resources and decreased electricity demand.

Building on the previous strategic plan, with input from employees and the members, the board identified a strategic destination to help drive the organization: over the next four years, PEC will be recognized as an industry leader by earning high member satisfaction. Reaching the strategic destination will require great effort and dedication from all employees.

PEC will accomplish the goals set forth in this strategic plan by equipping our dedicated staff with the right tools and technology to achieve superior results in a driven and engaged employee culture. Accomplishing these goals will require initiatives found in the following categories, which meet the member value proposition and are financially consistent, sustainable and defensible:

- Optimized Operations
- Member Engagement
- Service Innovation
- Corporate Citizenship

The strategic plan will help identify organizational priorities and will be fully integrated into the budgeting process through the business plan. The board will receive quarterly reporting on the progress and financial impact of its initiatives.

While PEC has done significantly well in meeting members needs over the years, the cooperative strives for continued excellence. It is important to note that conducting business as usual may not adequately meet the changing needs of members or new business demands of the future.

This strategic plan is intended to build upon the cooperative's already strong foundation in order to prepare for future needs and challenges.

## STRATEGIC DIRECTION

Over the next four years, PEC will be recognized as an industry leader by earning high member satisfaction

# VISION, MISSION AND VALUES

## Mission Statement

We are committed to delivering low-cost, reliable and safe energy solutions for the benefit of our members.

## Vision Statement

PEC is recognized as a high performance organization, providing exceptional value to our members and communities through safe, reliable and innovative service.

## Values Statement

Our values serve as the organizational foundation that guides our decisions and direction. Our core values are Safety, Accountability, Integrity, Service, Engagement and Innovation.

**Safety** | Accountability | Integrity | Service | Engagement | Innovation

Above all else, we are committed to ensuring the personal and information safety and security of our members and employees.

Safety | **Accountability** | Integrity | Service | Engagement | Innovation

We strive to be good and responsible managers of the cooperative's resources for the benefit of our membership.

Safety | Accountability | **Integrity** | Service | Engagement | Innovation

Through transparent business and operational practices, we are dedicated to earning and maintaining the trust of our membership.

Safety | Accountability | Integrity | **Service** | Engagement | Innovation

We are committed to delivering safe, reliable energy solutions and services to our membership.

Safety | Accountability | Integrity | Service | **Engagement** | Innovation

We pledge to provide our membership with the high level of responsiveness they expect and deserve.

Safety | Accountability | Integrity | Service | Engagement | **Innovation**

We employ a creative and measured approach that fosters the development of systems and solutions that will benefit our membership.

## STRATEGIC DESTINATION

Over the next four years, PEC will be recognized as an industry leader by earning high member satisfaction.

# STRATEGIC DESTINATION

In order to successfully execute the strategic plan, PEC will achieve the member value proposition, while maintaining a strong financial model, by ensuring enablers (talent and technology) are in place to drive the initiatives in the strategic themes.

The members' value proposition includes:

Reliability  
Cost  
Communication  
Innovation

Success in the financial model will be measured by:

Equity Percentage\*  
Revenue  
Cost  
Load Factor\*\*

PEC has established a strategic change agenda that will transform traditional strategic planning into an active, actionable and nimble process that maps a customized path for positive change. The change agenda emphasizes the changing context and the capacity of PEC to focus on the future, maintain direction and act strategically.

Each dimension shows a strategic vision of moving from where the dimension currently is to where it will be by the end of the four years, as set by the strategic destination.

\*Measures the extent to which the cooperative's consumers have financed plant and other assets with their own funds, as distinguished from assets that were financed with borrowed capital. Equity represents the percent of total assets the member actually owns. It is an indicator to the member of his/her ability to recover principal investment should the utility system default on its loans.

\*\*Ratio of actual kilowatt-hours used in a given period, divided by the total possible kilowatt-hours that could have been used in the same period, at the peak kilowatt level established by the member during the billing period. A high load factor is considered beneficial and efficient as it makes the best use of existing investment and infrastructure.

From:	Performance Elements	To:
A strong performer in national customer satisfaction, actively working to increase member participation	Member Engagement	Achieving and maintaining a high ranking in the J.D. Power scores on customer satisfaction with strong member feedback, convenient engagement systems, and a thriving co-op democracy
Primarily residential with advancing commercial wave	Member Mix	Strategic mix of residential, commercial and industrial load with increased economy sales enabling optimization of co-op assets
Generous employee giving coupled with varying rate-funded programs and participation inadequately recognized	Corporate Citizenship	Business problem-solver enhanced by a balanced approach to voluntary and corporate contributions and participation, connecting more precisely with the communities we serve and advancing the cooperative difference
Portfolio characterized by basic source and supplier diversity	Power Supply Diversity	Fully balanced low-cost energy management portfolio diversified by source, supplier and term meeting regulatory requirements
Basic rates with limited options	Rates and Options	Advanced rate options leading to energy savings and co-op cost reductions
Baseline programs with growing member interest in energy analysis and DER opportunities	Energy Efficiency	Comprehensive programs encompassing grid and member efficiency, energy management objectives, and DER opportunities
Emerging platforms for expanded options	Services Offered	Service options enabling member participation and partnership
Known for top reliability and responsiveness	Reliability	Top reliability with refined cost, implementing automation and the best of predictive and bulk maintenance
Establishing fundamental enterprise systems, closing gaps on technology platforms to enable the future	Technology	Methodically driving advanced technologies bringing improvements in costs, safety, efficiency, engagement, and innovation
Array of new leaders making great strides and producing beneficial results	Leadership	Harmonized, stable leadership with proactive development and succession, leveraging the team's full potential
Maturing organization with individuals driven by a challenge and an ability to endure change	Staff Skills	Result driven, high performance learning organization developed through on-the-job experience, education, training, and industry participation
A departmentally-focused organization with growing collaboration through cross-functional teams	Departmental Coordination	A fully collaborative organization architected to produce integrated results, strong engagement and operational awareness
Foundational policy management with varying processes influenced by geography, tenure and individual experience	Process Improvement	Policy, process and procedure in a well-managed control environment delivering consistency and quality with standards certification
Decentralized, specific risk management varying by department and function	Risk Management	Enterprise risk management program and culture that detects, quantifies and mitigates risk efficiently
Numerous aged facilities with deficiencies in productivity, security, energy and space	Facilities Management	Consolidated and consistent regional approach with productive, efficient, secure facilities supporting PEC operations, engagement and brand

# STRATEGIC MAP FRAMEWORK MODEL

PEC's strategic goals will be met by an underlying framework of strategic perspectives arranged in a cause and effect relationship. This is outlined in Figure 1.

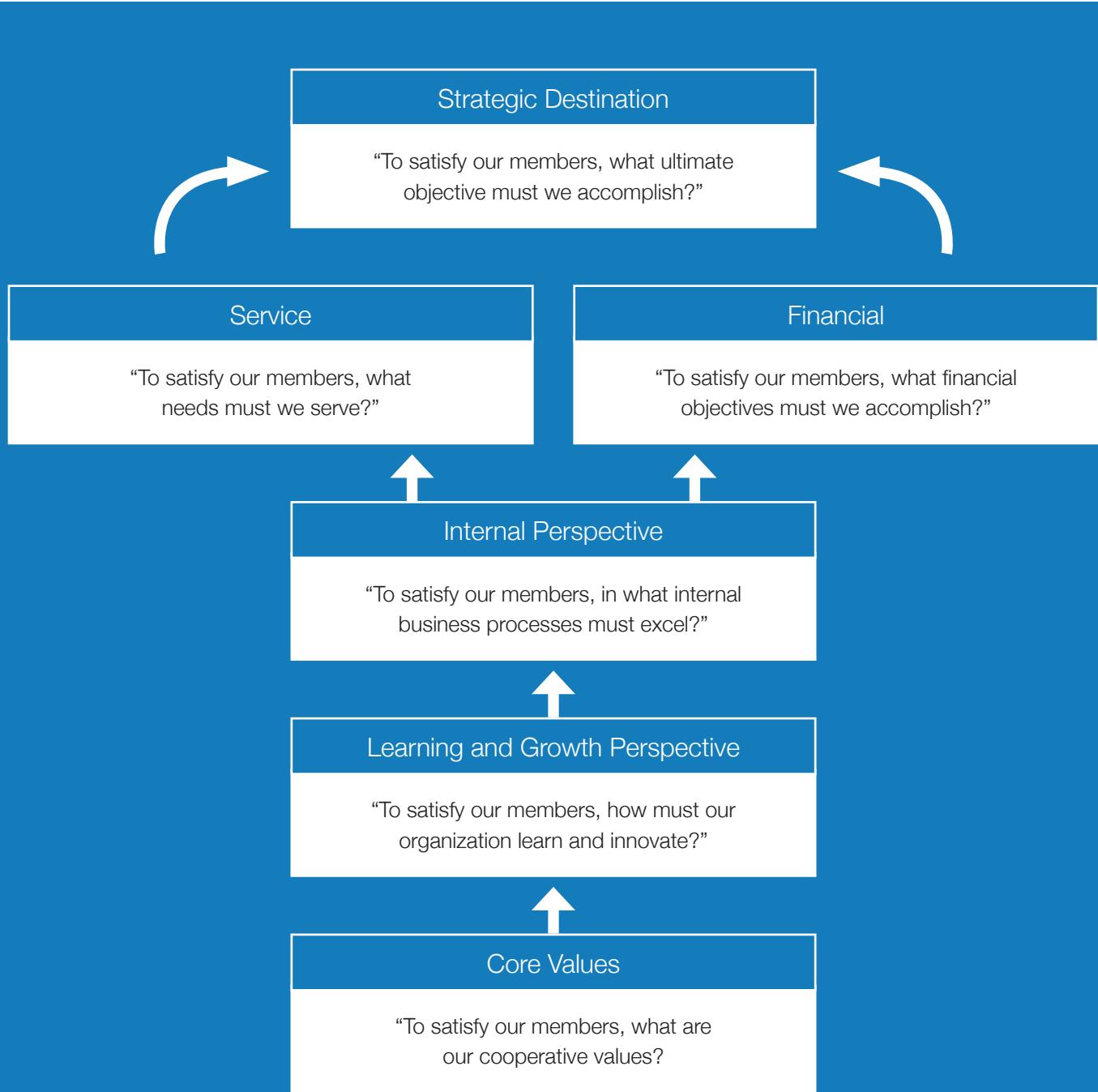


Figure 1

# THEMATIC STRATEGY MAP

Figure 2 shows the thematic strategy map and how it connects with the cooperative's mission, vision and values, in order to achieve the goals set forth.

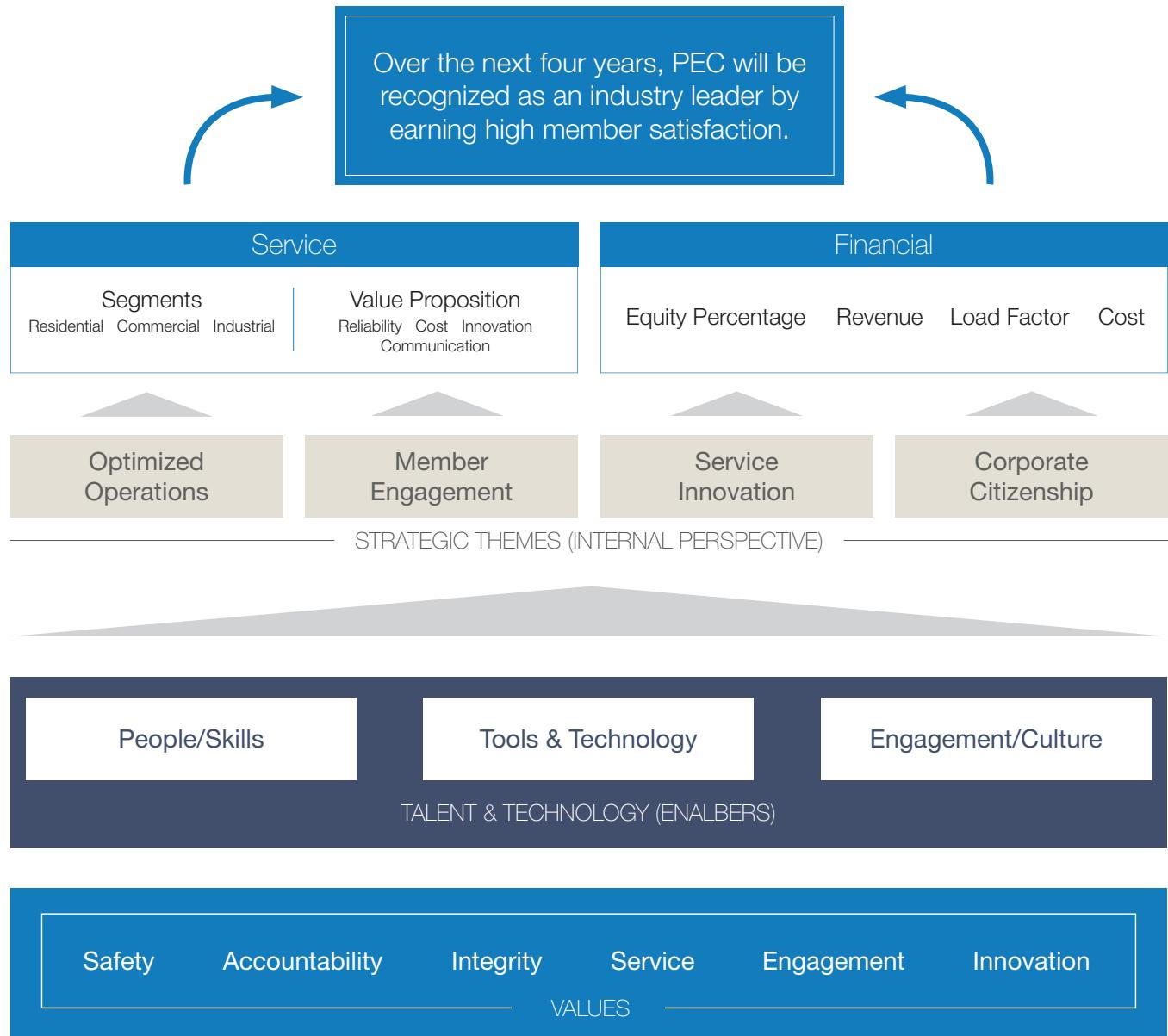


Figure 2

## STRATEGIC THEMES AND INITIATIVES

PEC's core business will always be our priority. We must provide excellent quality in power, keep rates low, and meet member needs through exceptional service. The strategic initiatives build on these core business areas and increase member value while concurrently advancing the cooperative as an industry leader.

# OPTIMIZED OPERATIONS AND GRID MODERNIZATION

Effective operations that align people, business units and resources are key to achieving success at PEC. Emerging technologies continue to demonstrate potential sophistication and innovation that can enhance operations at the cooperative. Additionally, the challenges we face from aging grid infrastructure require PEC to upgrade equipment and systems to meet member electricity needs.

As technologies advance in an environment of regulatory changes, the role of traditional central-station delivery continues to shift as distributed energy resources (DER) advance. Despite industry uncertainties, the cooperative will be required to make informed decisions in order to manage assets in a flexible manner, invest in system upgrades and pursue advanced technologies that proved benefits to members.

There are six strategic initiatives that comprise the Optimized Operations strategic theme that the cooperative should consider:

## **Initiative 1: Technology Planning**

Develop a technology plan that outlines the cooperative's existing technologies and integrates emerging technologies to streamline system planning and coincide with PEC's energy/power planning.

As a member-owned cooperative, we must diligently manage the members' resources while factoring in member needs, changing technologies, different market opportunities and unplanned events. The objective of this strategic initiative is to establish a plan that will allow the cooperative to invest in technologies and systems that advance the grid while meeting member needs. The initiative will identify areas that require upgrades that will optimize operations and increase efficiencies. Any identified areas of improvement will be considered carefully to ensure the costs are justifiable and avoid or mitigate negative impacts on rates.

## **Initiative 2: Demand Side Management**

Develop demand-side management programs, allowing for energy efficiency and conservation measures that provide savings to the cooperative.

With variable energy costs and increasing costs of transmission, the cooperative should consider programs that will provide long-term sustainable savings through the conservation of energy. The key objective of this strategic initiative will be the consideration of programs such as voltage optimization, voluntary thermostat-control demand response, building energy management systems, and weatherization. The initiative should also consider financing mechanisms that can provide revenue contribution to replace margins eroded due to reduced energy sales.

### **Initiative 3: Power Supply Planning and Diversity**

Expand the energy management program to show long-term planning in power supply that includes options for pursuing cost-beneficial renewable energy.

Existing and emerging technologies continue to provide opportunities to make power planning more flexible, resilient and agile. The objective of this initiative is to expand the energy management program to provide long-term planning for the cooperative and strategies to create a diverse, balanced power portfolio by both energy resource and power provider.

### **Initiative 4: Distributed Energy Resources (DER)**

Pursue DER opportunities that align with the technology plan developed, and provide system benefits that are cost-beneficial and yield member-centric solutions.

Distributed energy resources (DER) are smaller sources of power that when aggregated can provide power necessary to meet a certain demand. As the electric grid continues to modernize, DER -- such as energy storage, microgrid technologies, and stand-alone systems -- can help facilitate the transition to a smarter grid. The objective of this initiative will be to evaluate DER that can provide benefits to the system, save the cooperative costs by deferring distribution and transmission asset upgrades and help shape the load for the most efficient operation of the grid. In addition, programs that are member-driven should be considered to provide solutions for those members who have interest in installing their own DER.

### **Initiative 5: Enhanced System Planning**

Develop enhanced system planning that provides a long-term outlook and considers continued cooperative growth.

With legacy systems, the cooperative has historically relied on traditional methods of system planning. The objective of this initiative will be to provide a plan that shows how PEC systems will meet the needs of a rapidly growing membership, including distribution and transmission asset additions and upgrades. Further, this initiative will tie in with other initiatives that include energy/power, technologies, workforce and facilities, and we will place an emphasis on pursuing joint planning efforts with local jurisdictions.

### **Initiative 6: Process Excellence (Business Planning)**

Develop an enterprise-wide business process improvement function to increase productivity and reduce costs, encompassed by a risk-management framework.

Implementation of the strategic initiatives outlined will require transformation of the organization to meet the challenges faced in implementation of new technologies, new service offerings and earning high member satisfaction. This initiative will focus on the creation of a business plan that will consider risk management to ensure that risks remain neutral or reduced.

# MEMBER ENGAGEMENT AND STRATEGIC LOAD GROWTH PLANNING

PEC members continue to grow in energy consumption sophistication. Driving this evolution are new available technologies that provide members greater control over energy use, reduce their energy costs, and boost power resiliency and sustainability. Understanding shifting member needs will be critical in this strategic theme.

There are three initiatives that comprise the Member Engagement strategic theme that the cooperative should consider:

## **Initiative 7: Member Engagement Opportunities**

Develop and execute a plan that shows how the cooperative will engage with the members and emphasizes opportunities to learn about their needs and satisfaction level. The cooperative will additionally provide programs that help members achieve their energy goals.

PEC understands that members have varying motivations for exploring a wide range of energy goals. This initiative will outline and execute member engagement opportunities such as surveys, focus groups, and member events. The initiative will also develop and/or expand on programs that educate members on energy management, energy efficiency and self-generation.

## **Initiative 8: Commercial and Industrial Member Initiatives**

Develop programs that interact with and help meet the needs of commercial and industrial members.

Commercial and industrial (C&I) members have different energy requirements than residential members, and those with the highest energy consumption stand to benefit most from agile energy consumption. The objective of this initiative will be to develop programs that help C&I members achieve their energy goals with through the use of stand-alone systems, increased reliability measures, demand reduction features, notification systems and, in some cases, unique energy purchasing.

## **Initiative 9: Strategic Energy Sales**

Pursue cooperative strategic energy sales that help increase PEC's load factor, thereby maximizing the potential of cooperative assets.

The objective of this initiative is to position the cooperative as the premier resource for entities considering locating within the PEC service territory. This strategy includes partnerships with counties and cities the cooperative serves, chambers of commerce and economic development entities. By pursuing opportunities that increase energy sales, with minimal capital investment, the cooperative's load factor will increase, ultimately creating a healthier entity that derives revenues and margins from diverse sources.

# SERVICE INNOVATION

Increasingly, business and homes will have “smart” technologies that consider energy consumption based on market variable pricing and demand management. All this, enabled by the Internet of Things (IoT) and a more connected smarter grid. To remain relevant in the future, the cooperative must consider technologies and services beyond kilowatt-hour sales, as the members’ needs will continue to evolve.

There are two initiatives that comprise the Service Innovation strategic theme that the cooperative should consider:

## **Initiative 10: Broadband Opportunities**

Conduct a feasibility study to assess the opportunity that could exist in a fiber and/or wireless network (broadband) throughout the service territory that enables a smart grid and could provide affordable data access services to the members.

Mobile network services have been a challenge in rural areas due to the large infrastructure required to cover low density populations. This challenge is analogous to the early days of rural electrification when electric cooperatives stepped in to power up areas that Investor Owned Utilities deemed unprofitable to serve. PEC might find a similar opportunity to secure the economic future of the Texas Hill Country by connecting its rural members to the Broadband Internet that has yet to penetrate much of its territory. Healthcare, education, commerce and life quality have become highly dependent upon having high-speed Internet. The objective of this initiative is to assess the feasibility of a broadband network throughout the PEC territory, determine the various business models possible, and advise the cooperative on a direction to take. This study will also assess the needs of the future grid and how it might intersect with a broadband network.

## **Initiative 11: Revenue Generating Services**

Pursue revenue generating services that enhance PEC’s operations and capabilities by leveraging its resources and reducing costs.

The objective of this initiative is to consider, under the direction of the board of directors, any further revenue generating opportunities in which the cooperative should engage that will provide economic benefit to the electric members. For example, the use of PEC’s billing software for other entities could provide some financial incentive with a system that is already in place.

# CORPORATE CITIZENSHIP

Electricity delivery is essential to provide quality of life throughout our territory. PEC must be positioned and ready to serve the needs of the community by meeting the continuous growth and maintaining existing infrastructure. In addition, the cooperative must recognize the role of advanced technologies in changing the dynamics of how members conduct business. PEC's physical presence, the workforce (most of who are member-owners), and the engagement with local community provide standing ground for many of the cooperative principles.

There are five initiatives that comprise the Corporate Citizenship strategic theme that the cooperative should consider:

## **Initiative 12: Facilities Management and Planning**

Develop and execute a facilities plan that will meet the future needs of the cooperative.

PEC continues to experience high-growth throughout its operating regions. In addition, significant upgrades and regular maintenance of existing facilities remain necessary. This objective will layout a forward-looking facilities plan that includes infrastructure that can be repurposed through advanced technologies as well as new structures. The plan will show a regional impact to ensure member needs are met throughout the service territory.

## **Initiative 13: Workforce Planning**

Develop a strategic workforce plan that ensures PEC can attract, retain and develop employees with skills and competencies that achieve PEC's goals.

PEC employees are our most important resource. With the complexity of its core functions and the changing nature of the industry, the cooperative will continue to need highly-skilled employees. This initiative will identify gaps in skills and competencies and determine capabilities that can be developed internally, as well as those that require external services to fill. This initiative will improve competitiveness in attracting, retaining and developing employees.

#### **Initiative 14: Emergency and Catastrophic Planning**

Develop/update a robust emergency and catastrophic plan that encompasses areas beyond grid infrastructure and simultaneously incorporates areas that impact exceptional services to the members.

Various threats, such as weather, physical impact, and cyber attacks, are realities that affect the operations of most businesses. PEC works hard to restore systems efficiently and in a timely manner. This initiative will identify risks associated with natural and man-made disasters and create an action plan should disaster strike. By keeping these plans updated, we can ensure that members will continue to receive the exceptional service they enjoy today.

#### **Initiative 15: Community Involvement**

Develop and execute a community engagement and corporate presence plan that provides value to the members

The purpose of a cooperative is to power communities and empower members to improve the quality of their lives. This initiative will identify areas that the cooperative should engage in the community and identify the value to the membership.

# CONCLUSION

The changes in the energy industry continue to be evident with every day operations of the cooperative. These changes are likely to accelerate not only due to technological innovation, but also market changes that empower members to control their energy consumption. This strategic plan provides a guide for the cooperative to assess those changes and adapt effectively.

We plan to measure successful delivery of our mission, vision, values and strategic themes with the following strategic measures:

- Operational Effectiveness: Innovative grid operations and data utilization will provide a direct pathway to an efficient and reliable operating organization.
- Financial Impact: PEC will continue to maintain exceptional service at a low-cost and maintain a reputation for stability and prudence in managing financial assets. Benefit-cost analysis will be considered with every initiative.
- Risk Management: The cooperative will evaluate all initiatives to ensure that they are in line with member needs and address longevity of the cooperative.
- Member Value: PEC, over the years, has continued to expand its various service offerings. Ultimately, our members' satisfaction levels will be the key measurement of success of the services we deliver.

The strategic destination, "over the next four years, PEC will be recognized as an industry leader by earning high member satisfaction," will continue to be the driving force to execute this strategic plan. PEC, with its strength and resources, is positioned to successfully execute this strategic plan and provide a leadership role in the energy industry.

# ORGANIZATION AND HISTORY

Founded in 1938, PEC is a non-profit, member-owned electric distribution cooperative furnishing the energy needs of its members in the hill country of Central Texas. Currently, the cooperative serves nearly 290,000 active accounts, covering an area of roughly 8,100 square miles with 21,000 miles of line across 24 counties. In more than 75 percent of the geographic service territory, PEC provides electric service to an average of only six electric meters per mile or less.

The cooperative has experienced tremendous growth throughout its history, serving some of the fastest growing regions in the U.S. In 2016, the cooperative distributed nearly 5.6 billion kWh of electricity and added over 12,000 meters. From the foundational era, when the main focus was bringing electricity to the rural areas of central Texas, to the present, where the cooperative sees nearly 250+ subdivisions in development at any given time, the cooperative continues to focus on ensuring member satisfaction.

PEC is rooted in, and guided by, the seven cooperative principles listed below, and is one of the over 900 members of the National Rural Electric Cooperative Association as well as one of the 75 members of Texas Electric Cooperatives. The cooperative takes pride in its open and transparent method of governance, led by the board, and continues to establish leadership in the energy industry.

## BY THE NUMBERS

**287,422**  
Active Accounts

**8,100**  
Square Miles

**21,100**  
Miles of Line

**24**  
Counties

As of Dec. 31, 2016

Seven Cooperative Principles	Voluntary & Open Membership Democratic Member Control Members' Economic Participation Autonomy & Independence Education, Training & Information Cooperation Among Cooperatives Concern for Community
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The more than seven hundred employees at PEC are led by CEO John D. Hewa, a seasoned utility leader and engineer, who has brought technical knowledge, leadership experience and a spirit of innovation and enthusiasm to the cooperative. The organization is led successfully through ten collaborative business units:

- Communications and Business Services
- Corporate Services
- Engineering and Energy Innovations
- Financial Services
- Information Technology
- Legal Services
- Member Services
- Operations
- Power Supply and Energy Services
- Strategy and Research

These results-driven business units successfully execute the strategic plan through a business plan approved by the board that carries metrics to ensure the board's goals are met.

# PEC BOARD OF DIRECTORS



**Cristi Clement**  
District 1 Director

In 2006, Cristi Clement retired as a U.S. Air Force civilian employee after serving 24 years as a contracting officer. Ms. Clement held unlimited dollar authority to bind the U.S. government while negotiating and managing complex, multimillion-dollar contracts.



**Emily Pataki**  
District 2 Director  
President

Emily Pataki is a seventh generation Texan and has lived in Cedar Park since 2008. Ms. Pataki is a contract writing consultant for individuals and corporations. She serves on the Board of the Association of Women in Energy as well as Atec, Inc.



**Kathryn Scanlon**  
District 3 Director

District 3 Director Kathryn Scanlon was elected to the PEC Board of Directors in 2008. She previously served as president of the board and currently works at Bearing Financial Advisors, LLC in Austin, TX as a Financial Advisor.



**Jim Powers**  
District 4 Director

Judge Jim Powers is a successful entrepreneur, with experience in the public and private sectors. Powers started his private business enterprise with one grocery store in Dripping Springs, which he quickly grew to a diversified food corporation.



**James Oakley**  
District 5 Director  
Vice President

James Oakley is a fifth-generation Texas native from Burnet. He graduated with a Bachelor of Business Administration degree from Southwest Texas State University. He is a former Burnet County Commissioner and current County Judge.



**Paul Graf**  
District 6 Director  
Secretary-Treasurer

Paul Graf is a management, energy and engineering consultant, using his skills and experience to represent electric utilities, water utilities and businesses of all types. Graf has over 30 years of electric power industry experience, retiring as a senior executive at an international power company.



**Amy Lea SJ Akers**  
District 7 Director

Amy Lea SJ Akers is an attorney in private practice at the Akers Law Firm. She has professional training in renewable energy law, a background in construction project management, and currently serves on the Edwards Aquifer Authority Board.

# PEC EXECUTIVE LEADERSHIP TEAM



**John D. Hewa**  
Chief Executive Officer

Chief Executive Officer John D. Hewa brings a high level of technical knowledge, leadership experience and a spirit of innovation and enthusiasm to the top executive management position at the cooperative, setting the tone and culture for all levels of employees.



**Tracy Golden, CPA**  
Chief Financial Officer

Chief Financial Officer Tracy Golden oversees the cooperative's accounting and financial initiatives. He is a certified cooperative financial professional, fraud examiner and public accountant.



**Don Ballard**  
General Counsel

General Counsel Don Ballard oversees the cooperative's legal matters, including governance, litigation, risk mitigation and policy. He is responsible for managing ethics and compliance as well as open records administration.



**Julie Beggs**  
Vice President,  
Corporate Services

Vice President of Corporate Services Julie Beggs leads all aspects of employee support, including safety, human resources, organizational development and facilities management.



**Alyssa Clemsen-Roberts**  
Vice President,  
Communications and  
Business Services

Vice President of Communications and Business Services Alyssa Clemsen-Roberts oversees the cooperative's communications, marketing, community engagement and business growth and development.



**Eddie Dauterive**  
Vice President,  
Member Services

Vice President of Member Services Eddie Dauterive accounts for the cooperative's member services division, which includes billing, collections, contact center operations, local business offices and revenue recovery.



**Lawanda Parnell**  
Chief Information Officer

Chief Information Officer  
Lawanda Parnell is responsible for the cooperative's information technology infrastructure, including application development and support, hardware, network, telecommunications, technical support, records management and cybersecurity.



**Brad Hicks, P.E.**  
Vice President,  
Engineering and  
Energy Innovations

Vice President of Engineering and Energy Innovations  
Brad Hicks leads our engineering staff in identifying and evaluating emerging technologies that position PEC as an industry leader in complex energy.



**Peter Muhoro, Ph.D.**  
Chief Strategy Officer

Chief Strategy Officer Peter Muhoro works with the leadership team to develop, implement and monitor the cooperative's overall vision and mission as well as evaluate and shape strategy with respect to advanced research, energy policy, business intelligence and technology.



**Wayne McKee**  
Vice President,  
Operations

Vice President of Operations  
Wayne McKee oversees the cooperative's six operational regions. He is responsible for system construction, maintenance, emergency restoration efforts and warehousing.



**Ingmar Sterzing**  
Vice President,  
Power Supply and  
Energy Services

Vice President of Power Supply and Energy Services  
Ingmar Sterzing leads energy management strategies as well as the planning, direction and execution of the cooperative's power supply, energy programs and new energy projects. He also manages energy regulatory affairs within the Electric Reliability Council of Texas.

