



# 2026-2030 Strategic Plan

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# 2021-2026 Strategic Plan

PEC's Strategic Plan is shaped through extensive discussion between leadership and the Board of Directors. It serves as a roadmap for long-term success by defining clear goals for the cooperative and the manner to achieve objectives.

PEC's 2021-2026 Strategic Plan is posted on our website for member understanding and shared with employees as a reference for important decision making across the cooperative.

The Goals and Objectives described in this plan act as the framework for PEC's annual Corporate Initiatives and Key Performance Indicator (KPI) programs.



2021-2026  
Strategic Plan



Pedernales Electric  
Cooperative

# Timeline

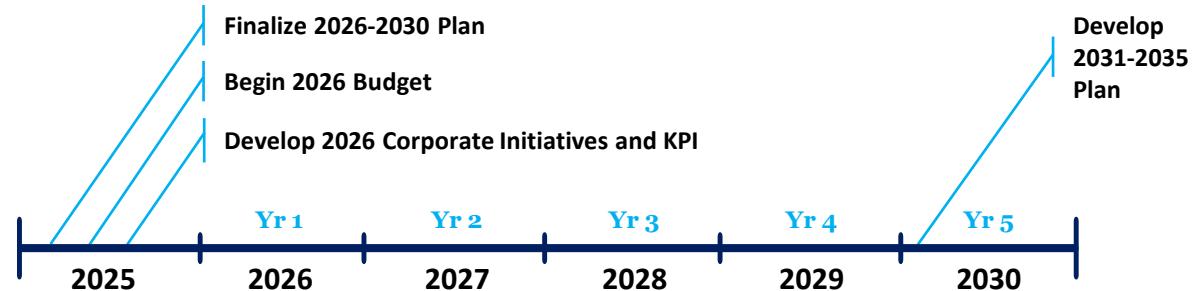
PEC Leadership regularly review and report the status of the plan's Goals and Objectives, and in 2024 noted the completion of the identified targets in its current plan.

A schedule was set to begin developing its next five-year plan to take affect in 2026.

## 2026-2030 Preparation

- Feb. 2025: Leadership discussions and draft objectives
- Mar. 2025: Board of Directors review and revision
- Apr. 2025: Draft Resolution for PEC's 2026-2030 Plan
- May 2025: Final Resolution for PEC's 2026-2030 Plan
- Jun. 2025: Begin preparation for 2026 budgeting and annual Corporate Initiatives

## Year-to-Year Planning



The objectives set in the 2026-2030 Strategic Plan will be the foundation for year-to-year planning beginning in 2026.

# 2026-2030 Strategic Plan

2026-2030  
Strategic Plan



Letter from the  
Board President



“We must make PEC as strong and stable as possible so that service to our mission and our members remains as steadfast a promise as it was at our inception.”

# Introduction

The strategies in this plan will continue to prioritize our member-focused service and exceptional reliability with competitive rates.

Our long-term planning must also address changes in the utility industry and the unprecedented growth across our service territory.

Our primary goals over the next five years will be:

- 1. Maximize Value to our Membership**
- 2. Achieve Operational Excellence**
- 3. Protect the Financial Health of the Cooperative**
- 4. Advance Workforce, Continuity, Safety, and Security**
- 5. Pursue Enterprise Optimization**

## Introduction



PEC is the largest electric cooperative in the nation, and we aim to be the best. By prioritizing member-focused service, be it through exceptional reliability or providing a helping hand in the community, we deliver outstanding customer satisfaction. To define the priorities that lead to such results, PEC must continuously assess its operations, the needs of the membership, and the evolving state of the electric industry.

The accompanying five-year plan is the product of planning efforts between PEC leadership and the board of directors. It outlines PEC's mission, vision, values, and strategic initiatives and provides our valued employees with the guidance they need to achieve them. We carefully evaluated the cooperative's operations and structure to ensure alignment with these goals, which were developed to address immediate concerns and those that may arise in the future.

While our mission today is the same as it was in 1938, the strategies we must employ to fulfill it have changed dramatically. What was once a region so sparsely populated that investor-owned utilities would not provide it with electric service is now one of the fastest-growing areas in the country. In 2023, we hit the 400,000-meter milestone, and by the time this five-year plan is completed, we will likely have surpassed 500,000.

Growing our operations to meet the demands of growth is not enough. We must also focus on keeping our systems safe, raising our standards for serving our members, and maintaining competitive rates. As stewards of our members' cooperative, it is our responsibility to protect PEC's assets and the financial health of the business. Doing so provides us with the necessary resources to achieve the rest of our goals.

This strategic plan was developed with a holistic approach to balancing these priorities. It provides a roadmap for the future that also honors the legacy our success is built upon. Our primary goals over the next five years are:

- » Maximize Value to Our Membership
- » Achieve Operational Excellence
- » Protect the Financial Health of the Cooperative
- » Advance Workforce Continuity, Safety, and Security
- » Pursue Enterprise Optimization

The 2026-2031 strategic plan provides the guidance needed to meet our mission, our standards, and our members' expectations. We look forward to building on the success of previous plans and will periodically update the membership on our progress.

# Organization and Principles



## Organization and History

In 1938, with the assistance of then-Congressman Lyndon B. Johnson, local farmers and ranchers came together to form the Pedernales Electric Cooperative and bring electric service to the Texas Hill Country when no other utility would.

Our identity, forged by the first generation of PEC members, defines how we serve the membership and their communities to this day. PEC is guided by seven cooperative principles:

Voluntary & Open Membership  
Democratic Member Control  
Members' Economic Participation  
Autonomy & Independence  
Education, Training, & Information  
Cooperation Among Cooperatives  
Concern for Community

The paths of PEC and the communities we serve have always been intertwined; giving back helps ensure a brighter future for the cooperative and its membership. Our members pitch in, too! They've helped us raise over \$1 million through the Power of Change, funding community grants, member assistance, and more.

PEC has experienced tremendous growth in recent years, currently serving more than a million Central Texans in some of the fastest growing regions in the U.S.

Today, CEO Julie C. Parsley leads a team of more than 1,000 employees. Under her leadership, PEC is protecting the legacy of its rich history while preparing us to meet the challenges to come.

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The methodologies in this plan are guided by the seven cooperative principles:

**Voluntary & Open Membership**

**Democratic Member Control**

**Members' Economic Participation**

**Autonomy & Independence**

**Education, Training & Information**

**Cooperation Among Cooperatives**

**Concern for Community**

As our organization grows with our communities, these principles are the foundation of how we serve our members.

## PEC Service Territory



8,100  
Square Miles

45  
Cities

25  
Counties



# Hierarchy of Strategic Terms



## Pyramid of Strategy Terms



PEC's mission statement provides singular direction for the cooperative. Our Vision describes our aspirational state, and our Values represent the cooperative's core beliefs.

PEC's member-elected Board of Directors will establish its Mission, Vision, and Values, as well as the Goals and Objectives described in this Strategic plan.

These Goals will drive PEC's long-term planning, projects, initiatives, and measurements for success.

## Mission

**"We are committed to delivering low-cost, reliable, and safe energy for our members."**

# Mission, Vision, and Values



## Mission

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

## Vision

PEC is a high-performing organization, providing exceptional customer service and value to our members and communities.

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## Vision

**“PEC is a high-performing organization, providing exceptional customer service and value to our members and communities.”**

## Values

**Integrity** We earn and maintain the trust of our members through transparent business and operational practices.

**Service** We deliver safe, reliable energy services to our members.

**Safety** We ensure the personal and information safety and security of our members and employees.

**Accountability** We are good and responsible managers of cooperative resources for the benefit of the members.

## Values

### » Integrity

We earn and maintain the trust of our members through transparent business and operational practices.

### » Safety

We ensure the personal and information safety and security of our members and employees.

### » Service

We deliver safe, reliable energy and services to our members.

### » Accountability

We are good and responsible managers of cooperative resources for the benefit of the members.



# Goals & Objectives

## Board of Director Goals



### 1. Maximize Value to Our Membership

#### Objective 1 – Member Communications

Deliver member messaging campaigns that regularly distribute compelling and educational cooperative information in order to surpass the American Customer Satisfaction Index (ACSI) industry benchmark for member satisfaction.

#### Objective 2 – Community Partnerships

Establish enhanced partnerships with municipalities and local governments to bolster project planning and emergency operation preparedness for optimized system resiliency that benefits members.

#### Objective 3 – Member Experience

Enrich the member experience by aligning business processes, technologies, and systems to support members, including preferences for self-service and modernized interactions.

### 2. Achieve Operational Excellence

#### Objective 1 – System Reliability and Resiliency

Advance proactive and responsive policies and programs to ensure distribution and transmission system reliability and resiliency in order to exceed industry standards in system availability, including the development of a system sectionalization plan.

#### Objective 2 – System Expansion

Enhance the framework and processes for the acquisition and disposition of real estate and land rights for PEC system expansion to prepare for member growth. Plan and construct a new distribution control center and backup transmission control center.

#### Objective 3 – System Planning

Optimize resource planning for system efficiencies to include cost control, accessibility, and responsive service. Draft a five-year facility and system plan to address capacity needs.

Highlighting the new, needs-based objectives that align with established strategic goals:

## 1. Maximize Value to our Membership

- Educational member messaging campaigns
- Enhanced project planning with local governments
- Enriched and modernized member support

## 2. Achieve Operational Excellence

- Distribution and transmission system reliability
- Real estate strategies for system expansion
- Resource planning for responsive service

# Goals & Objectives

## 3. Protect the Financial Health of the Cooperative

- Power procurement strategies at competitive costs
- Transmission investment funding and cost recovery
- Protective metrics and control processes

## 4. Advance Workforce Continuity, Safety, and Security

- Workforce development, acquisition, and training
- Prioritization of employee safety
- Effective physical and cyber security programs
- Proactive risk mitigation and emergency preparedness

## 5. Pursue Enterprise Optimization

- Scalable enterprise technologies
- Methodologies of cost-benefit-analysis in planning
- Optimized workflows and streamlined operations

### 3. Protect the Financial Health of the Cooperative

#### Objective 1 – Power Supply

Advance power procurement capabilities and ongoing review and refinement of hedging strategies to maintain competitive power costs while meeting the growing power demand of the membership.

#### Objective 2 – Transmission Investment

Develop a strategic transmission investment and funding plan to ensure overall system reliability, resiliency, and support timely recovery of transmission investment implemented through an annual capital plan.

#### Objective 3 – Controls and Processes

Review and enhance financial metrics and control processes to ensure they adequately protect cooperative resources while maximizing efficiencies.

### 4. Advance Workforce Continuity, Safety, and Security

#### Objective 1 – Workforce Development and Stability

Develop the workforce through tailored training programs, talent acquisition strategies, and effective succession planning to prepare the cooperative through transitions of leadership.

#### Objective 2 – Safety Culture

Maintain ongoing prioritization of employee safety through fostering proactive hazard identification, reporting, technical training, and employee engagement.

#### Objective 3 – Integrated Security

Develop effective integrated physical and cyber security programs to protect cooperative assets, data, intellectual property, facilities, and employees.

#### Objective 4 – Business Continuity and Emergency Preparedness

Implement ongoing enterprise-wide risk mitigation and emergency preparedness initiatives to support crisis avoidance and recovery management from potential operational disruptions.

### 5. Pursue Enterprise Optimization

#### Objective 1 – Technology Advancement and System Efficiencies

Design scalable enterprise technologies to create efficiencies in automation, integration, and operations, including the evaluation and optimization of core systems.

#### Objective 2 – Planning and Analytics

Execute methodologies for cost-benefit-analysis and organizational scaling, with objective consideration of member value and industry standards in financial and long-term strategic planning.

#### Objective 3 – Process Improvement and Resource Allocation

Leverage enterprise technologies, optimize workflows, and streamline operations to enhance efficiency, reduce costs, improve quality, and drive organizational success.

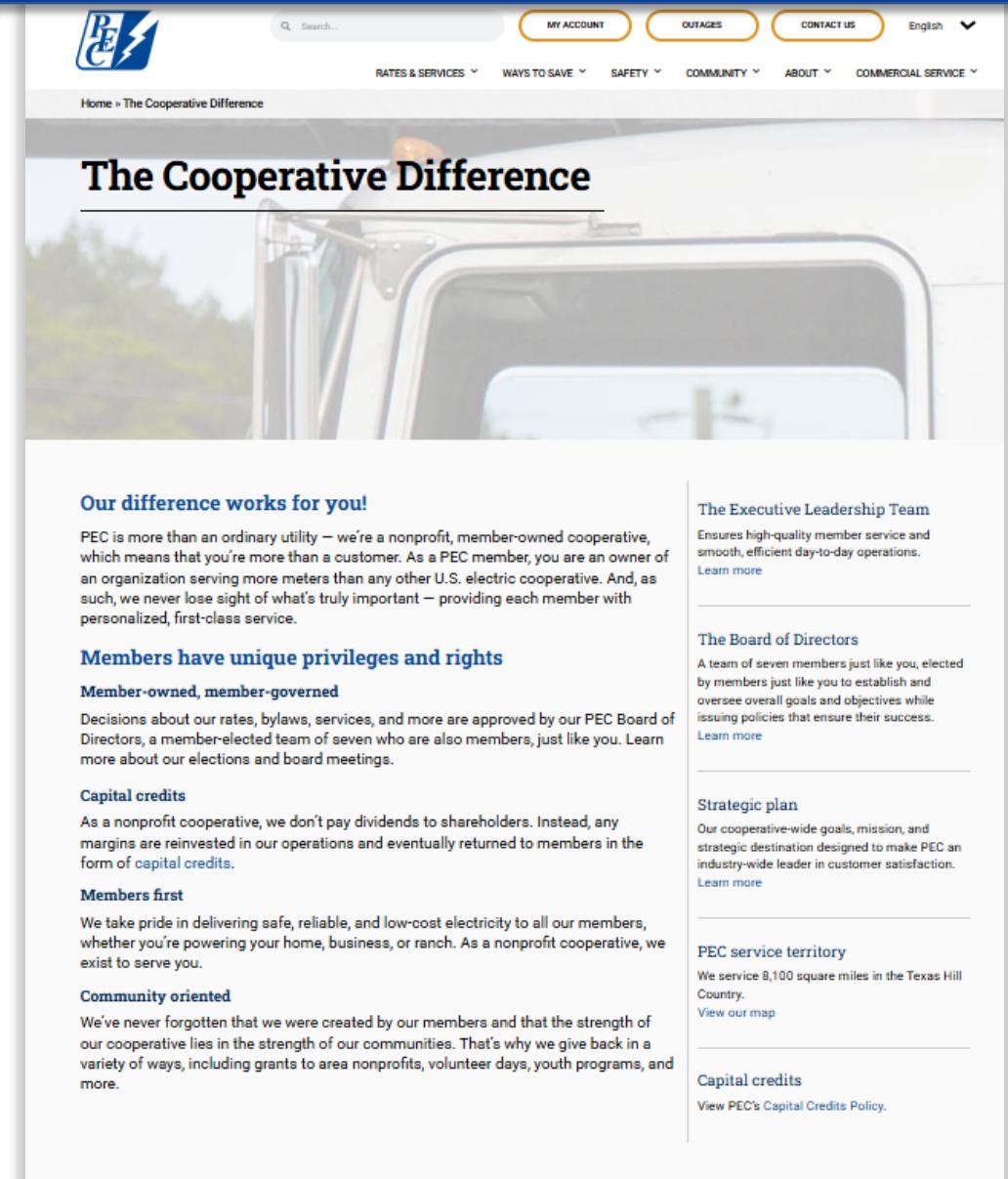
# Next Steps

Upon approval, the 2026-2030 Strategic Plan will be shared across the cooperative and posted to:

**[mpec.com/the-cooperative-difference](http://mpec.com/the-cooperative-difference)**

Staff are already considering future initiatives that align with the ideas in this plan.

Preparation for the 2026 budget has begun, and specific 2026 Corporate Initiatives and measurable action items will be developed based these Goals and Objectives.



The screenshot shows the PEC website's 'The Cooperative Difference' page. The page features a large image of a utility truck. The main heading is 'The Cooperative Difference'. Below the heading, there are several sections: 'Our difference works for you!', 'Members have unique privileges and rights', 'Capital credits', 'Members first', 'Community oriented', 'The Executive Leadership Team', 'The Board of Directors', 'Strategic plan', 'PEC service territory', and 'Capital credits'. Each section contains a brief description and a 'Learn more' link.

**Our difference works for you!**  
PEC is more than an ordinary utility — we're a nonprofit, member-owned cooperative, which means that you're more than a customer. As a PEC member, you are an owner of an organization serving more meters than any other U.S. electric cooperative. And, as such, we never lose sight of what's truly important — providing each member with personalized, first-class service.

**Members have unique privileges and rights**  
**Member-owned, member-governed**  
Decisions about our rates, bylaws, services, and more are approved by our PEC Board of Directors, a member-elected team of seven who are also members, just like you. Learn more about our elections and board meetings.

**Capital credits**  
As a nonprofit cooperative, we don't pay dividends to shareholders. Instead, any margins are reinvested in our operations and eventually returned to members in the form of capital credits.

**Members first**  
We take pride in delivering safe, reliable, and low-cost electricity to all our members, whether you're powering your home, business, or ranch. As a nonprofit cooperative, we exist to serve you.

**Community oriented**  
We've never forgotten that we were created by our members and that the strength of our cooperative lies in the strength of our communities. That's why we give back in a variety of ways, including grants to area nonprofits, volunteer days, youth programs, and more.

**The Executive Leadership Team**  
Ensures high-quality member service and smooth, efficient day-to-day operations.  
[Learn more](#)

**The Board of Directors**  
A team of seven members just like you, elected by members just like you to establish and oversee overall goals and objectives while issuing policies that ensure their success.  
[Learn more](#)

**Strategic plan**  
Our cooperative-wide goals, mission, and strategic destination designed to make PEC an industry-wide leader in customer satisfaction.  
[Learn more](#)

**PEC service territory**  
We service 8,100 square miles in the Texas Hill Country.  
[View our map](#)

**Capital credits**  
View PEC's Capital Credits Policy.





PEDERNALES ELECTRIC COOPERATIVE