



Draft 2026 Key Performance Indicators Plan

Eddie Dauterive | Chief Strategy Officer

Key Performance Indicators (KPI)

Program Structure

- Each year, new indicators can be introduced and metrics adjusted to incentivize improved performance in areas that serve our mission.
- Metric categories are weighted evenly across the five Board of Director Goals.
- Individual metrics in each category can obtain a Silver, Gold, Platinum, or Not Achieved performance rating.
- Financial distributions are calculated based on metric achievement and distributed twice per year to incentivize the accomplishment of strategic goals.
 - **KPI Period 1:** Jan. 1 – Jun. 30
 - **KPI Period 2:** Jul. 1 – Dec. 31
- Financial distributions are calculated based on Cooperative wide performance and employee's salary during the KPI Period.
- An additional "Adder" can be obtained each period that will add 1% to the total distribution if a specific, and challenging, goal is achieved that supports PEC's strategic planning.

| 2026 Strategic Goals & KPI Categories | | |
|---------------------------------------|--|-----|
| 1) | Maximize Value to Our Membership | 20% |
| 2) | Achieve Operational Excellence | 20% |
| 3) | Protect the Financial Health of the Cooperative | 20% |
| 4) | Advance Workforce Continuity, Safety, and Security | 20% |
| 5) | Pursue Enterprise Optimization | 20% |

Goal 1: Maximize Value to Our Membership

- **Objective 1 – Communications:** Deliver member messaging campaigns that regularly distribute compelling and educational cooperative information in order to surpass the American Customer Satisfaction Index (ASCI) 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.

| KPI Metric | CURRENT | | | | PROPOSED | | |
|---|-------------------|-------------------|-------------------|--|----------|--------|----------|
| | Silver | Gold | Platinum | | Silver | Gold | Platinum |
| Power of Change Enrollments | ≥ 7.2% | ≥ 7.6% | ≥ 8.0% | | ≥ 8.6% | ≥ 8.8% | ≥ 9.0% |
| Community Outreach | ≥ 8 | ≥ 12 | ≥ 16 | | ≥ 8 | ≥ 12 | ≥ 16 |
| Customer Satisfaction Score (5-point scale) | ≥ 4.40 | ≥ 4.45 | ≥ 4.50 | | ≥ 4.40 | ≥ 4.45 | ≥ 4.50 |
| Queries Solved on First Contact | ≥ 75% | ≥ 80% | ≥ 85% | | ≥ 75% | ≥ 80% | ≥ 85% |

Goal 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.

| KPI Metric | CURRENT | | | | PROPOSED | | |
|--|------------|------------|-----------|--|------------------------------|----------------------------------|------------------------------|
| | Silver | Gold | Platinum | | Silver | Gold | Platinum |
| Remediating Most Impactful Feeders | ≥ 3 | ≥ 5 | ≥ 7 | | ≥ 3 | ≥ 5 | ≥ 7 |
| System Average Interruption Duration Index (SAIDI) | ≤ 60 min. | ≤ 55 min. | ≤ 50 min. | | P1 ≤ 33 min. P2 ≤ 27 min. | P1 ≤ 30.5 min. P2 ≤ 24.5 min. | P1 ≤ 28 min. P2 ≤ 22 min. |
| First Step Restoration Duration | ≤ 120 min. | ≤ 105 min. | ≤ 90 min. | | ≤ 120 min. | ≤ 105 min. | ≤ 90 min. |
| Outage Sectionalizing | | | | | ≥ 32% | ≥ 35% | ≥ 38% |

Goal 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.

| KPI Metric | CURRENT | | | PROPOSED | | |
|---|---------|--------|----------|----------|---------|----------|
| | Silver | Gold | Platinum | Silver | Gold | Platinum |
| Operating Expense and Maintenance Capital as a Percentage of Budget | ≤ 102% | ≤ 100% | ≤ 98% | | | |
| Distribution Cost per kWh | | | | ≤ 4.25% | ≤ 4.20% | ≤ 4.15% |
| Competitively Sourced Spend | ≥ 92% | ≥ 94% | ≥ 96% | ≥ 92% | ≥ 94% | ≥ 96% |
| Competitive Rates | ≥ 5% | ≥ 8% | ≥ 10% | ≥ 5% | ≥ 8% | ≥ 10% |

Goal 4: Advance Workforce Continuity, Safety, & 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.

| KPI Metric | CURRENT | | | | PROPOSED | | |
|--|---------|-------|----------|--|----------|-------|----------|
| | Silver | Gold | Platinum | | Silver | Gold | Platinum |
| Employee Technical Training | ≥ 80% | ≥ 85% | ≥ 90% | | | | |
| Employee Compliance Training | ≥ 90% | ≥ 95% | ≥ 99% | | ≥ 90% | ≥ 95% | ≥ 99% |
| Employee Professional Development Training | ≥ 70% | ≥ 75% | ≥ 80% | | | | |

Goal 4: Advance Workforce Continuity, Safety, & Security

| KPI Metric | CURRENT | | | | PROPOSED | | |
|--|--------------------|--------------------|--------------------|--|----------|-------|----------|
| | Silver | Gold | Platinum | | Silver | Gold | Platinum |
| Total Case Incident Rate (TCR) | ≤ 3.5 | ≤ 3.0 | ≤ 2.5 | | ≤ 3.5 | ≤ 3.0 | ≤ 2.5 |
| Days Away Restricted Duty (DART) | ≤ 2.0 | ≤ 1.5 | ≤ 1.0 | | ≤ 2.0 | ≤ 1.5 | ≤ 1.0 |
| Vehicle Accident Rate | ≤ 3.0 | ≤ 2.5 | ≤ 2.0 | | ≤ 3.0 | ≤ 2.5 | ≤ 2.0 |
| Phishing Simulation Avoidance | ≥ 96.5% | ≥ 97.0% | ≥ 97.5% | | | | |
| Cyber Engagement | | | | | ≥ 75% | ≥ 80% | ≥ 85% |
| Access Control Efficiency | ≥ 97% | ≥ 98% | ≥ 99% | | | | |

Goal 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.

| KPI Metric | CURRENT | | | | PROPOSED | | |
|---|---------|-------|----------|--|----------|---------|----------|
| | Silver | Gold | Platinum | | Silver | Gold | Platinum |
| Paperless Billing Enrollments | ≥ 46% | ≥ 48% | ≥ 50% | | ≥ 50% | ≥ 51% | ≥ 52% |
| IT Critical Business Application Availability | | | | | ≥ 99.0% | ≥ 99.5% | ≥ 99.9% |
| Storm Availability | | | | | ≥ 70% | ≥ 75% | ≥ 80% |

Additional Coop-Wide Goal

Distribution Adder

In addition to the measured distribution, there is an opportunity for a **1% adder** for each period if PEC reaches a large, cooperative-wide milestone.

2026 P1 & P2 Adder Goals

Obtain Platinum scoring in each of these three metrics:

| KPI Metric | Platinum |
|----------------------------------|----------|
| Employee Compliance Training | ≥ 99% |
| Days Away Restricted Duty (DART) | ≤ 1.0 |
| Cyber Engagement | ≥ 85% |

These three metrics represent critical safety and security areas where all employees can have a direct impact to achievement.



myPEC.com