



Draft 2026 Key Performance Indicators Plan

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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 (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.

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.



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