



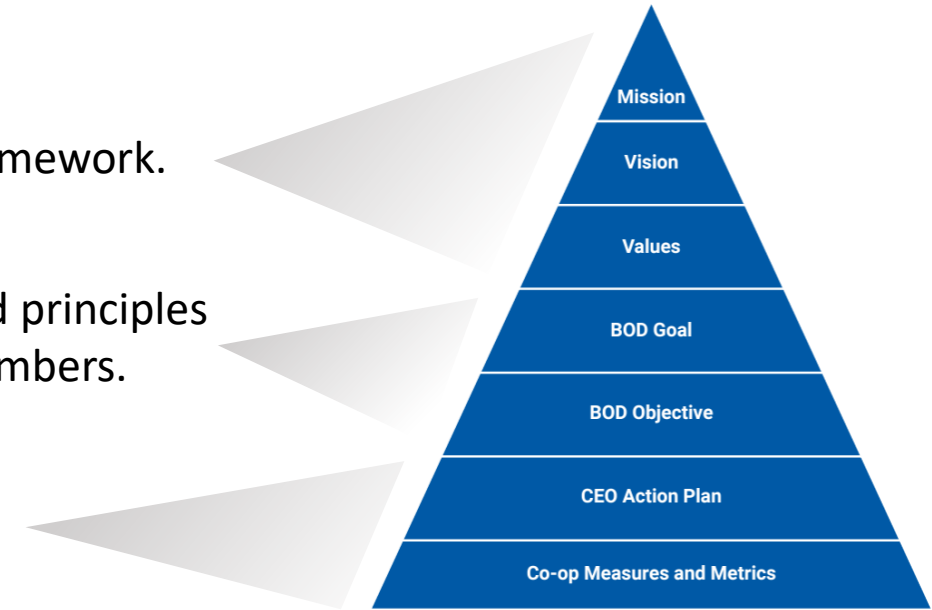
2025 Key Performance Indicators Plan

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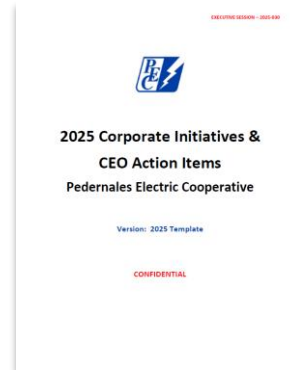
January 17, 2025

PEC Strategic Plan

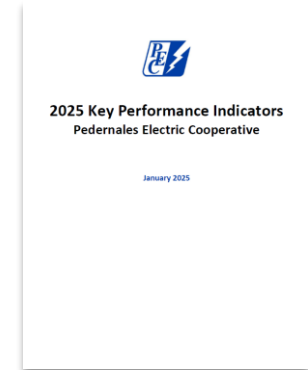
- PEC's Mission, Vision, and Values set the foundation of its strategic framework.
- The Board of Directors' Strategic Goals and Objectives set the path and principles for its Mission to deliver low-cost, reliable, and safe energy for our members.
- The Strategic Goals are the basis for PEC's long-term planning, annual corporate initiatives, and its key performance-based metrics.



2021 -2026 Strategic Plan
5 Director Goals
15 Specific Objectives



2025 Corporate Initiatives
5 CEO Action Items based on Goals
33 Corporate Initiatives based on Objectives



2025 KPI Plan
5 Goal Categories
19 Performance Metrics

Key Performance Indicators (KPI)

Plan Structure

- Although specific objectives have been accomplished in PEC’s current Strategic Plan, each year Corporate Initiatives and KPIs are updated to continue improvements.
- Performance goals are adjusted, and new metrics are introduced as needed, to keep performance oriented to our mission.
- Metric categories are weighed evenly based on the five Director Goals.
- Individual metrics in each category can obtain a Silver, Gold, Platinum, or Not Achieved performance rating.
- Performance-based financial distributions are tallied 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
- An additional “Adder” incentivization can be obtained each period that will add 1% to the total distribution if a specifically identified and challenging goal supporting strategic planning is achieved.

Strategic Goals and KPI Categories		
1)	Maximize Value to Our Members	20%
2)	Achieve Operational Excellence	20%
3)	Protect Financial Health	20%
4)	Pursue Workforce Optimization	20%
5)	Advance Safety & Security	20%



Goal 1. Maximize Value to Our Members

Strategic Objectives:

- **Objective 1 – Member Engagement:** Develop a three-year member engagement campaign by 2022 to promote the benefits of cooperative membership.
- **Objective 2 – Community Partnerships:** Establish a plan by 2022 to foster healthy and communicative relationships with state and local officials and authorities to benefit our membership.
- **Objective 3 – Customer Service:** Establish member engagement and satisfaction programs by 2022 to maintain or surpass the American Customer Satisfaction Index (ACSI) benchmark.

Obj.#	KPI Metric	Silver	Gold	Platinum
(1)	Power of Change Enrollments	≥ 7.2%	≥ 7.6%	≥ 8.0%
(2)	Community Outreach	≥ 8	≥ 12	≥ 16
(3)	Customer Satisfaction Score (5-point scale)	≥ 4.40	≥ 4.45	≥ 4.50
(3)	Queries Solved on First Contact	≥ 75%	≥ 80%	≥ 85%
(3)	Paperless Billing Enrollments	≥ 46%	≥ 48%	≥ 50%



Goal 2. Achieve Operational Excellence

Strategic Objectives:

- **Objective 1 – System Maintenance:** Establish a systematic and responsive system maintenance program targeting the 35 feeders with the highest SAIDI to improve reliability and lower SAIDI by 2025.
- **Objective 2 – SCADA, Control Center, & Related Technology Systems:** Design and construct operational control centers by 2025 that meet applicable federal and state standards for system stability, and improved operations.
- **Objective 3 – Engineering Design Standards:** Complete a detailed Engineering Standards guide by 2023 for all training, planning, and purchasing purposes across all districts.
- **Objective 4 – Facilities and Real Estate Planning:** Create a data-driven framework for the acquisition and disposition of real estate for facilities and system expansion by 2021.

Obj.#	KPI Metric	Silver	Gold	Platinum
(1)	Remediating Most Impactful Feeders	≥ 3	≥ 5	≥ 7
(2)	System Average Interruption Duration Index (SAIDI)	≤ 60 min.	≤ 55 min.	≤ 50 min.
(3)	First Step Restoration Duration	≥ 120 min.	≥ 105 min.	≥ 90 min.

Goal 3. Protect Financial Health

Strategic Objectives:

- **Objective 1 – Financial Management:** Develop processes by 2022 to increase individual employee awareness of and participation in the Cooperative's financial health.
- **Objective 2 – Rate Stability:** Implement debt and capital restructuring best practices for rate stability, including the defeasance of 2002 bonds and the implementation of a commercial paper program, by 2022.
- **Objective 3 – Capital Spending:** Create and fully implement a capital allocation model to support long-term capital spending by 2022.

Obj.#	KPI Metric	Silver	Gold	Platinum
(1)	Operating Expense and Maintenance Capital as a Percentage of Budget	≤ 102%	≤ 100%	≤ 98%
(1)	Competitively Sourced Spend	≥ 92%	≥ 94%	≥ 96%
(2)	Competitive Rates	≥ 5%	≥ 8%	≥ 10%

Goal 4. Pursue Workforce Optimization

Strategic Objectives:

- **Objective 1 – Technical Training:** Train 80% of employees requiring technical or electrical skills utilizing the new PEC training facility by 2024.
- **Objective 2 – Workforce Development:** Attract, retain, and develop our workforce by increasing employee skills, training, and external recruitment outreach by 20% each by 2023.

Obj.#	KPI Metric	Silver	Gold	Platinum
(1)	Percentage of Employees Completing Technical Training	≥ 80%	≥ 85%	≥ 90%
(2)	Percentage of Employees Completing Compliance Training	≥ 90%	≥ 95%	≥ 99%
(2)	Percentage of Employees Completing Professional Development Training	≥ 70%	≥ 75%	≥ 80%



Goal 5. Advance Safety and Security

Strategic Objectives:

- **Objective 1 – Safety and Security Culture:** Develop a plan to promote a shared culture of safety, security, and privacy across the cooperative with full compliance by 2024.
- **Objective 2 – Cyber Security:** Enhance systems and practices through 2025 to prevent and mitigate a cyber-incident to ensure business continuity.
- **Objective 3 – Work Environments:** Improve the security of our work environments through completing the implementation of the Security Vulnerability Master Plan by 2024.

Obj. #	KPI Metric	Silver	Gold	Platinum
(1)	Total Case Incident Rate (TCIR)	≤ 3.5	≤ 3.0	≤ 2.5
(1)	Days Away Restricted Duty (DART)	≤ 2.0	≤ 1.5	≤ 1.0
(1)	Vehicle Accident Rate	≤ 3.0	≤ 2.5	≤ 2.0
(2)	Phishing Simulation Avoidance	≥ 96.5%	≥ 97.0%	≥ 97.5%
(3)	Access Control Efficiency	≥ 97%	≥ 98%	≥ 99%



Additional Coop-Wide Goal

Distribution Adder:

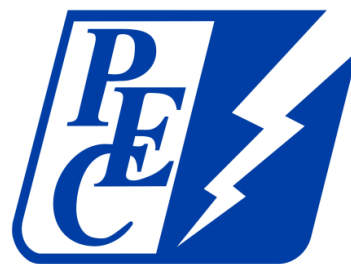
In addition to the measurement distribution, there is an opportunity for a **1% adder** for each period if PEC reaches a large, coop-wide milestone.

2025 P1 & P2 Adder Goals: Meeting Platinum-level targets for each of the Pursue Workforce Optimization metrics.

These training goals apply to all employees and this additional incentive will support employee retention, development, and advancement cooperative-wide.

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