2023 Key Performance Indicators Plan

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Key Performance Indicators (KPI)

Purpose and Structure

- The purpose of Key Performance Indicators (KPIs) is to provide an objective method for evaluating the degree of success with which PEC achieves identified performance targets.

- PEC's annual KPI Plan is designed to align with the objectives of PEC's Strategic Plan.

- Each year, the KPI Plan is approved by the Board of Directors and a subsequent, performance-based, financial distribution is calculated and approved for each of two KPI periods:

  - **KPI Period 1:** Jan. 1 – Jun. 30

  - **KPI Period 2:** Jul. 1 – Dec. 31

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	CURRENT			PROPOSED		
		Silver	Gold	Platinum	Silver	Gold	Platinum
(1)	Increase in Social Media Followers	≥ 750	≥ 1,000	≥ 1,250	≥ 750	≥ 1,000	≥ 1,250
(1)	Increase in Power of Change Enrollments	≥ 1,900	≥ 2,000	≥ 2,100	≥ 2,000	≥ 3,000	≥ 4,000
(2)	Community Outreach	≥ 8	≥ 12	≥ 16	≥ 8	≥ 12	≥ 16
(3)	Customer Satisfaction Score - Coop Insight Survey	≥ 8.5	≥ 8.6	≥ 8.7	≥ 8.5	≥ 8.6	≥ 8.7
(3)	Percentage of Queries Solved on First Contact	≥ 65%	≥ 70%	≥ 75%	≥ 65%	≥ 70%	≥ 75%
(3)	~~Percentage of~~ Additional Accounts Enrolled in Paperless Billing	≥ 40%	≥ 43%	≥ 45%	≥ 8,000	≥ 9,000	≥ 10,000

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)	Feeders with Highest SAIDI Impact Removed	≥ 3	≥ 5	≥ 7
(2)	System Average Interruption Duration Index (SAIDI)	≤ 60 min.	≤ 55 min.	≤ 50 min.
(3)	District Planning and Design Training Completions	≥ 4	≥ 5	≥ 6

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 as a % of Budget	≤ 100%	≤ 99%	≤ 98%
(1)	Competitively Sourced Spend	≥ 92%	≥ 94%	≥ 96%
(1)	Uncollectible Accounts Written off as % of Revenue	≤ 0.20%	≤ 0.15%	≤ 0.10%
(2)	Competitive Rates	≥ 5%	≥ 7%	≥ 8%

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	CURRENT			PROPOSED		
		Silver	Gold	Platinum	Silver	Gold	Platinum
(1)	% of Employees Completing Technical Training	≥ 70%	≥ 75%	≥ 80%	≥ 80%	≥ 85%	≥ 90%
(1)	% of Employees Completing Compliance Training	≥ 90%	≥ 95%	≥ 99%	≥ 90%	≥ 95%	≥ 99%
(2)	% of Employees Completing Professional Development Training	≥ 50%	≥ 60%	≥ 75%	≥ 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)	≤ 3.0	≤ 2.4	≤ 2.0
(1)	Days Away Restricted Duty (DART)	≤ 1.8	≤ 1.2	≤ 0.6
(1)	Vehicle Accident Rate	≤ 3.5	≤ 2.5	≤ 1.0
(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.

2023 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.

Obj.#	KPI Metric	CURRENT			PROPOSED		
		Silver	Gold	Platinum	Silver	Gold	Platinum
(1)	% of Employees Completing Technical Training	≥ 70%	≥ 75%	≥ 80%	≥ 80%	≥ 85%	≥ 90%
(1)	% of Employees Completing Compliance Training	≥ 90%	≥ 95%	≥ 99%	≥ 90%	≥ 95%	≥ 99%
(2)	% of Employees Completing Professional Development Training	≥ 50%	≥ 60%	≥ 75%	≥ 70%	≥ 75%	≥ 80%