2021-2026
STRATEGIC PLAN

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LETTER FROM OUR PRESIDENT & CEO
AND OUR CHAIR OF THE BOARD

To all of SPP’s stakeholders.

We are incredibly proud to share the plan you are reading. This document is the culmination of months of broad-based collaboration: conversations, analysis, writing, rewriting – all leading to the development of a strategy that will guide our organization for the next five years.

Our strategic planning process began in April 2020: right at the beginning of the tenure of new leadership at SPP and the onslaught of the COVID-19 pandemic, a once in a lifetime event that disrupted the world and resulted in one of the most uncertain periods in modern history. As the planning process progressed, a new administration and policies arrived in Washington, and a winter storm tested our collective ability to protect and maintain a reliable grid.

We navigated through these changes and challenges, and emerged as a stronger organization with a clearer view of who we are, what we can accomplish and what we need to become. Much has changed, but what did not change is also significant: the heart of who SPP is, our unique culture, our commitment to relationships and our dedication to performing our core functions upon which millions of people in our region rely.

We accomplished even more than the strategy on these pages. During the time we spent working together – executives, staff, members, regulators and board members – we created the vision of SPP’s future. And importantly we developed a strategic planning process that will ensure we are simultaneously preparing for, and positioned to have a hand in creating, this future- our future; a process that will ensure that our strategic plan adapts to and reflects our fast-changing industry landscape. This common understanding, our shared vision, our mission, our values and our aspirations are what will carry us.

With this new vision and strategy, we are staying true to our culture, charting a course to the future and combining certainty and flexibility. The past year gave us a unique opportunity: when we held up this plan, mission and vision to an unpredictable year, we found that our aspirations do not change, even if the how we get there may. The American author William Arthur Ward said, “The pessimist complains about the wind. The optimist expects it to change. And the realist adjusts the sails.” We created this plan with the expectation that while the world will continue to change, our vision, mission and plan will keep us on course as we adjust our sails.

Thank you for joining us on this journey,

Barbara Sugg and Larry Altenbaumer
STRATEGIC PLANNING TEAM

Thank you to the entire team of individuals who contributed to this process: the SPP Board of Directors, Members Committee, Regional State Committee, SPP officers and staff, and our Strategic Planning Committee*. Strategic Offsites Group, Inc. provided facilitation of the strategic planning process. A special thank you to our Steering Committee†: the board, staff, and members who guided our overall process and kept us moving forward between meetings.

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EXECUTIVE SUMMARY

In April 2020, Southwest Power Pool charted a course to develop our five-year strategic plan. This document frames the process and distills the key elements of that strategy. We will utilize mechanisms to track and report progress toward aspirations and make mid-course adjustments. This plan is intentionally flexible, yet with a solid foundation.

The most important driver of the process was a sincerely held belief that our stakeholders should be aligned around the direction we intend to travel together. Given the diversity of stakeholders that strengthens the SPP organization, we decided to engage our board, members, regulators, and SPP executives throughout the planning effort.

WHAT IS OUR FUNDAMENTAL PURPOSE?

SPP is an active and direct partner with our members and other stakeholders. Together, we will deliver reliable power in a fiscally, socially, environmentally sound manner. We will adapt to solve today’s challenges and prepare for future opportunities. Our strengthened mission statement: Working together to responsibly and economically keep the lights on today and in the future.

WHO DO WE ASPIRE TO BE?

Our leadership shows up in how we make decisions, treat our employees and set an example for the industry. We don’t lead alone, we lead in collaboration with the entire SPP ecosystem. In our shared future, more people will have more accessible, reliable, sustainable, flexible and affordable power. SPP will deliver grid services and energy better than any available alternative. Our bold vision is: Leading our industry to a brighter future while delivering the best energy value.

WHAT SETS US APART?

Our value proposition defines our committed approach to providing value that differentiates ourselves from others. These differentiators reflect why our members value their participation in SPP and why they and others will want to participate in the future.
HOW WILL WE DEFINE SUCCESS?

We asked ourselves, “Where do we want to be in five years?” By starting with our desired destination, we identify strategic opportunities and required enabling capabilities for us to get there. These aspirations give us a common language to help us make strategic choices and carry them through to operational reality.

HOW WILL WE DELIVER OUR STRATEGY?

Our game plan has two primary areas of activity: strategic opportunities and enabling capabilities. Our portfolio of five strategic opportunities is balanced across a spectrum that ranges from efforts intended to “strengthen the core” all the way to “change the game.”

On the “strengthen the core” end of the spectrum are things we know how to do well and we have the capabilities to execute. Efforts that can “change the game” are designed to achieve longer-term, but potentially even greater, value and benefit for our membership. They may require more significant investment and planning, but with proper execution and management are achievable and impactful for the region and membership.

Our enabling capabilities are designed both to support our strategic opportunities and to help us understand how resources need to be allocated to execute our strategy.

With our mission as our foundation, our vision as our long-term destination and our aspirations as our guide for the next five years, we are set up for success. We are equipped with an unmatched value proposition for our stakeholders, and a plan to create our shared future.
OUR STRATEGIC PLANNING PROCESS

Southwest Power Pool (SPP) last updated its strategic plan in 2014, building on three existing foundational strategies – optimizing interdependent systems, enhancing member value and affordability, and maintaining an economical, optimized transmission system – and adding a foundational strategy: reliability assurance.

That plan projected a “vision for 2020 and beyond,” that was designed to address changes SPP foresaw in the near future: public policy on carbon emissions, U.S. energy independence, growth in energy demand (especially related to oil and gas drilling facilities) and economic recovery. The plan was also intentionally flexible, recognizing unexpected change would also occur.

Beginning in April 2020, a diverse group of Board, members, regulators, and staff launched a process to create a refreshed five-year strategy for SPP. The process was designed to allow the board of directors, Members Committee, Strategic Planning Committee (SPC), SPP officers and staff, and the Regional State Committee (RSC) to engage throughout the strategy process through interviews, surveys, and a series of workshops to solicit opinions and feedback on relevant topics and work-in-process content.

Starting with the end in mind, our primary objective was to align the organization around a five-year strategic plan. This is both a simple statement and an ambitious end goal.

We anchored the process in a simple, one-page depiction of the elements of SPP’s strategy. The Strategy on a Page was built from the top down, starting with our destination and then charting the routes that lead there. Armed with an understanding of the external environment, we tackled SPP’s mission, vision, value proposition and long-term aspirations, which together, created a clear picture of our goals.

We then defined our game plan, the set of strategic opportunities and required enabling capabilities to achieve our goals and arrive at the destination. This provided SPP with the building blocks and a common language to help us make strategic choices and carry them through to operational reality.

We will utilize mechanisms to track and report progress toward aspirations, and institute a regular cadence for how and when stakeholders will come together to discuss the strategy and make mid-course adjustments. We know new challenges and opportunities will arise, so like our previous plan, this plan is intentionally flexible. Some elements of our strategy, however, are intended to provide a solid foundation, regardless of external change: our value proposition to our members and stakeholders, our partnership and reliability centered mission, and our progress toward our shared future vision.
OUR EXTERNAL ANALYSIS

Early in the process, we completed an environmental scan to identify major external trends that could impact SPP in the next five years. While not meant to be a comprehensive set of everything going on in the world, the inventory represented the trends we believe are most likely to impact SPP and our industry in the coming years.

We then grouped the most relevant trends into what we called “drivers of change”: eight powerful, transformative forces that could significantly impact our industry and SPP over the next several years. These drivers of change provided a foundation for our strategy discussions and influenced our decisions:

- **Resource mix and transmission utilization**: Advancing technology, declining costs, consumer activity and stakeholder preferences (especially for renewables) are driving changes to the resource mix and transmission system utilization, while creating opportunities for new business models like storage and distributed energy resources.

- **Changing load and usage**: New technology, energy efficiency, COVID implications, climate change and economic developments are changing traditional load shapes and consumption patterns, and challenging operations and planning.

- **Grid management**: Growth of grid information and integration of emerging technology will provide improved insight for managing the grid while simultaneously increasing cybersecurity risks and requirements, third party data requests and privacy concerns.

- **Expansion and cooperation**: Geographic expansion and enhanced seams operations among and between RTOs will provide opportunities to create significant additional value for stakeholders.

- **External pressures on RTOs**: Political, environmental and competitive forces will create pressure to add value in new ways and to better demonstrate the value RTOs provide through a collaborative, regional approach.

- **Diverse stakeholder interests** – Stakeholders, consumers, and regulators have become increasingly vested and diverse, and will seek increased influence over the RTO in support of their varied objectives.

- **Cost transparency and allocation**: Increasing pressure from regulators and stakeholders will drive a need for increased cost causation transparency and to improve cost allocation to ensure investments are justified and benefits are equitable.

- **Workforce changes**: Demographic, behavioral and expectation changes in the workforce and a new normal post COVID-19 operating model will create a new paradigm for procuring talent, supervising staff, managing turnover and transferring knowledge.
OUR MISSION AND VISION

In 2021, SPP revised its mission statement for the first time in 25 years. Our mission describes our fundamental purpose as an organization. Based on stakeholder input and feedback through polling and meetings, we aligned around a strengthened and updated mission: **Working together to responsibly and economically keep the lights on today and in the future.**

“Working together” evolved from the opening phrase of our prior mission statement, “helping members work together,” to reflect SPP taking an active and more direct role working with our members and other stakeholders.

“Responsibly and economically” serve as critical descriptors for how we work. Responsibly means ensuring power is delivered in a fiscally, socially, environmentally sound manner with the right considerations in balance. Economically places an emphasis on ensuring everything we do is done with economics in mind.

What hasn’t changed: two key parts of our fundamental purpose are 1) to “keep the lights on” – an umbrella concept to represent our focus on reliability – and 2) the long-term horizon we operate with has been a core component of the mission, and will continue to be, “today and in the future.”

SPP has always been visionary, but until 2021, we did not have a vision statement. Based on stakeholder descriptions of who we aspire to be as an organization, we crafted an ambitious vision, one that will both stretch and challenge our organization in the future. Our new vision: **leading our industry to a brighter future while delivering the best energy value.**

What does this statement mean to us? “Leading our industry” is intentionally a bold opening to our vision. Our leadership is reflected in how we make decisions, treat our employees, and set an example in the industry. We don’t lead alone; we lead in collaboration with the entire SPP ecosystem. As leaders, we do not intend to be on the forefront of all emerging technologies – we will tap into the right technology for SPP.

A “brighter future” means finding creative and innovative ways to strive toward a world where people have more accessible, reliable, sustainable, flexible and affordable power. Together with our members and other stakeholders, we will ensure electricity is delivered reliably and affordably to the millions of people living in our growing multistate service territory.

Finally, “delivering the best energy value” is the ultimate measure of success for SPP. This encompasses reliability, economics and other non-financial benefits that are part of working with SPP. We will endeavor to deliver grid services and energy better than any available alternative.
OUR VALUE PROPOSITION

Our value proposition defines our areas of true differentiation. This committed approach to doing business in SPP is how we create value for our members and explains why existing and future members find SPP attractive.

This value proposition examines what is relevant to our members’ needs, what is distinctive about SPP’s offering, what is measurable (and measurably different) and what is sustainable for SPP to execute for a significant period of time. Our members can be assured SPP will:

- **Deliver superior services:** We develop our services collaboratively with our members. Our expertise, credibility, and independence enable their superior development and provision, and ensure adaptability. We plan today to deliver future value.

- **Drive value beyond reliability:** Reliability is an absolute priority for SPP. Above all we work to ensure the reliable supply of electricity to our region. Whenever we address reliability matters, we also consider the economic impact of our actions. Our value is the tangible and intangible benefit of SPP’s services balanced with the costs of membership and transmission investments. We are smart and innovative, leading without overspending on development and deployment. We provide reliability while affordably increasing value for end-users.

- **Build and maintain trusted relationships:** Our relationships are long-term and are based on trusted partnerships with all stakeholders. We create and maintain this trust by consistently doing the right thing, for the right reason, in the right way. Transparent and effective communications are necessary, and both curiosity and candor are exercised.

- **Achieve collaboratively and engage passionately:** We rely upon meaningful, active and passionate engagement of staff, members, and stakeholders to drive SPP’s effectiveness. We encourage active stakeholder voices, while maintaining the integrity of independent decision making. We listen to and seek to understand every voice.

- **Embrace and promote diversity:** We value the diverse perspectives of our members, who come from many different sectors of our industry and bring with them just as many distinct interests, opinions and needs. We value the diverse perspectives of our staff, who come from different backgrounds and lived experiences, and bring with them unique, innate characteristics and abilities. Creating a more diverse, equitable and inclusive SPP is both about doing the right thing, for the right reason, in the right way and about enhancing our competitive edge in the market for human capital.
OUR ASPIRATIONS FOR 2026

We asked ourselves, “Where do we want to be in five years?” By starting with our desired destination, we identified strategic opportunities and the required enabling capabilities for us to pursue them. These aspirations give us a common language for strategic decision making.

- **Deliver greater, more equitable value for our members:** We will grow “the size of the pie” so all members receive more value than they do today. We will also maintain and enhance the equity of value received by being part of the SPP region, even as our membership base grows and diversifies.

- **Achieve seamless boundaries:** The efficiency and effectiveness of operations across the seams is critical to our success. While there will still be a “boundary” in practice, and other entities will exist at SPP’s borders, we will ensure the capabilities across our boundaries are more efficient, cost-effective and provide greater value.

- **Achieve excellence and unmatched execution in all we do:** One of the means by which we “lead our industry,” as the vision states, is the way SPP operates: the excellence we expect and demand from how we execute. It is the optimal delivery of our services, resulting in work that is unmatched by others.

- **Attain high-quality decisions through an efficient, collaborative stakeholder process:** We are proud of our collaborative stakeholder process. We will continue to work on driving efficiency so the right decisions are made in a more timely manner, with the right input and from the right groups. As SPP grows, our governance processes will evolve to fully engage a more diverse membership who formulate effective plans and policies efficiently.

- **Attract, develop and retain an exceptional, diverse and inclusive workforce:** SPP’s diversity, equity and inclusion (DEI) strategies will be integrated throughout our organization and stakeholder processes, resulting in employees and stakeholders who feel valued, included and supported. We will retain and develop the best and brightest workforce in the industry. Our organization will reflect the diversity of the communities we serve. Our diversity will strengthen our decision-making. We will be recognized as a leader of DEI and engage with our community to address systemic issues.
OUR STRATEGIC OPPORTUNITIES

Strategic opportunities are the efforts SPP is undertaking to move toward our shared five-year aspirations. Our portfolio of five strategic opportunities is balanced across a spectrum that ranges from efforts intended to “strengthen the core” all the way to “change the game.”

Opportunities on the “strengthen the core” end of the spectrum are the things we know how to do well and that we already have the capabilities to execute. Efforts that can “change the game” are designed to achieve longer-term, but potentially even greater, value and benefit for our membership. They may require more significant investment and planning, but with proper execution and management are achievable and impactful for the region and membership.

HITT IMPLEMENTATION

SPP and its members formed the Holistic Integrated Tariff Team (HITT) in 2018 to conduct a broad review of SPP’s cost allocation model, transmission planning processes, Integrated Marketplace services, and links between planning and real-time reliability and economic operations. The HITT took into consideration the highly interdependent nature of SPP’s processes and impacts that changes would have on other business functions. At the conclusion of the HITT, 21 recommendations were approved.

If SPP receives stakeholder group approval of the majority of the remaining HITT target goals by the end of 2021 and approval from FERC for all applicable recommendations, we could be on track to fully implement all the HITT’s recommendations by 2026. The recommendations will help SPP and its members reliably provide electricity in a rapidly changing environment, keep SPP’s markets cost-effective and efficient, and align transmission costs to get electricity to customers in a more equitable manner. They also help us respond to the rapidly evolving electric grid by handling a changing generation mix that includes new technologies and changes to federal/state regulations.

OPTIMIZED SEAMS

SPP has an opportunity to build on and accelerate recent intentional efforts to improve and maintain productive relationships with SPP’s neighbors. Although SPP is likely to achieve the largest benefits by working with those neighbors directly connected to SPP, relationship
building and mutually beneficial partnership opportunities with others in both electric and gas industries should also be pursued.

Importantly, enhancing our seams will help drive lower market prices along the seams, improve reliability, and provide greater access to renewable energy for a broader set of members. SPP will continue to improve relationships with our neighbors, building on deeper levels of trust and engagement between staff and leadership. This could lead to the identification of seams improvement opportunities and proactive resolution of evolving seams issues. It could also reduce the need for involvement from boards, regulators, and market monitors to resolve future seams issues or opportunities.

WESTERN SERVICES EXPANSION

SPP will need to build on the successful launches of our Western Reliability Coordinator Services and Western Energy Imbalance Service (WEIS) to continue implementation, operation and expansion of its services. SPP is currently offering partial RTO services to participants in the Western Interconnection (WI): market administration, tariff administration, resource adequacy and reserve sharing, reliability coordination, transmission planning and more. SPP is also expanding its RTO footprint, giving access to the full Integrated Marketplace and all of SPP’s value to new members in the WI and enhancing value for existing members.

Market growth will provide more value to both load and generation in our market footprint. The West provides opportunities for greater access to diverse resources and to tap into larger markets with a demand for SPP’s generation. This opportunity aims to develop a Western market system that is fully integrated with the existing market system and achieve meaningful, equitable value creation for new and existing members.

INNOVATIVE TRANSMISSION PLANNING

We designed this effort to strategically develop broad changes to SPP’s transmission planning processes to better meet customer needs while resolving growing stakeholder concerns about the amount, nature and funding of continued transmission investment amid rapid industry changes.

In 2020, SPP’s Strategic and Creative Re-engineering of Integrated Planning Team (SCRIPT) began looking at potential high-level recommendations to provide solutions for the SPP region. SPP will utilize the SCRIPT’s recommendations to:

- Ensure infrastructure investment decisions have a high degree of confidence and quality
- Improve cost sharing, recognizing causers and beneficiaries of investment decisions
- Consolidate SPP’s transmission planning and study processes
- Optimize the existing and planned transmission to cost effectively meet future needs while providing maximum value to the region.
• Improve study responsiveness and outcome certainty for customer-requested service
• Reduce dependence on queue-driven studies, with proactive processes that identify and make transparent underutilized transmission capacity

Effective transmission planning processes create value for owners and users of the transmission grid by enabling the reliable and economic delivery of power in the most cost-effective manner to maximize value. Maximizing value in this way can grow SPP’s customer base and further reduce costs throughout the footprint.

Addressing the SCRIPT’s recommendations, and planning improvements identified by other stakeholder processes, will improve long-term planning and facilitate identification and approval of the right transmission necessary to efficiently meet the evolving needs of SPP members and customers.

GRID OF THE FUTURE

SPP must continue to, and improve our ability to, anticipate changes in how the grid will be used. We can then proactively address, drive, and shape some of that anticipated change. This opportunity encompasses both the improved policies and optimized operations that will help us achieve our aspirations. Five key components of this opportunity are to:

• Anticipate, assess and report opportunities and threats associated with projected grid technology advancements, resource mix trends, growth of distributed energy resources (DER), increased interactions with prosumers, and system behavioral changes
• Proactively develop the systems, technologies, data acquisition and management capabilities, protocols, processes and policies we need to optimize SPP’s current and future ability to fulfill its mission
• Co-optimize development of resources and enabling transmission infrastructure, both regionally and interregionally that will assure continued delivery of long-term value to stakeholders and consumers
• Properly facilitate new and increasing interactions between electricity suppliers, consumers and prosumers in support of SPP’s mission
• Appropriately influence development of rules/regulations in alignment with SPP’s vision

When we are successful, SPP and its members will secure an adequate supply of efficient and flexible resources that is continuously available to deliver increased value from the Integrated Marketplace and keep the lights on. We will incorporate smart-grid and artificial intelligence technology into our operational functions and have the ability to shape load, rather than react to load shapes, in order to co-optimize regional resources, infrastructure and consumption.
OUR ENABLING CAPABILITIES

Our enabling capabilities are designed both to support our strategic opportunities and to help us understand how resources need to be allocated to execute our strategy. As SPP builds upon our existing capabilities, and develops new capabilities over the next five years, we will identify how resources will need to be allocated, or reallocated, to execute our strategy, achieve our goals, and make progress toward our destination.

ADAPTIVE SPP GOVERNANCE MODEL

Changes in SPP membership require regular assessments by the Corporate Governance Committee of the effectiveness of our governance model. Future assessments will need to analyze if SPP’s governance model adequately and effectively accommodates changes in membership. If our governance model does not facilitate effective governance with membership changes, the Corporate Governance Committee will need to evaluate and recommend changes to meet the needs of SPP’s members.

This capability has a high potential impact on how SPP conducts stakeholder meetings, approvals, votes and elections, and on how SPP is perceived by stakeholders, regulators and potential new members. SPP has a history of a high degree of membership support and a positive external perception of our member-driven nature. If we fail to adjust governance when needed, we could negatively impact this positive support and view of SPP.

ORGANIZATIONAL READINESS

Organizational readiness is achieved through the coordination of people, processes, systems and performance measurement. When SPP is “organizationally ready,” we ensure a breakthrough level of performance with integrated business strategies and defined goals. We ensure SPP employees and organizational groups are equipped with the skills and competencies they need to advance the organization. We develop SPP employees to ensure the organization has the necessary subject matter expertise and leadership to address strategic initiatives and other changes.

This capability will enable our workforce and stakeholders to accomplish our goals now and in the future. We will retain and engage the best possible talent by anticipating workforce trends, continuously evaluating our skills and developing our technical and leadership abilities. This will
impact everything from appropriate headcount levels and recruitment programs to compensation, performance management and investment in talent development.

INNOVATIVE COST ALLOCATION

Necessary regulatory approvals and agreements on who pays for new transmission are critical to build electric transmission infrastructure. If SPP does not obtain FERC approval for transmission cost allocation the construction of new transmission assets is difficult and limited. SPP has a long history of successfully getting consensus and the necessary regulatory approvals for cost allocation of transmission assets. This success has enabled the construction of more than $10 billion in necessary transmission infrastructure. We want to continue that success.

As SPP looks at a changing generation mix, emerging grid technologies, opportunities along our seams and opportunities in the future, new approaches to transmission cost allocation will be needed.

THE RIGHT TECHNOLOGY

SPP must have the technology to support its business functions reliably and cost-effectively. We will need to develop or add new technology in anticipation of a changing generation mix, increases in distributed energy resources (DER), larger-scale renewables and emerging technologies like artificial intelligence and the smart grid. Reliable and efficient deployment of the right technology will help prepare SPP to pursue strategic opportunities while continuing to reliably support our key services and current business functions.

SPP should evaluate new technology in tandem with our pursuit of new opportunities and changing business requirements. It should provide the appropriate balance of reliability, security and cost. Without the right technology, we may slow the implementation of new strategic opportunities, delay the realization of value, assume unacceptable reliability, cybersecurity and reputational risks and operate less efficiently and effectively. Investments in new technology may create opportunities to lower overall costs and add value for stakeholders.

DIVERSITY, EQUITY AND INCLUSION

SPP must continue to cultivate a diverse employee population where everyone feels able to bring their best selves to work. This is the right thing to do. It is also directly tied to our mission, vision and core values. The importance of diversity, equity and inclusion (DEI) initiatives as a part of the organizational strategy cannot be overstated.

- Diversity tells us who is in the organization – it not only includes how individuals identify themselves, but also how others perceive them.
- Equity is an approach that ensures everyone has access to the same opportunities and that the employees in the organization have what they need to succeed.
• Inclusion means employees feel they are welcomed, valued, and are an integral part of the organization and its success. An inclusive environment must be intentionally designed, nurtured and supported.

SPP’s organizational groups also strive for diversity. Member representatives bring with them a variety of business backgrounds, and they reflect the different types of member companies and consumers and producers they represent. Diversity exists at all levels of the organization. Representatives from different backgrounds are engaged to facilitate more diverse perspectives and thought in organizational decisions.

Research shows that organizations who commit to developing and supporting diversity, equity and inclusion are more successful, better able to provide higher levels of service to a more diverse group of stakeholders and enable their employees to act as the best possible ambassadors of their brand. As SPP continues to build a diverse team that reflects our stakeholders, we will have a deeper understanding of their needs and increase our value.

SUSTAINING, ENHANCING & COMMUNICATING MEMBER VALUE

SPP should continue its efforts to increase stakeholder understanding of the value SPP provides its members and confidence in the calculation of that value. We can identify more ways to support members with meaningful, accurate and timely assessments of their membership’s value. We will assess how to tailor value-related communications to particular audiences, while ensuring the consistency and accuracy of all messaging, supporting SPP’s and members’ business objectives, and sustaining and enhancing member value.

SPP is a voluntary, not-for-profit service organization. Our success depends on our stakeholders’ and regulators’ confidence that the benefits of participation in SPP’s services outweigh costs. When the attributes and methods we use to calculate value are more meaningful, accurate and timely, we can better track our progress toward creating new value. A credible and analytic calculation of member value is a useful tool to convey our value to prospective members.
CONCLUSION

Our Strategic Planning Committee will routinely measure and report on progress, analyze our environment and identify new skills, systems and processes we need to successfully pursue opportunities. We will rely on the rest of the SPP ecosystem – our leadership, staff, board, members, regulators and other stakeholders – to hold us accountable and help us identify new opportunities to achieve our shared vision.

SPP’s enabling capabilities will support our pursuit of strategic opportunities and help us understand how resources need to be allocated to execute our strategy. Our strategic opportunities will both “strengthen the core” of what we do and “change the game,” resulting in greater value and benefit for our membership.

Our aspirations serve as our guide for the next five years. We will know we’re successful when we are delivering greater, more equitable value and achieving seamless boundaries and high-quality decisions. We will have the most efficient, collaborative stakeholder process in our history and an even more exceptional, diverse and inclusive workforce than we have today.

That vision stretches beyond 2026. It is the future we will create together with our stakeholders. We expect to make mid-course adjustments to this strategic plan in the coming years. Our shared vision will allow us to navigate these changes.

With our mission as our foundation, our vision as our long-term destination and our aspirations as our guide for the next five years, we are set up for success. We are equipped with an unmatched value proposition for our stakeholders and a plan to create our shared future.