KEY PERFORMANCE INDICATORS (KPI) Q1 2021

WORKING TOGETHER
Stakeholders with diverse perspectives are highly engaged and supportive of organizational initiatives.

Engagement (33%) | Facilitation (33%)
Satisfaction (33%)

RESPONSIBILITY & ECONOMICS
SPP balances economics and reliability while responsibly providing valuable services at affordable costs.

Stewardship (40%) | Economics (30%)
Staff Readiness (30%)

KEEP THE LIGHTS ON TODAY
Staffing, operations and systems exceed thresholds and continuously improve. SPP finds timely, high quality solutions.

Responsiveness (33%) | Reliability (33%)
Performance (33%)

KEEP LIGHTS ON IN THE FUTURE
SPP stays ahead of industry trends, enacts a future-looking strategy and grows in a way that benefits members.

Planning (25%) | Adaptability (25%)
Strategy (25%) | Staff Readiness (25%)
WORKING TOGETHER

ENGAGEMENT • FACILITATION • SATISFACTION
WORKING TOGETHER

**Engagement (33%)**
SPP facilitates collective decision making by an engaged group of stakeholders with diverse needs and perspectives.

**Facilitation (33%)**
SPP’s stakeholder process results in policy changes that benefit the region affirmed by a high rate of approval or consensus.

**Satisfaction (33%)**
SPP’s staff and services exceed the expectations stakeholders.

**Analysis**

*Increasing satis.*
We have engaged stakeholders with diverse perspectives who collectively enact new policy with a high consensus.

**Grade**

Exceeds Expectations
### ENGAGEMENT: ORG GROUP ROSTER ATTENDANCE

<table>
<thead>
<tr>
<th>Number of Meetings</th>
<th>Roster Member Present</th>
<th>Roster Member Absent/Proxy</th>
<th>Avg. Roster Attendance</th>
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<td>SPC</td>
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<td>63</td>
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<tr>
<td>SECWG</td>
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<td>67</td>
<td>5</td>
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<tr>
<td>ORWG</td>
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<td>260</td>
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<tr>
<td>SSC</td>
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<td>139</td>
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<tr>
<td>MDWG</td>
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<td>SAWG</td>
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<tr>
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<td>BPWG</td>
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<tr>
<td>TWG</td>
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<tr>
<td>RCWG</td>
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<tr>
<td>CPWG</td>
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<tr>
<td>SPCWG</td>
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<td>44</td>
<td>12</td>
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**SPC**

**SECWG**

**ORWG**

**OTWG**

**MWG**

**ESWG**

**PCWG**

**SSC**

**MDWG**

**SAWG**

**RTWG**

**BPWG**

**TWG**

**RCWG**

**CPWG**

**SPCWG**

**MOPC**

**Average: 88%**

**Max: 95%**

**Min: 79%**

**MOPC: 56%**

**Source:** Org Group Self Assessments (Aug 2019 – July 2020)

Proxies reduce roster attendance avg. for this measure. Some groups report so-called “permanent proxies” that attend the majority of meetings for the roster member.

MOPC representation is automatic for all members, so we expect lower attendance, but there is room for improvement.

SPP is developing a process to update data quarterly.
**ENGAGEMENT: MEMBER PARTICIPATION**

- Membership represents the diversity of the SPP organization.
- Membership has the necessary expertise and/or skills to accomplish its goals.
- Members come prepared to meetings.
- Members are committed to participate and accomplish the group's goals.
- Members are supportive and respectful of the individual needs and differences of group members.

We plan to use consistent assessment of effectiveness of MOPC meetings for future KPI reports.

All scores are stable or trending up, but member preparation continues to receive the lowest scores.

Source: Annual Org Group Surveys
FACILITATION: MOPC CONSENSUS

Average Percent Approval of Votes Taken by MOPC

- April 2020: 12 votes
- July 2020: 15 votes
- Oct 2020: 9 votes
- Jan 2021: 3 votes

New voting software allows us to more easily track this data. Trends over time will be indicators of success of working group process.

Lowest “yes” votes in July were associated with ITP futures, which passed by simple majority.
This small decrease in satisfaction coincides with the beginning of pandemic and initial transition to virtual work
This dip across all categories coincides with transition beginning of pandemic and shift to work from home.

Q3 had the lowest RMS survey response. 13 “Good” ratings pulled down the average score for “Understanding Needs” while other categories were up.
SATISFACTION: STAFF PERFORMANCE

Satisfaction measures are headed in the right direction, trending toward “exceeds expectations”

- Overall Satisfaction with SPP
- SPP staff members are responsive to my needs.
- SPP staff members provide accurate information upon request.
- SPP staff members resolve problems to my satisfaction.
RESPONSIBILITY & ECONOMICS
STEWARDSHIP • ECONOMICS
STAFF READINESS
### RESPONSIBILITY AND ECONOMICS

#### Benchmarks

**Stewardship (40%)**
SPP balances affordable costs with provision of services of value to our stakeholders.

**Economics (30%)**
SPP’s systems result in competitive wholesale prices and good ROI for MPs.

**Staff Readiness (30%)**
SPP recruits, retains and develops a skilled, diverse staff that works efficiently to resolve issues and implement improvements to our systems.

#### Analysis

SPP responded to COVID by reducing NRR and coming in under budget, our market continues to provide benefits. The impact of the winter storm has affected economic outcomes for members. We are assessing and improving staff readiness processes.

#### Grade

**Meets Expectations**
**STEWARDSHIP: EXPENSE MANAGEMENT**

Year-End Gross Revenue Requirement (GRR) Actual vs. Budget, and Net Revenue Requirement (NRR)

<table>
<thead>
<tr>
<th>Year</th>
<th>GRR Actual</th>
<th>GRR Budget</th>
<th>NRR Actual</th>
<th>Over/Under (O/U)</th>
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<tbody>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td></td>
<td>-$7.1 M</td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
<td>$3.9 M</td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
<td>$12.8 M</td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
<td>$4.3 M</td>
</tr>
<tr>
<td>2020</td>
<td></td>
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<td>$20.2 M</td>
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</table>

The gap between a stable/declining NRR and increasing GRR shows the impact of services revenue.

The variance between budget and actual expenses reflects SPP's cost reductions implemented in response to COVID-19.
SPP provides $2.14 billion in annual savings and benefits to members.

With a $155.3 million Net Revenue Requirement for 2020, SPP had a benefit-to-cost ratio of 14-to-1.
Since the launch of the Integrated Marketplace participants have realized $4.23 billion in cumulative benefits.
The February winter storm event created a historic spike in all-in prices.

Annual average when excluding Feb 21: $20.73

Annual average when including Feb 21: $47.12

Averages were calculated as total of average prices per month divided by number of months.
In Q1, SPP developed scopes and guidelines to establish Employee Network Groups.

SPP has partially developed objective benchmarks of productivity and efficiency for some departments.

HR recently launched internal departmental KPI measures to track performance over time.
KEEP THE LIGHTS ON TODAY

RELIABILITY • PERFORMANCE
RESPONSIVENESS
**Reliability** (33%)  
SPP maintains compliance and succeeds at job number one: reliability.

**Performance** (33%)  
Outages are well within thresholds, core services and systems are reliable and we respond quickly.

**Responsiveness** (33%)  
SPP Operations maintains systems and retains and develops highly trained staff to respond quickly to all contingencies.

**Analysis**  
The historic storm of Feb. 2021 tested the limits of SPP’s systems. We responded quickly, limited outages and preserved the grid. Our comprehensive review will reveal opportunities to improve.
RELIABILITY: BALANCING AUTHORITY AREA CONTROL ERROR LIMIT (BAAL)

Number of BAAL Events by Month and Length of Event

- Winter storm event
- BAAL event caused by network server issues. Resolved by switching to redundant systems.
February saw the largest percent of intervals, with higher market-to-market flows due to high levels of imports.

A year-over year trend of increases in breached intervals can be attributed to increases in variable wind generation.
PERFORMANCE: SYSTEM AVAILABILITY

System Availability

Availability of multiple systems was affected by the winter storm event of Feb. 2021

* Percentage of time STLF is within 1% error
** Percentage of time MTLF is within 5% error
PERFORMANCE: IT SERVICE PERFORMANCE

Cumulative YTD IT Service Availability Through MAR 2021

<table>
<thead>
<tr>
<th>Service</th>
<th>Actual Uptime %</th>
<th>Target Uptime %</th>
<th>Actual Downtime Minutes</th>
<th>Threshold Minutes</th>
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<tbody>
<tr>
<td>Markets/ RTBM</td>
<td>99.992</td>
<td>99.950</td>
<td>95</td>
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<tr>
<td>EMS</td>
<td>99.998</td>
<td>99.990</td>
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<td>53</td>
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<td>Marketplace Portal</td>
<td>99.983</td>
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<td>Market UI/API</td>
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<td>Settlement UI/API</td>
<td>99.983</td>
<td>99.900</td>
<td>198</td>
<td>526</td>
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</table>

**GREEN** = Meets and/or Exceeds the Cumulative Target Minutes  
**YELLOW** = Within Target Threshold, but Exceeds 85% or more of the allowable Cumulative Target Minutes  
**RED** = Exceeds the Target Cumulative Minutes
Satisfaction with operations services is on an upward trend over the past five years.
RESPONSIVENESS – RMS SERVICE LEVEL AGREEMENT (SLA) COMPLIANCE

SLA Compliance Rate

No SLA% lower than 97% in more than a year, and Q1 2021 is trending up

Threshold

- 5 Day SLA (Standard Requests)
- 10 Day SLA (Non-standard or longer process)
KEEP LIGHTS ON IN THE FUTURE

PLANNING • ADAPTABILITY
STAFF READINESS • STRATEGY
**KEEP THE LIGHTS IN THE FUTURE**

### Benchmarks

**Planning (25%)**

SPP's responsive planning processes produce quality studies with a reasonable level of outcome certainty.

**Adaptability (25%)**

SPP adapts to a changing and complex operational environment.

**Staff Readiness (25%)**

SPP analyzes the skills we need for the future and trains and hires to meet the challenges of tomorrow.

**Strategy (25%)**

SPP makes progress toward strategic goals with timely, high quality solutions.

### Analysis

The SCRIPT and other working groups are working to improve planning processes. We are re-envisioning our work environment in the midst of a pandemic. We are enacting our current strategy and will launch a new one in 2021.

### Grade

Meets Expectations
System excess capacity is declining each year, and doing so more quickly than projected each previous year.

PRM% includes proposed generation submitted by members, but does not make resource assumptions based on the GI queue.

The 2021 winter storm event has raised new concerns about how we measure RA.

System excess capacity could hit the minimum by 2025, based on latest 2020 projections.
PLANNING: STUDIES PERFORMANCE

Trend of Requests in the Aggregate Study Queue Over Time

Our Aggregate Study process has been effective and timely

Status of Long-Term Transmission Service Requests for Current and Recent Aggregate Studies

Study Results
- Pending
- Withdrawn
- Confirmed

Completed

2019-AG1 2019-AG2 2020-AG1 2020-AG2

Requests

Month


KPI: KEEP LIGHTS ON IN THE FUTURE
PLANNING: STUDIES PERFORMANCE

Operational Needs in the Planning Process

2019 ITP

- In-service upgrades: 4
- Planned upgrades: 7
- Identified in ITP study: 6
- Remaining ops need: 5

Total Needs: 22

2020 ITP

- In-service upgrades: 3
- Planned upgrades: 9
- Identified in ITP study: 3
- Remaining ops need: 9

Total Needs: 18

Congestion is calculated for the previous 2 years, these needs are expected to roll off over time.

Planned upgrades increased due to the needs identified in the previous cycle.

2019 ITP operational needs included one voltage issue with planned upgrade, remaining were flowgates over congestion cost threshold.

2020 ITP operational needs were flowgates over congestion cost threshold.
As of 2021, studies from 2015 and earlier should experience few to no withdrawn requests. SPP’s SCRIPT is evaluating new processes to mitigate the current backlog by 2024 and prevent future backlogs.
Our ITP assumptions significantly underestimated the amount of wind we would have in service by 2021.
Wind was the largest GI request type by MW from 2006 to 2017.

Battery storage became a significant GI factor in 2017.

Solar requests jumped in 2017 & became largest GI request type in 2018.
In Q1 2021, SPP developed a pilot succession planning program for director- and manager-level roles. SPP is assessing skillsets for each department to track current & future skills needs. Expected completion of analysis by Q4 2021.
SPP is developing a new strategic plan an initiatives, expected to launch later in 2021 with new accountability metrics.

<table>
<thead>
<tr>
<th>#</th>
<th>Status Initiative</th>
<th>Staff</th>
<th>Priority Stakeholders</th>
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<tbody>
<tr>
<td>1.1</td>
<td>Integration of Variable Energy</td>
<td>Bruce</td>
<td>A</td>
</tr>
<tr>
<td></td>
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<td>MOPC (TF)</td>
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<td>1.4</td>
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<td>2.1</td>
<td>ARR/TCR Feasibility</td>
<td>Antoine</td>
<td>A</td>
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<td>MOPC</td>
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<td>2.2</td>
<td>Optimization Strategies for the Future</td>
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