Efficiency and Effectiveness Metrics
Kentucky Power Company

June 2017
Operating Company Operational Performance Metrics
12-Month Rolling Average - June 2017

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metric</th>
<th>YTD Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Metrics</td>
<td>Total District Cost per As Built Hour</td>
<td>$394</td>
<td>$301</td>
</tr>
<tr>
<td></td>
<td>MRO Cost per Order Completed</td>
<td>$27.37</td>
<td>$16.82</td>
</tr>
<tr>
<td></td>
<td>As Built Hours per FTE</td>
<td>38.5</td>
<td>54.8</td>
</tr>
<tr>
<td></td>
<td>Est Engineering Hours Per FTE</td>
<td>268</td>
<td>296</td>
</tr>
</tbody>
</table>

Color Coding reflects favorable/unfavorable performance relative to Operational Target.
Efficiency & Effectiveness Metrics Performance

**OPCO Summary - Total District Cost Per As-Built Hour**

- **KPCO - Target Range**
- **KPCO - 2015 Baseline Trend**
- **KPCO - 12 Month Avg**

**OPCO Summary - As Built Hours Per FTE**

- **KPCO - Target Range**
- **KPCO - 2015 Baseline Trend**
- **KPCO - 12 Month Avg**

**OPCO Summary - MRO Cost Per Order**

- **KPCO - Target Range**
- **KPCO - 2015 Baseline Trend**
- **KPCO - 12 Month Avg**

**OPCO Summary - Estimated Eng Hours per FTE**

- **KPCO - Target Range**
- **KPCO - 2015 Baseline Trend**
- **KPCO - 12 Month Avg**
## 2017 Efficiency & Effectiveness Metric Performance (vs. Target)

### ALL DISTRICTS

**District Operational Performance Metrics - 12-Month Rolling Average - June 2017**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Ashland YTD Target</th>
<th>Ashland Actual</th>
<th>Hazard YTD Target</th>
<th>Hazard Actual</th>
<th>Pikeville YTD Target</th>
<th>Pikeville Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total District Cost per As Built Hour</td>
<td>$445</td>
<td>$281</td>
<td>$399</td>
<td>$341</td>
<td>$387</td>
<td>$287</td>
</tr>
<tr>
<td>MRO Cost per Order Completed</td>
<td>$28.18</td>
<td>$16.31</td>
<td>$31.36</td>
<td>$20.07</td>
<td>$24.26</td>
<td>$15.21</td>
</tr>
<tr>
<td>As Built Hours per FTE</td>
<td>33.0</td>
<td>57.4</td>
<td>47.3</td>
<td>52.9</td>
<td>36.0</td>
<td>54.3</td>
</tr>
<tr>
<td>Est Engineering Hours Per FTE</td>
<td>239</td>
<td>287</td>
<td>275</td>
<td>306</td>
<td>285</td>
<td>295</td>
</tr>
</tbody>
</table>

Color Coding reflects favorable/unfavorable performance relative to Operational Target.
Efficiency & Effectiveness Metrics Performance

Monetization: Total District Cost Per As-Built Hour

Crew: As Built Hours per FTE

MRO: Cost per Order Completed

Design: Engineering Productivity - Engineering Hrs per FTE
Efficiency & Effectiveness Metrics Performance

Monetization: Total District Cost Per As-Built Hour

Crew: As Built Hours per FTE

MRO: Cost per Order Completed

Design: Engineering Productivity - Engineering Hrs per FTE

KPSC Case No. 2017-00179
AG's First Set of Data Requests
Dated: August 14, 2017
Item No. 249
Attachment 1
Page 6 of 13
<table>
<thead>
<tr>
<th>Metric</th>
<th>Ashland YTD Baseline</th>
<th>Ashland Actual</th>
<th>Hazard YTD Baseline</th>
<th>Hazard Actual</th>
<th>Pikeville YTD Baseline</th>
<th>Pikeville Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Labor Cost per As Built Hour</td>
<td>$336</td>
<td>$181</td>
<td>$233</td>
<td>$198</td>
<td>$253</td>
<td>$191</td>
</tr>
<tr>
<td>Contractor Cost</td>
<td>$245,587</td>
<td>$137,582</td>
<td>$217,385</td>
<td>$146,365</td>
<td>$276,528</td>
<td>$246,547</td>
</tr>
<tr>
<td>Discretionary OT Hrs - Dist Front Line</td>
<td>1,600</td>
<td>1,026</td>
<td>1671</td>
<td>1198</td>
<td>797</td>
<td>894</td>
</tr>
<tr>
<td>Discretionary OT Hours - Engineering</td>
<td>865</td>
<td>416</td>
<td>462</td>
<td>315</td>
<td>1456</td>
<td>514</td>
</tr>
<tr>
<td>Discretionary OT Hours - MRO</td>
<td>760</td>
<td>964</td>
<td>512</td>
<td>735</td>
<td>624</td>
<td>879</td>
</tr>
<tr>
<td>Average MRO Orders per MRO FTE</td>
<td>224</td>
<td>353</td>
<td>186</td>
<td>306</td>
<td>314</td>
<td>343</td>
</tr>
<tr>
<td>As Built Hours per FTE (with Adders)</td>
<td>50</td>
<td>50</td>
<td>0</td>
<td>0.0</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Productivity - ASB Hours / Labor Hours</td>
<td>29%</td>
<td>49%</td>
<td>40%</td>
<td>44%</td>
<td>34%</td>
<td>43%</td>
</tr>
<tr>
<td>Efficiency - ASB Hrs / Jobsite Hrs</td>
<td>60%</td>
<td>76%</td>
<td>55%</td>
<td>66%</td>
<td>53%</td>
<td>59%</td>
</tr>
<tr>
<td>Availability - Jobsite Hrs / Labor Hrs</td>
<td>71%</td>
<td>66%</td>
<td>61%</td>
<td>61%</td>
<td>56%</td>
<td>59%</td>
</tr>
<tr>
<td>Design to Build Accuracy</td>
<td>98%</td>
<td>96%</td>
<td>91%</td>
<td>97%</td>
<td>97%</td>
<td>92%</td>
</tr>
<tr>
<td>Percentage of Unit Cost (DOLC)</td>
<td>NA</td>
<td>69.51%</td>
<td>NA</td>
<td>93.41%</td>
<td>NA</td>
<td>83.92%</td>
</tr>
<tr>
<td>Percentage of Time &amp; Materials (DOLC)</td>
<td>NA</td>
<td>30.49%</td>
<td>NA</td>
<td>6.59%</td>
<td>NA</td>
<td>16.08%</td>
</tr>
</tbody>
</table>

Color Coding reflects favorable/unfavorable performance relative to Baseline
2017 Efficiency & Effectiveness Metric Performance – Ranking Across Districts

Total District Cost per As Built Hour

![Bar chart showing total district cost per as built hour for various districts.](chart.png)

- **Baseline:**
  - Corpus Christi: 287
  - Roanoke: 268
  - Rio Grande: 277
  - Longview: 275
  - Ashland: 270
  - Abilene: 281
  - Shreveport: 286
  - Athens: 298
  - Texarkana: 309
  - Fayetteville: 320
  - Christiansburg: 306
  - McAlester: 314
  - Valley: 324
  - Newark: 326
  - Tulsa: 332
  - Michigan: 333
  - Canton: 336
  - Muncie: 338
  - San Angelo: 339
  - Ft Wayne: 341
  - Hazard: 341
  - Laredo: 343
  - Lawton: 347
  - Western Ohio: 353
  - South Bend: 371
  - Charleston: 386
  - Kingsport: 386
  - Chillicothe: 386
  - Huntington: 407
  - Columbus: 427

- **AEP System Average:**
  - Corpus Christi: 287
  - Roanoke: 268
  - Rio Grande: 277
  - Longview: 275
  - Ashland: 270
  - Abilene: 281
  - Shreveport: 286
  - Athens: 298
  - Texarkana: 309
  - Fayetteville: 320
  - Christiansburg: 306
  - McAlester: 314
  - Valley: 324
  - Newark: 326
  - Tulsa: 332
  - Michigan: 333
  - Canton: 336
  - Muncie: 338
  - San Angelo: 339
  - Ft Wayne: 341
  - Hazard: 341
  - Laredo: 343
  - Lawton: 347
  - Western Ohio: 353
  - South Bend: 371
  - Charleston: 386
  - Kingsport: 386
  - Chillicothe: 386
  - Huntington: 407
  - Columbus: 427

- **Per District:**
  - AEP System Average
2017 Efficiency & Effectiveness Metric Performance – Ranking Across Districts

MRO Cost per Order Completed
2017 Efficiency & Effectiveness Metric Performance – Ranking Across Districts

As Built Hours per FTE

BASELINE
AEP System Average
AEPOH
AEPTX
APCO
INMI
KPCO
PSO
SWEPCO

KPSC Case No. 2017-00179
AG's First Set of Data Requests
Dated: August 14, 2017
Item No. 249
Attachment 1
Page 12 of 13