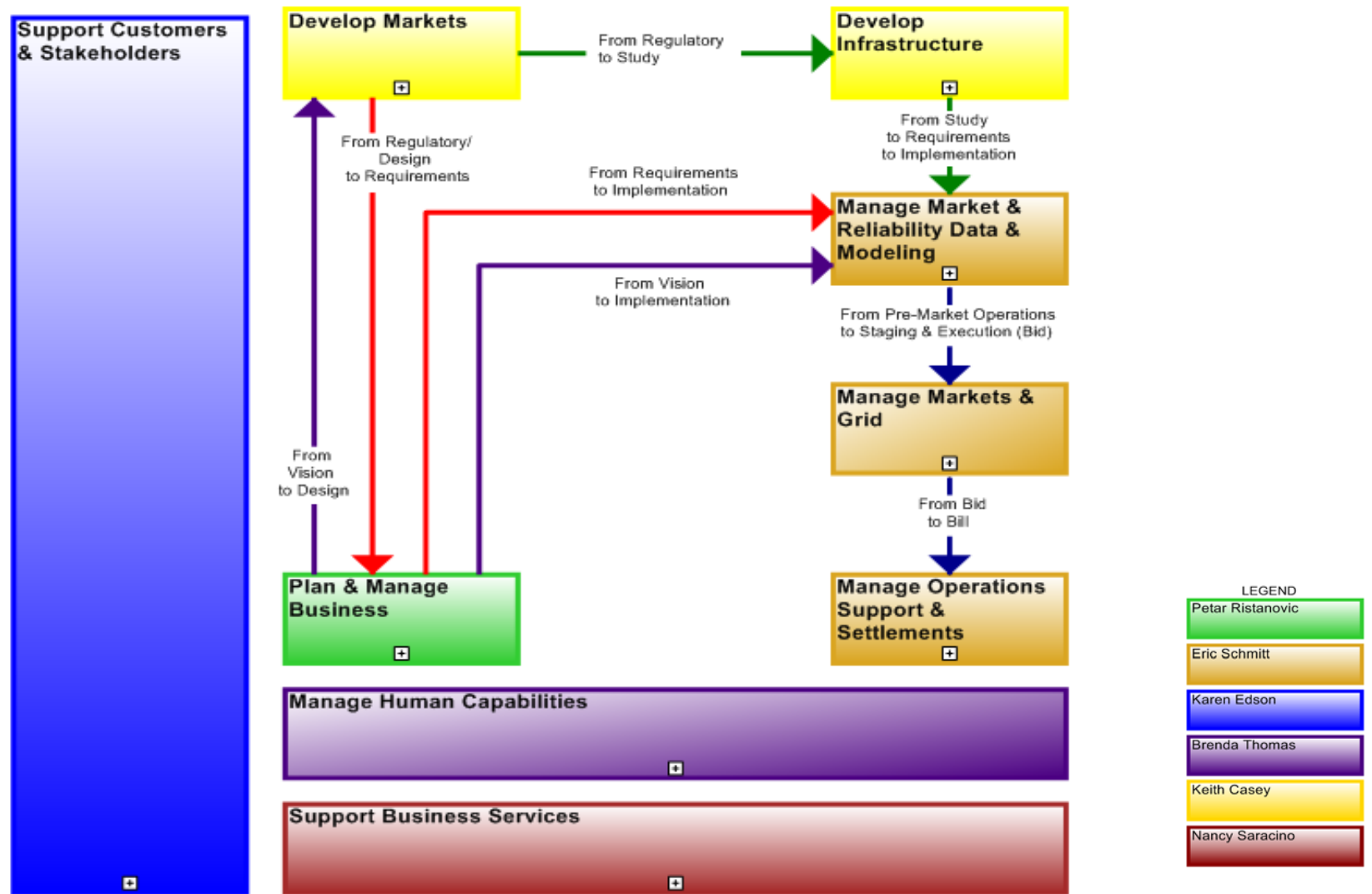# CAISO Business Process Framework Overview v2.15 (6/15/2012)

• Illustrates high-level information streams between each of the Level I processes
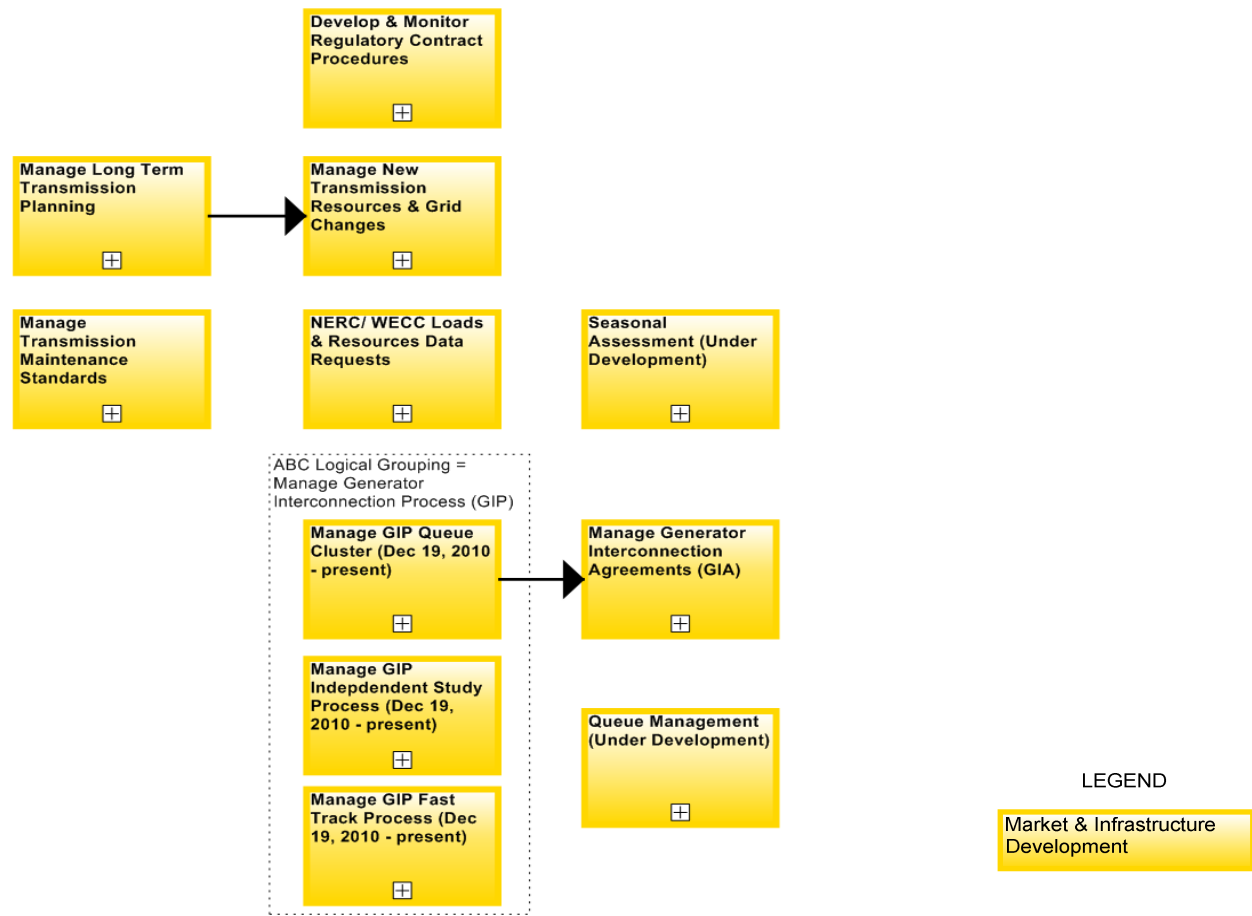

Last Updated: 11/21/11

Process Name	Key Activities
Develop Infrastructure (DI) (80001)	Transmission Planning, Grid Assets Reviews, and Interconnections
Develop Markets (DM) (80002)	Regulatory, Market, Policy, and Product Design
Manage Human Capabilities (MHC) (80003)	Employee Lifecycle, Training, and Organizational Development
Manage Market & Reliability Data & Modeling (MMR) (80004)	Resource Data Setup and Changes, Procedures, Training, Base Model Setup, and Congestion Revenue Rights
Manage Markets & Grid (MMG) (80005)	Outages, Day Ahead Market, Interchange Scheduling, Real Time- Hour Ahead, Real Time, Generation and Transmission and Emergency Operations
Manage Operations Support & Settlements (MOS) (80007)	Operations Data Analysis, Billing & Settlements, and Disputes
Plan & Manage Business (PMB) (80008)	Strategic Planning, Governance, Budgeting, Project Management
Support Business Services (SBS) (80009)	General, IT, Financial, Legal, Compliance, Audit and Market Monitoring Support Services
Support Customers & Stakeholders (SCS) (80010)	Client, Account and Stakeholder Processes, Government Affairs, and Communications

Develop Infrastructure (DI) (80001)

• Enables the ISO to take a proactive approach to transmission planning by facilitating the building of needed projects

Develop & Monitor Regulatory Contract Procedures ⊞

Manage Long Term Transmission Planning ⊞ → **Manage New Transmission Resources & Grid Changes** ⊞

Manage Transmission Maintenance Standards ⊞

NERC/ WECC Loads & Resources Data Requests ⊞

Seasonal Assessment (Under Development) ⊞

ABC Logical Grouping = Manage Generator Interconnection Process (GIP)

Manage GIP Queue Cluster (Dec 19, 2010 - present) ⊞ → **Manage Generator Interconnection Agreements (GIA)** ⊞

Manage GIP Independent Study Process (Dec 19, 2010 - present) ⊞

Queue Management (Under Development) ⊞

Manage GIP Fast Track Process (Dec 19, 2010 - present) ⊞

LEGEND

Market & Infrastructure Development

Last Updated: 11/2/11

Processes	Process Descriptions
(201) Develop & Monitor Regulatory Contract Procedures	Depicts the process for managing all regulatory contracting mechanisms for the CAISO. Contracts staff works with internal and external personnel to secure the necessary approvals, prepare the requested agreement, initiate and track the agreement execution process, notify internal staff as necessary for implementation, and maintains all official files.
(202) Manage Generator Interconnection Agreements (GIA)	Depicts the ISO oversight and implementation of the Federal Energy Regulatory Commission (FERC) approved Large Generator Interconnection Agreement (GIA).
(203) Manage GIP Fast Track Process (12/19/10 to - present)	Depicts the ISO Grid Assets oversight and implementation of the FERC approved GIP for Interconnection Requests that meet the criteria for the Fast Track Process. Tariff Section 25 Appendix Y, effective date of December 19, 2010.
(203) Manage GIP Independent Study Process (12/19/10 to present)	Depicts the ISO Grid Assets oversight and implementation of the FERC approved GIP for Interconnection Requests that meet the criteria for the Independent Study Process. Includes a System Impact Study and a Facilities Study. Tariff Section 25 Appendix Y, effective date of December 19, 2010.
(203) Manage GIP Queue Cluster (12/19/10 to - present)	Depicts the ISO Grid Assets oversight and implementation of the Federal Energy Regulatory Commission (FERC) approved Generation Interconnection Procedures (GIP) Tariff Section 25 Appendix Y, effective date of December 19, 2010. Includes Phase I and Phase II Interconnection Studies.
(204) Manage Long Term Transmission Planning	Depicts the process to develop the CAISO Transmission Plan, support CPUC Resource Adequacy (RA), support the Day Ahead and Real Time market simulations, develop Generator Interconnection Study obligations, assess long-term CRRs, perform annual congestion studies, conduct Deliverability and Locational Capacity Studies, develop Generation and transmission reliability assessments, and represent the ISO in technical groups and committees.
(205) Manage New Transmission Resources & Grid Changes	Depicts the activities required to communicate the scope of new transmission and grid resource projects to ISO's business units, produce status reports and reminders of tasks, gather and document project information, maintain the accuracy and integrity of the network model, operator displays, and the transmission registry, document the operating procedure changes for Grid Ops, maintain a documentation library of information, and reduce the financial risk of introducing new projects by ensuring the accuracy and integrity of the network model.
(206) Manage Transmission Maintenance Standards	Depicts the ISO Grid Assets oversight and review activities as coordinated with the participating transmission owners to manage the ISO Transmission Maintenance Standards (Transmission Control Agreement Appendix C), mandated by Public Utilities Code 348 and adopted by the ISO.
(207) NERC/ WECC Loads & Resources Data Requests	Depicts the process for developing templates and documentation, requesting demand response & energy efficiency data from LSEs, and compiling the actual, DR, EE, and forecasts using the WECC template.
(208) Seasonal Assessment (Under Development)	Depicts the process for seasonal assessment.
(209) Queue Management (Under Development)	Depicts the process for ongoing management of the Generator Queue (post-study).
(210) Annual Delivery Assessment (Under Development)	Depicts the process for ongoing management of the Annual Deliver yAssessment.

Develop Markets (DM) (80002)

• Designs and implements value-added enhancements to the wholesale market design
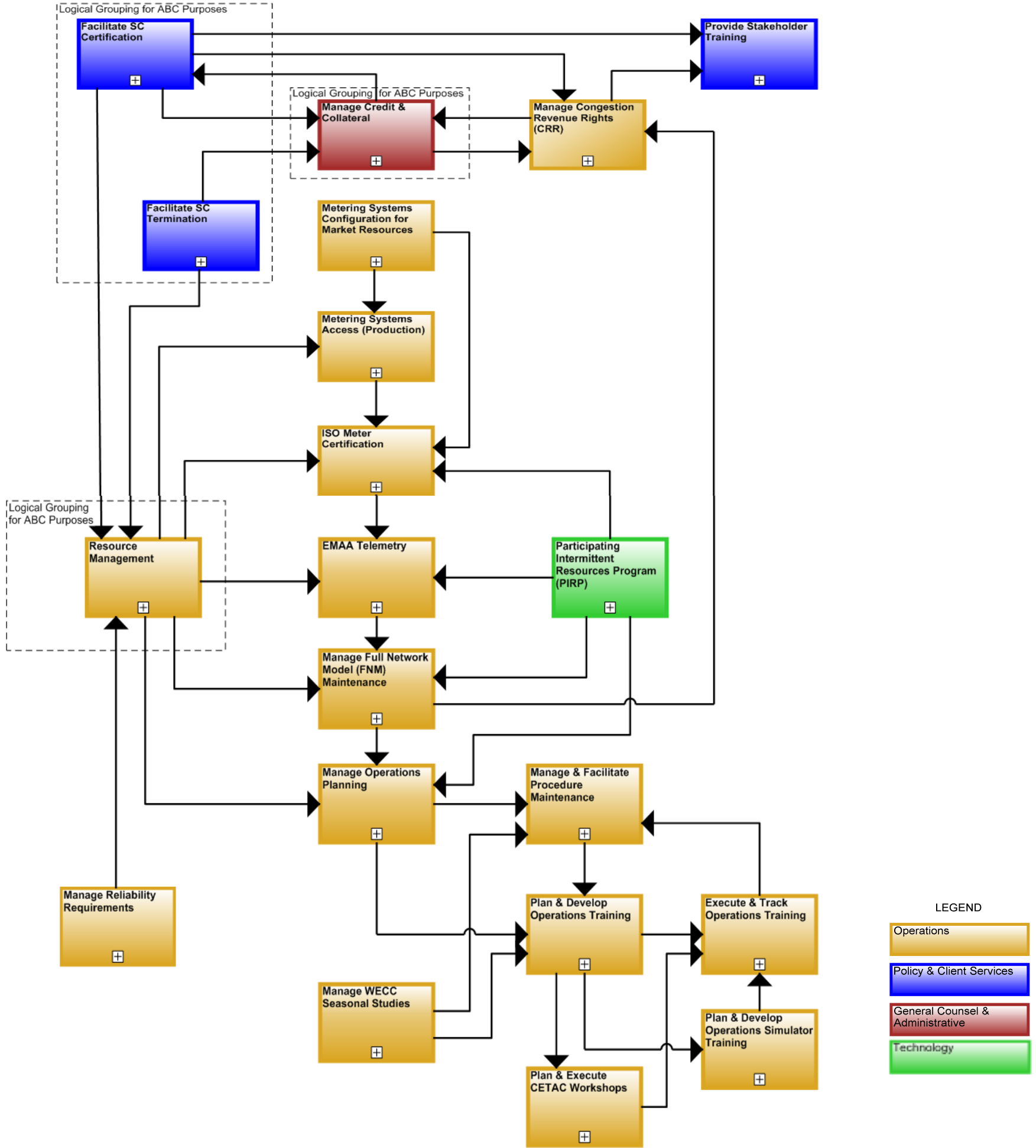
Develop State/ Federal Regulatory Policy

Manage Post Order, Rehearing, and Compliance

Market Design & Infrastructure Policy → **Regulatory Contract Negotiations**

Manage Regulatory Filings

Manage Tariff Amendments

Perform Market Analysis

BPM Change Management

LEGEND
- Market & Infrastructure Development
- General Counsel & Administrative
- Policy & Client Services

Last Updated: 1/20/12

Processes	Process Descriptions
(226) Manage Regulatory Filings	The Draft and Review Filing sub process collects all relevant information needed from the project team to prepare an initial draft which is then reviewed by the project team and legal for quality and accuracy, completion of the evidence, strength of the case as well as whether the order sought enables the business process.
(227) Manage Tariff Amendments	Draft tariff language published for review and comment prior to filing with FERC in a tariff amendment filing. Market participants have a minimum of one week to review and comment. Stakeholder meeting (usually conference call) is held to discuss written comments and to respond to questions raised on the call. If time permits, revised tariff language may be published prior to FERC filing.
(228) Manage Post Order, Rehearing, and Compliance	Depicts the Legal procedures that are trigger by a FERC order. Includes seeking rehearing and/or compliance filing if necessary.
(229) Develop State/ Federal Regulatory Policy	This process is responsible for the development of corporate and regulatory policies related to the physical infrastructure of the electric power system. Staff engages with stakeholders and Federal or State regulatory agencies to produce new regulatory policy, necessary CAISO tariff provisions, and implementation of required business processes.
(230) BPM Change Management	Depicts the required activities for managing modifications and additions to Business Practice Manuals (BPMs). BPMs were created to guide ISO operations post MRTU launch and document the consistent and transparent manner in which the ISO will adhere to Tariff provisions. Revision requests for the BPMs may be submitted by stakeholders or an internal ISO department.
(231) Develop Infrastructure Policy	This process covers the formulation of market policies and designs which encourage infrastructure investment.
(232) Perform Market Analysis	This process is concerned with the identification and analysis of a market design issue, as it progresses throughout the organization potentially leading up to a Conceptual Design specification and FERC tariff filing.
(233) Develop Market Design	This process includes the design and specification of efficient and effective wholesale electricity spot markets including the identification and development of new products and services as well as the development of solutions to existing market performance issues.
(234) Regulatory Contract Negotiations	This process is responsible for the negotiation, drafting, and administration of the CAISO pro-forma and special agreements with market participants and operators of other control areas. These contract negotiations accommodate the other party's request to the extent the negotiations/provisions of the contract are within the framework of the CAISO's Tariff, policies and procedures, and acceptable to FERC and other market participants.

Manage Market & Reliability Data & Modeling (MMR) (80004)

• Checks and rechecks network modeling policies and protocols to reduce non-market energy dispatches

Logical Grouping for ABC Purposes
- Facilitate SC Certification
- Provide Stakeholder Training
- Manage Credit & Collateral (Logical Grouping for ABC Purposes)
- Manage Congestion Revenue Rights (CRR)
- Facilitate SC Termination
- Metering Systems Configuration for Market Resources
- Metering Systems Access (Production)
- ISO Meter Certification
- EMAA Telemetry
- Participating Intermittent Resources Program (PIRP)
- Resource Management (Logical Grouping for ABC Purposes)
- Manage Full Network Model (FNM) Maintenance
- Manage Operations Planning
- Manage & Facilitate Procedure Maintenance
- Manage Reliability Requirements
- Plan & Develop Operations Training
- Execute & Track Operations Training
- Manage WECC Seasonal Studies
- Plan & Develop Operations Simulator Training
- Plan & Execute CETAC Workshops

LEGEND
- Operations
- Policy & Client Services
- General Counsel & Administrative
- Technology

Last Updated: 1/23/12

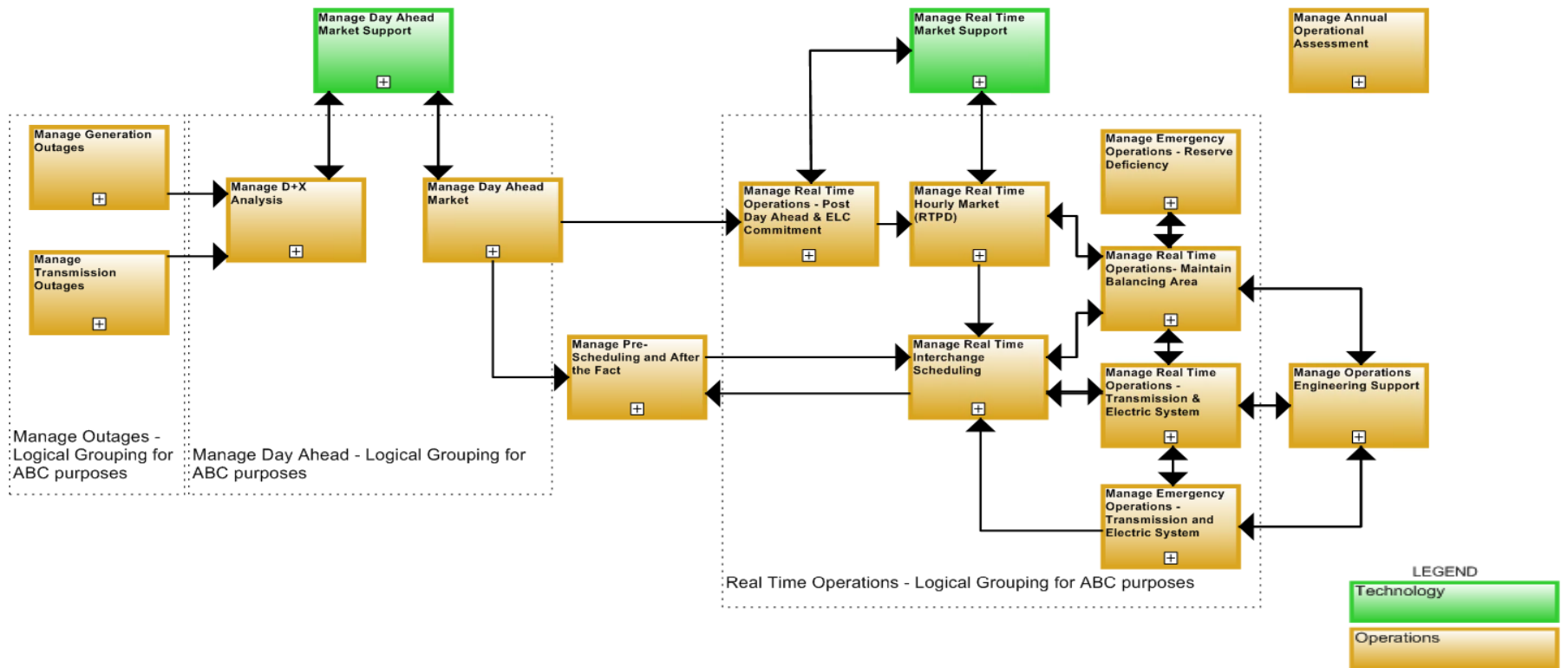| Processes	Process Descriptions
(301) Manage Full Network Model (FNM) Maintenance	Depicts the required activities to maintain and update the Full Network Model (FNM) -- the computer-based model that provides technical specifics of the ISO control area transmission network. The FNM includes a combination of physical network data and commercial data needed to support the reliability goals of the ISO and ensure that network constraints are enforced and feasible operational schedules identified.
(302) Plan & Develop Operations Simulator Training	Depicts the activities performed by the Operation Training team to plan and develop operations simulator training.
(303) ISO Meter Certification	Depicts the process of certifying new metered entities to provide meter data in the ISO's markets.
(304) EMAA Telemetry	Depicts the process for configuring and testing telemetry for new or existing generators including PDR. The process describes how RIG engineers review documentation to develop point lists, finalize data point lists with generators, and submit the point lists to EMS for QAS testing. RIG engineers then verify the QAS output, perform point-to-point testing and work with MCI to setup A/S testing.
(305) Metering Systems Configuration for Market Resources	Depicts the process of establishing meter communications with ISO MEs, performing resource mappings, configuring resources for ISO programs or special calculations, and providing access to raw meter data.
(306) Metering Systems Access (Production)	Depicts the process for managing secured access to SQMD for both internal and external requests.
(307) Manage Congestion Revenue Rights (CRR)	Depicts the required activities for the allocation and auction of Congestion Revenue Rights (CRRs) to market participants as well as the trading of these rights in the secondary market. The allocation and auction processes occur both annually (prior to the start of a new calendar year) and monthly (prior to the start of a new month).
(308) Manage Credit & Collateral	Logical grouping for ABC purposes. Includes: **Manage Credit:** Depicts the required activities to ensure that Market Participants comply with CAISO credit policy by ensuring that a Market Participant's Aggregate Credit Limit ("ACL"; i.e., unsecured credit plus posted financial security) exceeds their Estimated Aggregate Liability ("EAL"). **Manage Collateral:** The process of setting a Market Participant's ACL by determining any unsecured credit that the Market Participant may be eligible for as well as receiving and posting other forms of financial security from the Market Participant.

Manage Market & Reliability Data & Modeling (MMR) (80004) (Continued)

• Checks and rechecks network modeling policies and protocols to reduce non-market energy dispatches

Processes	Process Descriptions
(309) Resource Management	Logical grouping for ABC purposes. Includes: - Manage Entity & Resource Maintenance Updates - Manage New Participating Generator Interconnections - Manage TRTC (Transmission Rights Transmission Curtailments) Instructions - Manage SC-Requested Resource Testing - Manage Resource Verification
(310) Manage Reliability Requirements	Depicts the required activities to support the Resource Adequacy program adopted by the California Public Utilities Commission (CPUC) and other local regulatory agencies in compliance with California mandates. The RA program ensures that sufficient resources are available to meet the expected peak demand and provides for reliable power delivery throughout the ISO Control Area.
(311) Manage Operations Planning	Provide operating procedures and tools, and training information, to address transmission and generator operational issues in the operating horizon (from 2 days to 1 year).
(312) Manage WECC Seasonal Studies	Perform WECC Seasonal Studies 3 x per year. Develop System Operating Limits (SOL's) for Southern California Import Transmission (SCIT) and California Oregon Intertie (COI) paths, and implement them for each season.
(313) Participating Intermittent Resources Program (PIRP)	The Participating Intermittent Resources Program consists of the following entities: - The California ISO - The Forecast Service Provider (FSP) (Currently awarded to TrueWind) - Participating Intermittent Resources (PIR) (ie: Wind Generation Resources) - Scheduling Coordinators (SC) The entities exchange information with each other in an effort to lower the costs of providing Intermittent Resource energy by increasing the accuracy of the forecasts on which the Intermittent Resources base their energy schedules.
(314) Manage & Facilitate Procedure Maintenance	Depicts the required activities for managing the development, review, and modification of ISO Operating Procedures. Operating Procedures were created to guide ISO grid operations and document the consistent and transparent manner in which the ISO will adhere to Tariff provisions. Revision requests for the Operating Procedures may be submitted by stakeholders or an internal ISO department.
(316) Plan & Develop Operations Training	Depicts the required activities for managing the design, development, and delivery of operations (Grid and Market) related training courses, simulator scenarios and training programs to real-time personnel, Operators-in-training (OITs), other ISO departments, and external entities in form of Grid Ops Training, Summer Workshops, and on-the-job training (OJT).
(317) Execute & Track Operations Training	Depicts the process for conducting required training throughout the year, including planned and ad hoc training. Also includes activities related to reporting training completion to regulatory agencies.
(318) Plan & Execute CETAC Workshops	The California ISO in conjunction with the California Electric Training Advisory Committee (CETAC) plans, develops and delivers Grid Operator training on an annual basis to provide a learning forum and opportunity for enhanced communications between operating entities involved with the reliable operation of the grid. Workshop courses are largely focused in areas to prepare for managing summer peak system loads. Planning and coordination activities start over 1 year in advance and the workshops are delivered over a 5 week period starting in March or April each year.
(320) Provide Stakeholder Training	This process describes detailed steps for providing training to stakeholders.
(321) Facilitate SC Certification	This Process defines the Scheduling Coordinator (SC) certification process and identifies all the requirements which are needed to complete SC certification. Customer Services oversees the SC certification process and ensures that all requirements are fulfilled prior to letting the SC submit schedules in the CAISO market.
(321) Facilitate SC Termination	This process describes how to handle voluntary or involuntary termination of a Scheduling Coordinator (SC).
(315) & (319) Deleted	

Manage Markets & Grid (MMG) (80005)

• Manages transmission and generation outages to ensure continuous flow of power to all customers
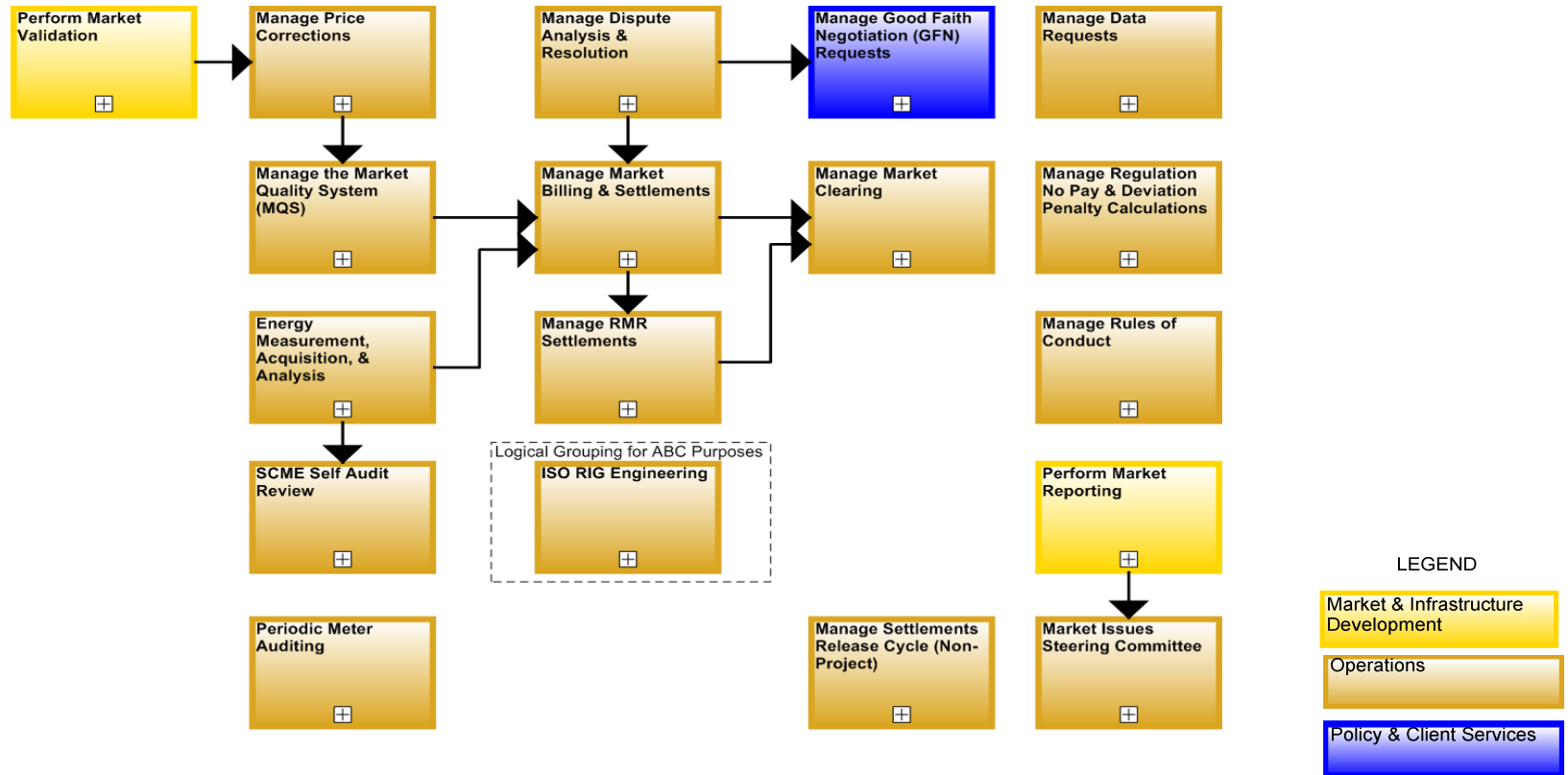

Last Updated: 6/10/12

Processes	Process Descriptions
(352) Manage Day Ahead Market Support	Depicts the activities performed by the Power Systems Technology Operations (PSTO) team to support the Day Ahead market.
(353) Manage Real Time Market Support	Depicts the activities performed by the Power Systems Technology Operations (PSTO) team to support the Real Time market.
(355) Manage Generation Outages	Depicts the required activities to coordinate and manage planned and forced generation outages to best ensure system reliability while successfully meeting demand and managing system congestion.
(355) Manage Transmission Outages	Depicts the required activities to coordinate and manage planned and forced transmission outages to best ensure system reliability while successfully meeting demand and managing system congestion.
(358) Manage Day Ahead Market	Depicts the required activities to run the Day-Ahead Market (DAM) and includes the tasks that occur in the three hour window - between the close of the DAM at 10 am and publication of results at 1 pm - in support of the next day's grid operation. The DAM commits generation, manages congestion, procures reserves and clears market bids.
(358) Manage D+X Analysis	Will depict the analysis activities which occur after the Day Ahead Market (D+1) has been run.
(359) Manage Pre-Scheduling and After the Fact	The Manage Pre & Post Scheduling process involves validating and approving requests for interchange schedules (RFIs), resolving Net Scheduled Interchange (NSI) and Net Actual Interchange (NAI) discrepancies After the Fact (ATF). During the Prescheduling time frame, Scheduling Services ensures that the inter-tie schedules submitted prior to the operating day have valid e-Tags, have Day Ahead Market awards, conform to all market and contractual obligations and are checked out with Adjacent Balancing Authorities (ABAs) and WECC Interchange (WIT) in accordance with NERC policies. During the After the Fact time frame, Scheduling Services ensures that checkouts are performed with Adjacent Balancing Authorities and any potential NAI and/or NSI discrepancies are identified and resolved prior to the Settlements process.
(362) Manage Operations Engineering Support	Depicts the activities surrounding engineering support of real time operations, which could include analysis as well as tool and procedure updates.
(363) Manage Real Time Operations - Post Day Ahead & ELC Commitment	Depicts the required activities to prepare for running the Real-Time Market. Grid Operations performs the following: (1) Reviews and adjusts Day-Ahead schedules as needed (2) Manages the real-time bidding process and (3) Prepares for the Real-Time Market hourly intervals process. Time horizon represented by the full process is Trade Hour minus 30 minutes Trade Hour plus 240 minutes.
(363) Manage Emergency Operations - Reserve Deficiency	Details the actions taken as a response to forecasted or existing Operating Reserve deficiencies. The order of the actions taken may vary due to system conditions or other operational issues. It may be necessary to skip actions due to the severity of the situation. Not all steps are performed for a regional reserve deficiency.
(363) Manage Emergency Operations - Transmission & Electric System	This process includes stages of emergency situations ranging from reserve shortages, to load shedding, to brown/black restoration, etc. As well as system restoration steps.
(364) Manage Real Time Hourly Market (RTPD)	Depicts the required activities to run the Real-Time Market following its close and the receipt of all real-time bids.
(364) Manage Real Time Operations- Maintain Balancing Area	Depicts the required activities for executing the 5 minute dispatches as well for monitoring and mitigating ACE, AGC, reserves, contingencies, exceptional dispatch, etc
(365) Manage Real Time Operations - Transmission & Electric System	Depicts the required activities for managing, monitoring and mitigating flows throughout the ISO's grid from the transmission dispatch perspective.
(366) Manage Real Time Interchange Scheduling	The Manage Interchange Scheduling process involves Real Time Schedulers validating and approving requests for interchange schedules (RFIs), implementing approved schedules in Real Time and resolving Net Scheduled Interchange (NSI) and Net Actual Interchange (NAI) discrepancies both prior to schedule implementation in EMS as well as at the End of Day (after midnight). During the Real Time/ Intra Hour Change time frames, Real Time Schedulers update and adjustment inter-tie schedules which includes validation of e-Tags, confirmation of ISO market awards, conform to all market and contractual obligations and are checked out with Adjacent Balancing Authorities (ABAs) and WECC Interchange (WIT) in accordance with NERC policies. During the End of Day time frame, Real Time Schedulers ensure that checkouts are performed with Adjacent Balancing Authorities and any potential NAI and/or NSI discrepancies are identified.
(354) (356) (357) (360) & (362) Deleted	

Manage Operations Support & Settlements (MOS) (80007)

• Improves market efficiency by finding the most cost effective way of doing business

Last Updated: 1/23/12

Processes	Process Descriptions
(401) Manage Price Corrections	Depicts the process of providing corrected pricing data for the Day Ahead or Real Time markets.
(402) Manage Dispute Analysis & Resolution	Depicts the required activities to coordinate a timely, efficient and accurate dispute resolution process.
(403) Manage the Market Quality System (MQS)	Depicts the activities related to the completion of post-process corrections on data from the Day-Ahead and Real-Time Markets. This process reduces the need for manual validation, verification and correction of transactional data that could affect market settlements, thereby reducing invoice errors and disputes. The Market Quality System (MQS) calculates expected energy costs, dispatch operating point, trading hubs, settlement allocations and start up/minimum load costs and publishes them on the OASIS website.
(404) Manage Data Requests	Depicts the process of receiving data requests from Market Participants or internal CAISO business units. The requests are then assigned to data analysts who process the data requests using various tools (Actuate, SAS, TOAD, MS Query, etc.). The data request is then returned to the requestor, and the data request tracking log spreadsheet is updated.
(405) Manage Regulation No Pay & Deviation Penalty Calculations	Depicts the process to manage regulation no pay and deviation penalty calculations.
(406) Manage Rules of Conduct	Depicts the process to identify and review potential violations of the Rules of Conduct in CAISO Tariff, levy sanctions where violations are confirmed, allocate those funds as appropriate, and refer specific matters to DMM for further research and possible referral to FERC.
(407) Periodic Meter Auditing	Depicts the process of performing periodic audits (at least every two years) of metering installations to verify the integrity of meters and related components.
(408) ISO RIG Engineering	Depicts the processes require to provide support services to existing RIG installations to provide reliable generation data to real time operations. Logical grouping for ABC purposes. Includes: - RIG Incident Management - SLIC Outage Coordination for RIG Activities in Production - Certificate Tracking for RIG Installations - RIG Site Visits
(409) Energy Measurement, Acquisition, & Analysis	Depicts the required activities to collect, analyze and validate meter data submitted by scheduling coordinators, ISO-metered entities, metered subsystems and the Interties. Data must be confirmed as Settlement Quality Meter Data (SQMD) before being passed on to the Settlements team for use in the market clearing process.
(410) SCME Self Audit Review	Each year, the metering group's compliance analyst contacts SCs who submit meter data to advise them of their annual audit requirements. The compliance analyst then confirms the SC's contact information and sends all of the required audit documentation to the SC. The SC then submits an audit plan for review and approval, and then submits the audit report once the audit is complete. Once all audits are complete for the year, the compliance analyst creates a lessons learned report and submits the report to the Board of Governors.
(411) Manage Market Clearing	Depicts the process of reconciling Market and RMR invoices and receiving funds from market participants. Once funds are received, the ISO moves funds to investment and corporate accounts as necessary, and sends wire transfers to Market Participants to clear the market.
(412) Manage Market Billing & Settlements	Depicts the required activities to collect market data, calculate charges, process pass through bill data and publish preliminary and final statements/invoices to market participants.
(413) Manage RMR Settlements	Depicts the process of managing RMR settlements.
(414) Manage Settlements Release Cycle (Non-Project)	Depicts the activities required to make non-project-related configuration changes to Settlements systems.
(416) Market Issues Steering Committee	The CAISO Market Issue Management policy provides the framework by which a cross function team of Operations, Information Technology and Market and Infrastructure Development can successfully manage issues associated with market functionality, processes or policy.
(417) Perform Market Reporting	Depicts the required activities to monitor and report on the daily, routine performance of the ISO markets to identify operations trends and anomalies and monitor ongoing issues. Market performance is summarized within daily internal reports and monthly reports to the Board of Governors and FERC.
(418) Manage Good Faith Negotiation (GFN) Requests	Depicts the activities around processing good faith negotiation (GFN) requests received from market participants.
(419) Perform Market Validation	Depicts the process of receiving price issues from the Day Ahead or Real Time markets, researching the issues.
(415) Deleted	

Support Customers & Stakeholders (SCS) (80010)

• Provides the highest quality of service to its customers, market participants and stakeholders

Government Affairs Process	Strategic Client Account Management	Manage Client Inquires

Manage Stakeholder Process	Communications & Public Relations	Representing the ISO Externally

LEGEND

Policy & Client Services

Last Updated: 11/21/11

Processes	Process Descriptions
(539) Representing the ISO Externally	This process describes how CAISO employees handle communication of policy or technical questions to any external sources, e.g., suppliers, customers, press, regulatory bodies, etc.
(601) Manage Client Inquiries	This process aims to improve Customer Service and ensure that CAISO's Scheduling Coordinators' (SC's) issues and inquiries get resolved in a timely manner. 1. Each SCs is assigned a Client Representative (CR). SC either calls Client Representative to raise inquiry or issue or directly logs the query in TRAIN through external web interface. 2. CAISO uses TRAIN to route the inquiry along the company. 3. Customer Services will either resolve the inquiry internally or will route it to a business unit using ownership matrix. 4. Assigned Business Unit plans and provides resolution back to Customer Services 5. Customer Services communicated the resolution to SC and closes the ticket in TRAIN Issues that fall outside the bid to bill processes, example CAISO policy issues, are handled by Accounts Managers (AM).
(602) Strategic Client Account Management	ISO Account Managers develop high-level relationships with clients, with the goal of supporting quality dialogue between the ISO and key customers. Tasks include: fast response to customer inquiries on major projects and policy matters, working in in concert with customer staff to arrange senior level meetings and their agendas, coordinating the interaction with senior stakeholders and their ISO management peers, overseeing the response by the ISO to stakeholder questions, contributing to individual client interactions within the stakeholder process, and reporting to management on key customer issues, particularly on policy matters that will be addressed by the Board.
(603) Manage Stakeholder Process	Administer the stakeholder process in compliance with a set of quality control guidelines for the consistent management of meetings, documents, stakeholder comments and general process structure. Working with other depts, CSIA staff plans each engagement, from conception through the final Board meeting. A master engagement plan is created to guide the stakeholder process for each major initiative. A team is formed between CSIA and the functional organization leading the stakeholder process. Customer engagements, whether they be meetings, papers or conference calls, are planned and executed by these teams. A feedback loop at the end of each meeting helps to validate success, and sets the stage for ongoing improvements.
(604) Support ISO Outreach	Under development
(605) Develop Candidate PTOs	Under development
(606) Provide Service to new Customers	Under development
(607) Support Clients	Under development
(609) Government Affairs Process	Depicts the activities required to perform the following: 1) Respond to inquiries from government and regulatory entities 2) Develop strategy jointly with ISO divisions 3) Maintain relationships with government and regulatory entities 4) Address concerns 5) Communicate the ISO's position to government and regulatory entities 6) Communicate government and regulatory entity positions internally at the ISO 7) Monitor the governmental environment 8) Develop work plans to implement ISO initiatives and strategies
(610) Communications & Public Relations	The Communications and Public Relations Department presents a single, consistent and timely ISO voice and provides a broad range of clear, correct, and useful information to employees, stakeholders, media and the public-at-large. Corporate communication materials are developed and distributed by the department. These include brochures, information kits, annual reports, articles, news releases, market notices and broadcast productions. The team manages three websites: Internet, Market Participant Portal and Intranet sites. The department also develops new products and services, conducting stakeholder focus groups to identify and meet the business needs of market participants. Media relations provided by the department extends to newspaper, radio and TV as well as trade media and international news outlets. CommPR spokespersons provide 24/7 support to media and promote electricity conservation during peak periods of stress on the grid. The department trains in emergency preparedness and performs crisis communication management. All corporate events are coordinated by the department and the team also facilitates tours and speaking engagements.
(608) Deleted	