



# **2016 STAKEHOLDER SATISFACTION SURVEY RESULTS**

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By the SPP Communications Department

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## EXECUTIVE SUMMARY

The SPP Communications Department launched the 2015 Stakeholder Satisfaction Survey on October 16, 2015. Staff distributed 4,597 survey invitations to organizational group members, market participants, and other individuals who had interacted with SPP during the previous twelve months, either through meetings, training, customer relations interactions, or other exchanges.

Staff sent nearly twice the number of survey invitations in 2016 (4,597) than in the previous year (2,752), and the survey’s response rate rose slightly to 16 percent in 2016 from 15 percent in 2015 and 12 percent in 2014. The overall number of responses in 2016 was 716 (up from 410 in 2015 and just 181 in 2014).

Average satisfaction scores for every service except one dropped in 2016 by a difference of 0.12 points (out of 5.0) or less. The exception was Training, for which the average satisfaction score went up by 0.03 points. Comparison charts for the last three years’ data follow:

**Question: Overall how well does SPP’s provision of the following services meet your expectations?**

SERVICE	2014	2015	2016	CHANGE FROM PRIOR YEAR
Reliability Coordination	3.27	3.36	3.34	-0.02
Scheduling	3.12	3.31	3.23	-0.08
Tariff Administration	3.01	3.12	3.00	-0.12
Generation Interconnection/Aggregate Studies	2.98	3.22	3.10	-0.12
Transmission Expansion Planning	2.97	3.11	3.04	-0.07
Settlements/Invoicing	3.16	3.25	3.19	-0.06
Meeting Planning/Organization	3.19	3.42	3.35	-0.07
Compliance Support (RTO)/ RTO Member Compliance Assistance	3.16	3.28	3.19	-0.09
Training	3.36	3.39	3.42	0.03
Integrated Marketplace	3.21	3.34	3.31	-0.03

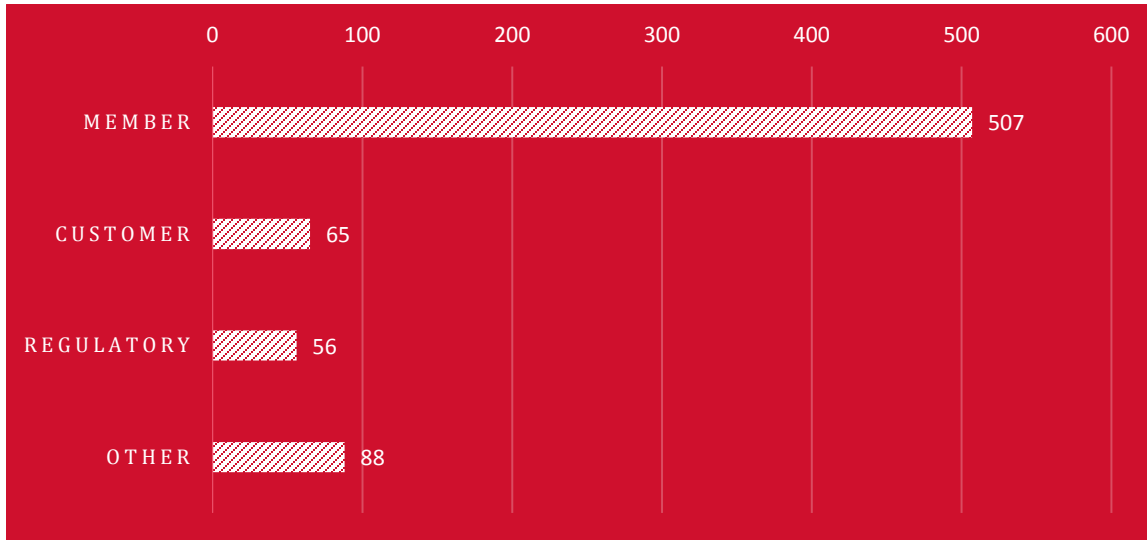
**Question: Based on your experience, please rate SPP staff's performance against your expectations in the following areas:**

SERVICE	2014	2015	2016	CHANGE FROM PRIOR YEAR
SPP staff members are responsive to my needs.	3.61	3.61	3.59	-0.02
SPP staff members provide accurate information upon request.	3.39	3.49	3.52	0.03
SPP staff members resolve problems to my satisfaction.	3.30	3.37	3.41	0.04
Overall, I am satisfied with SPP's service.	3.40	3.50	3.49	-0.01

# SURVEY RESULTS

## WHAT TYPE OF RELATIONSHIP DOES YOUR ORGANIZATION HAVE WITH SPP? \*

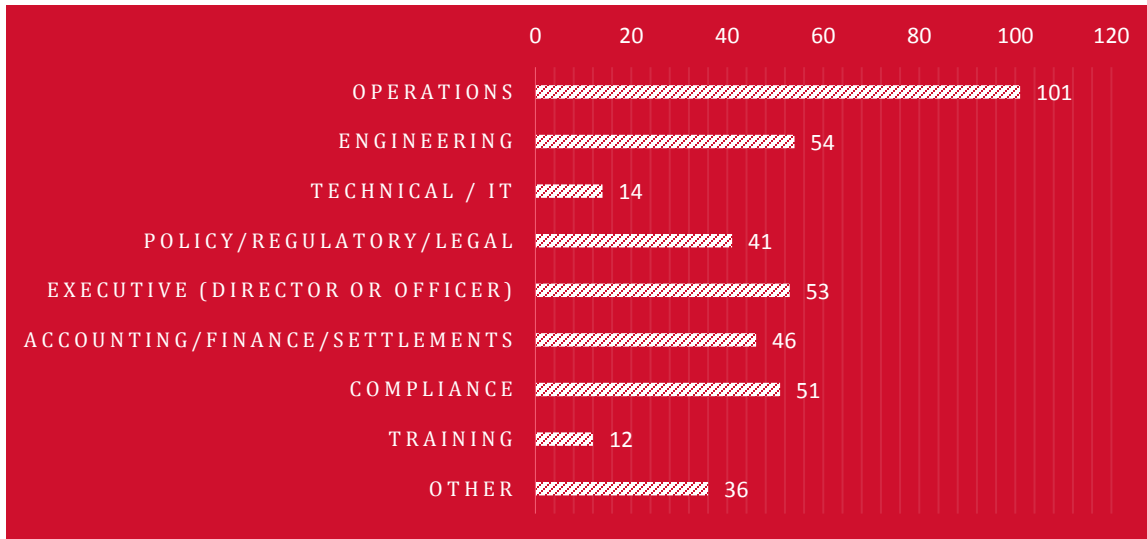
Figure 1: Respondent/Stakeholder Types



\* “Other” stakeholder types are defined in Appendix 1.

## WHAT IS YOUR ROLE WITHIN YOUR ORGANIZATION? \*\*

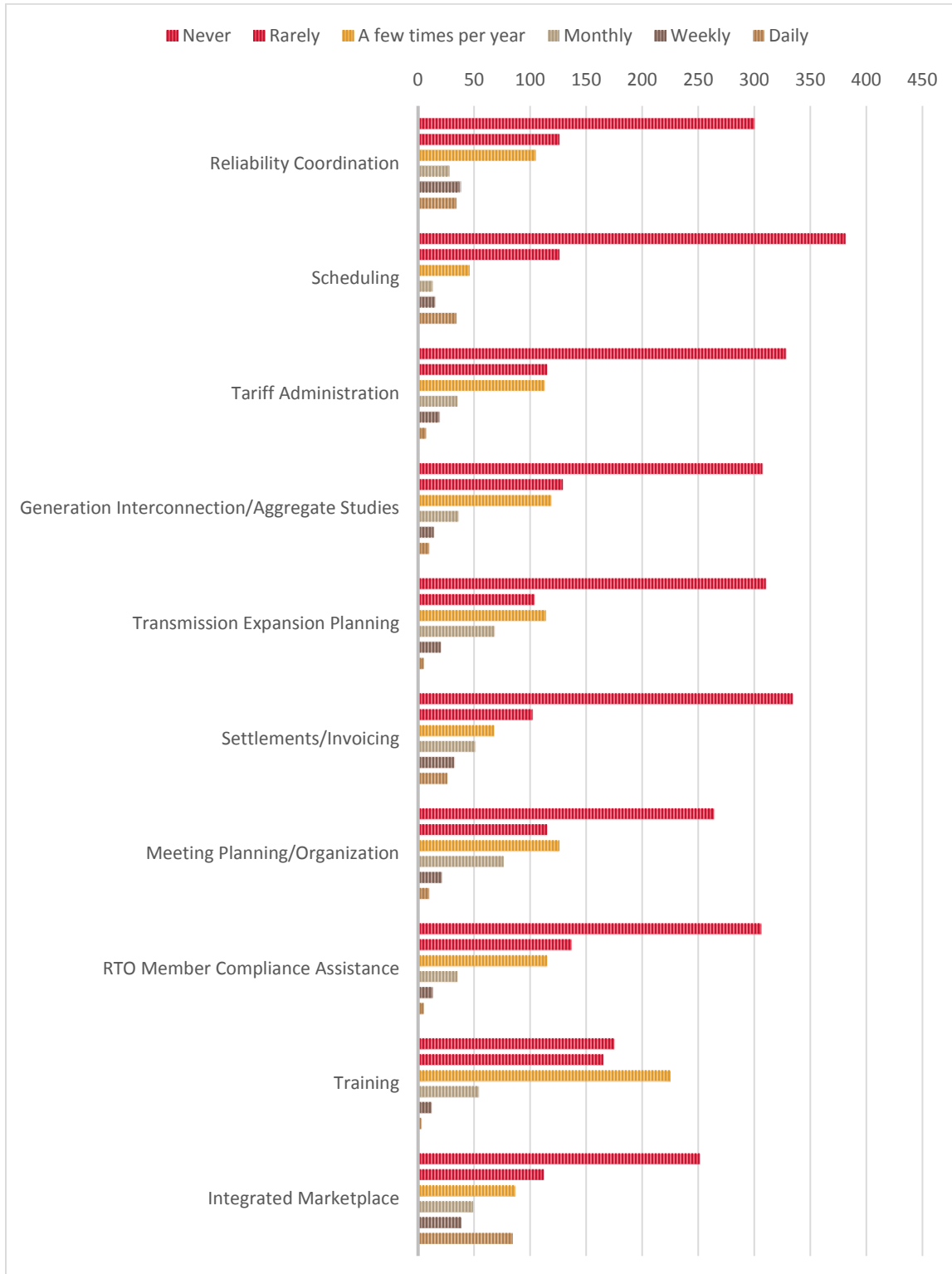
Figure 2: Respondent/Stakeholder Roles



\*\* “Other” stakeholder types are defined in Appendix 2.

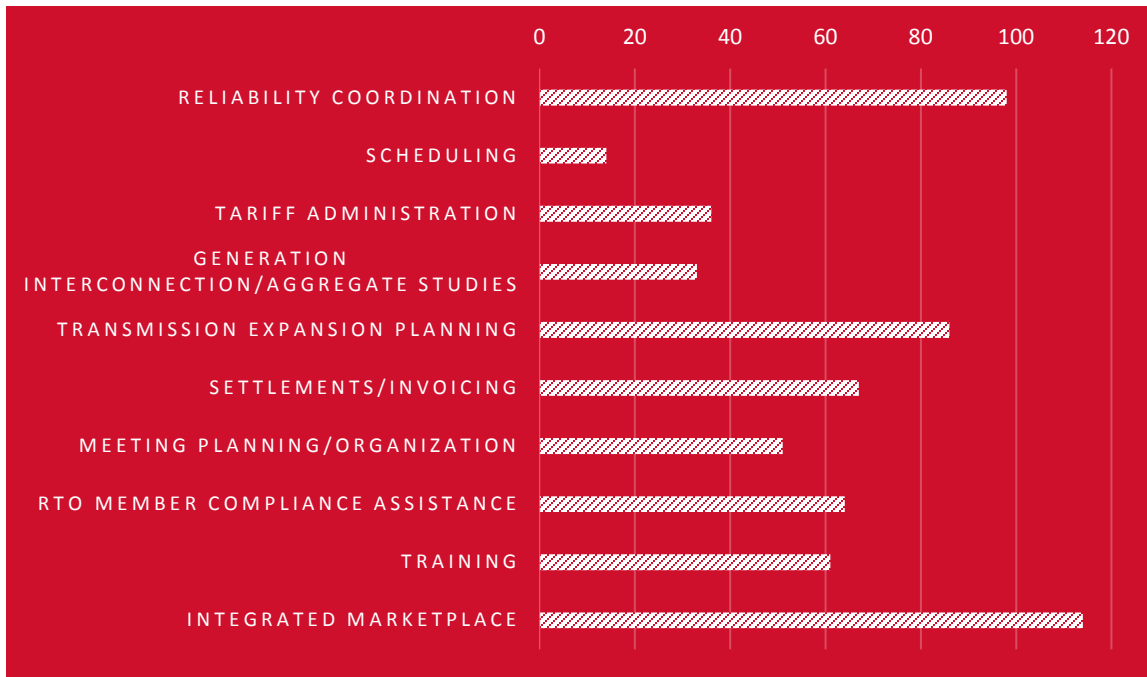
**HOW OFTEN DO YOU INTERACT WITH THE FOLLOWING SPP SERVICES?**

Figure 3: Frequency of Stakeholder Interactions



**PLEASE MARK THE SPP STAFF AND/OR SERVICE WITH WHICH YOU HAVE THE MOST INTERACTION.**

Figure 4: frequency of stakeholder interactions by service



**OVERALL, HOW IMPORTANT ARE THE FOLLOWING SPP SERVICES TO YOU?**

Figure 5 shows the number of respondents who indicated that each service was either not important, moderately important, important, very important, or critical. Figure 6, on the following page, shows the average importance score (out of 5.0) given to each service.

Figure 5: Services rated by importance (individual responses/ratings)

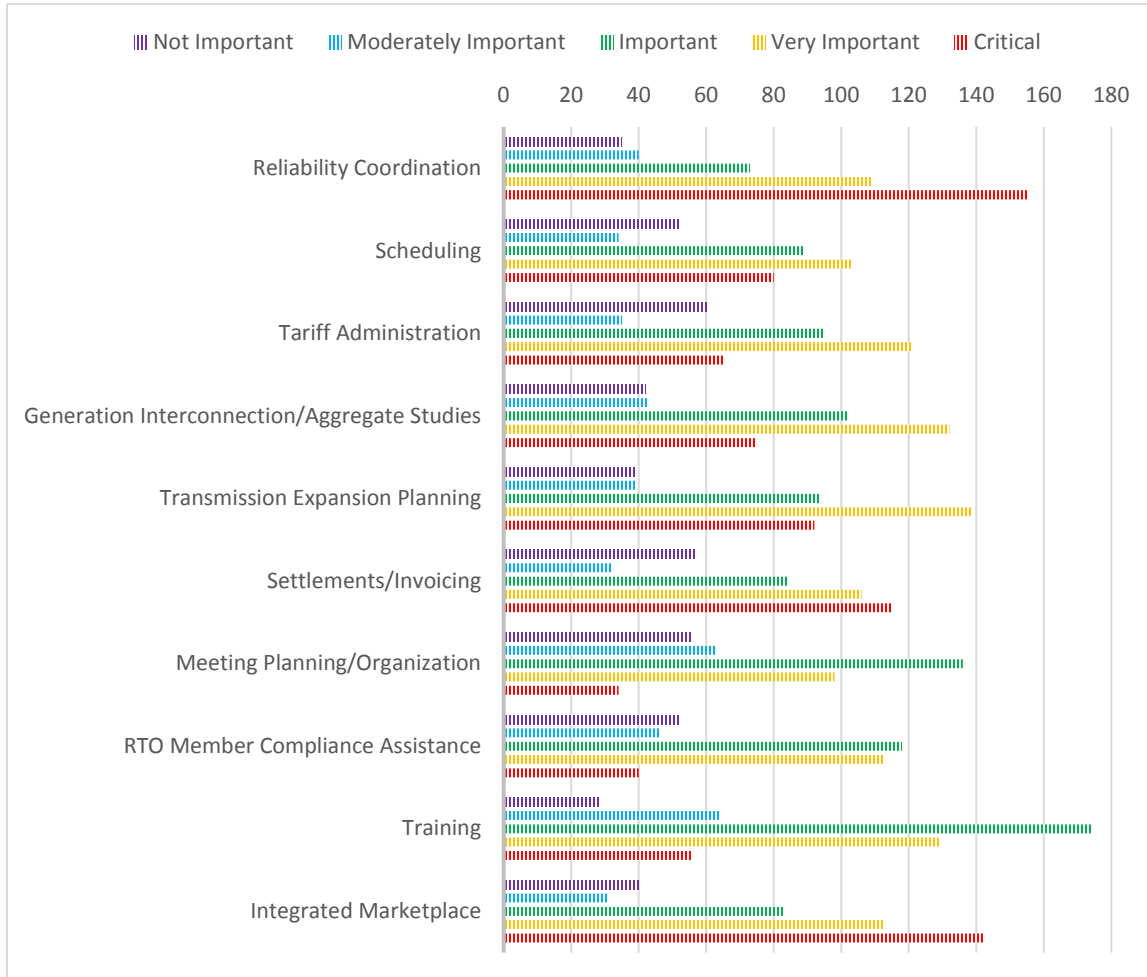
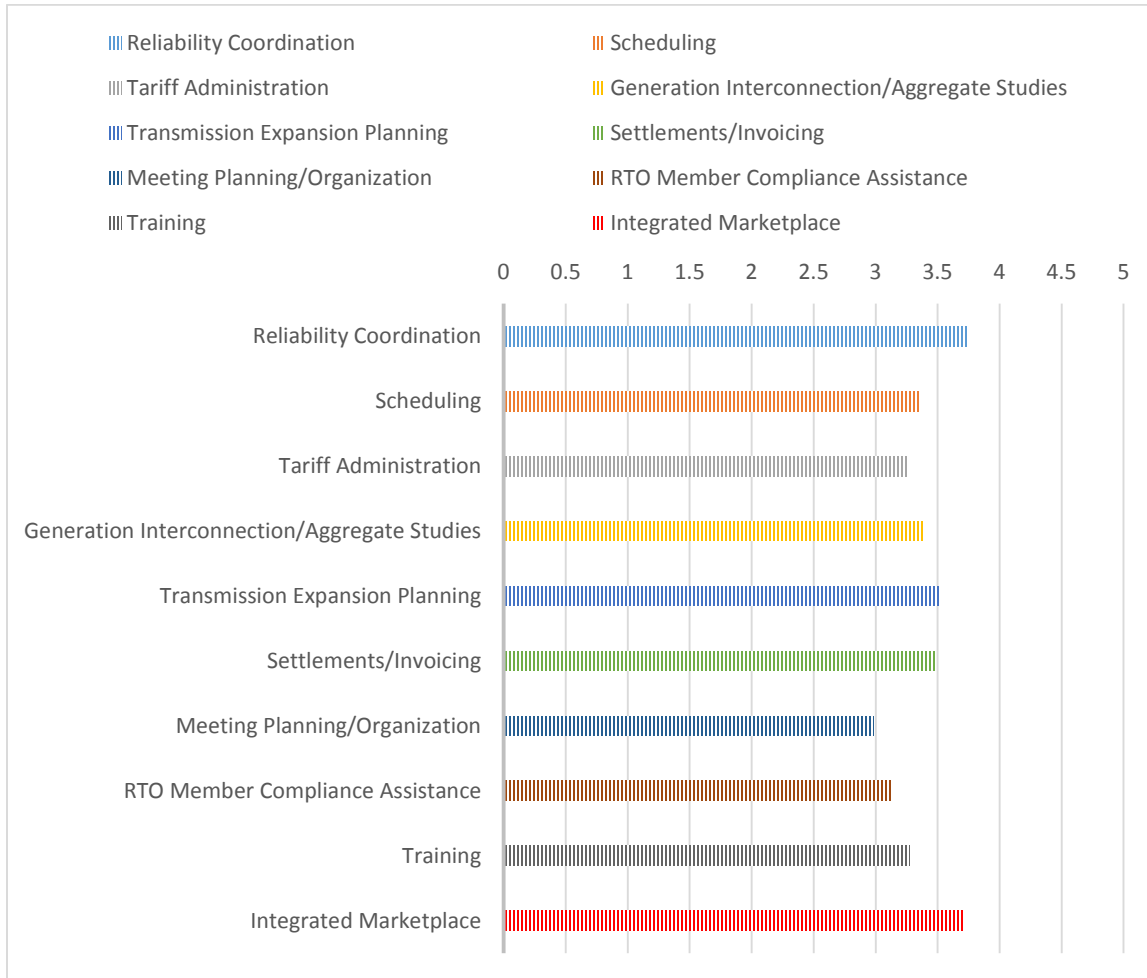




Figure 6: Services rated by importance (average ratings)



**OVERALL, HOW WELL DOES SPP'S PROVISION OF THE FOLLOWING SERVICES MEET YOUR EXPECTATIONS?**

Figure 7 shows the number of respondents who indicated that each service either fails to meet, almost meets, meets, exceeds, or greatly exceeds their expectations. Figure 8, on the following page, shows the average satisfaction score given to each service.

Figure 7: Satisfaction by service (individual responses/ratings)



Figure 8: Satisfaction by service (average rating)

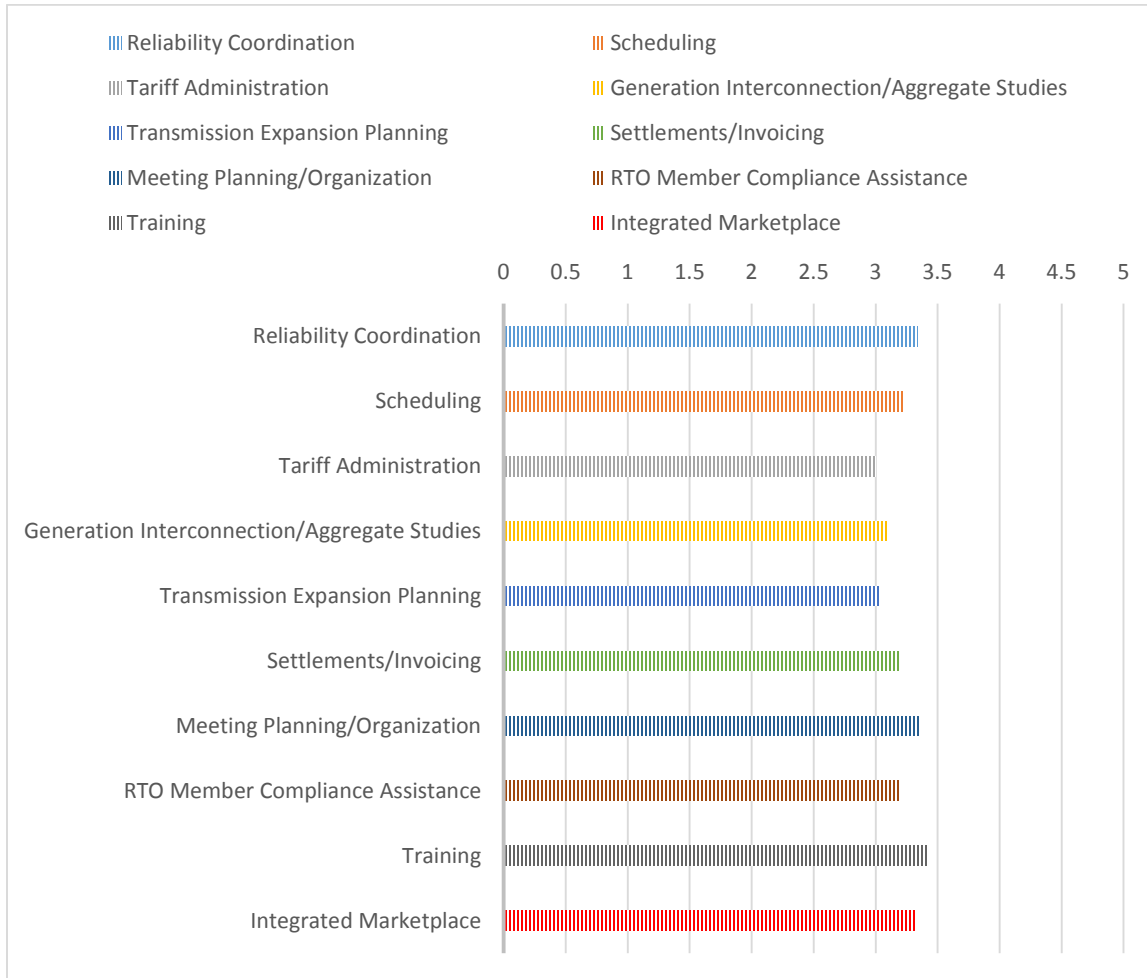
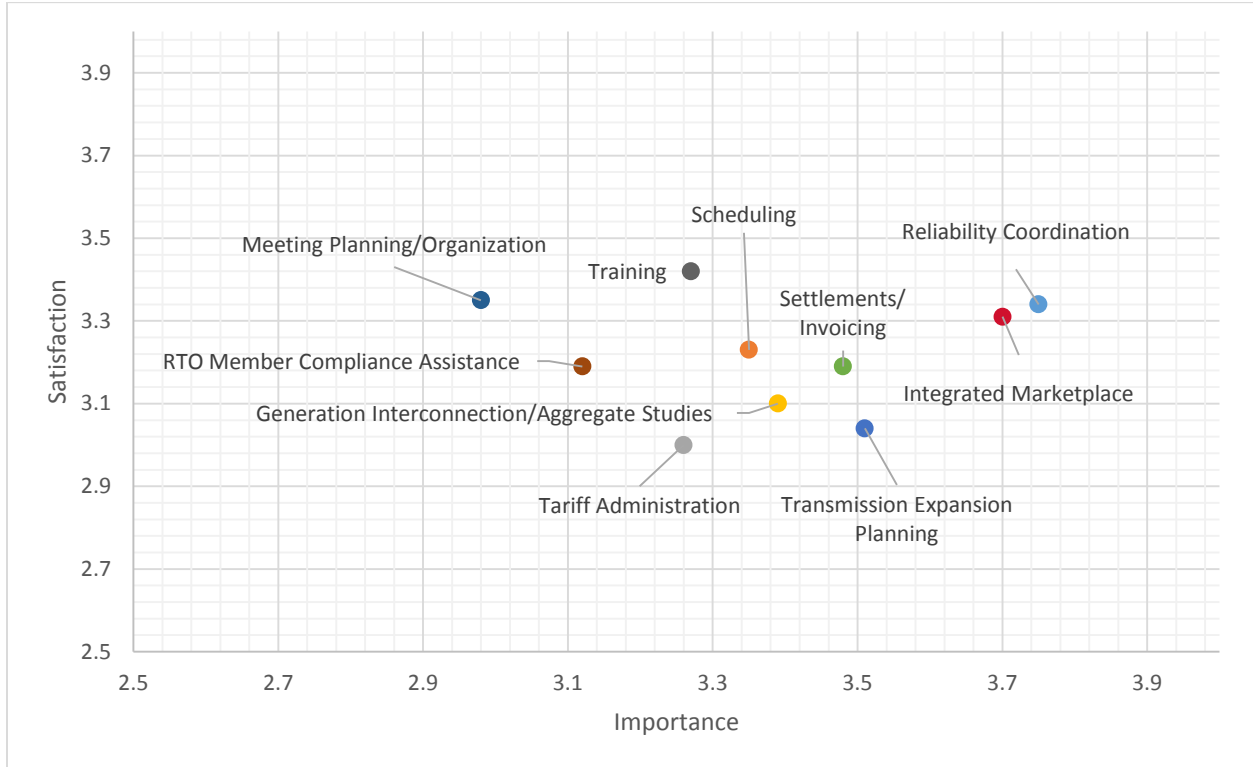


Figure 9 shows each service plotted as a function of both satisfaction and importance. Services farther to the right of the X axis are more important than those to the left, and those higher up the Y axis received higher satisfaction scores than services farther down.

Figure 9: Importance and satisfaction by service



**BASED ON YOUR EXPERIENCE, PLEASE RATE SPP STAFF'S PERFORMANCE AGAINST YOUR EXPECTATIONS IN THE FOLLOWING AREAS?**

Figure 10 shows the number of respondents who indicated that SPP staff either generally fails to meet, almost meets, meets, exceeds, or greatly exceeds their expectations with regard to several dimension of stakeholder satisfaction. Figure 11 shows the average rating given in response to the same four questions.

Figure 10: Satisfaction with staff performance (individual responses)

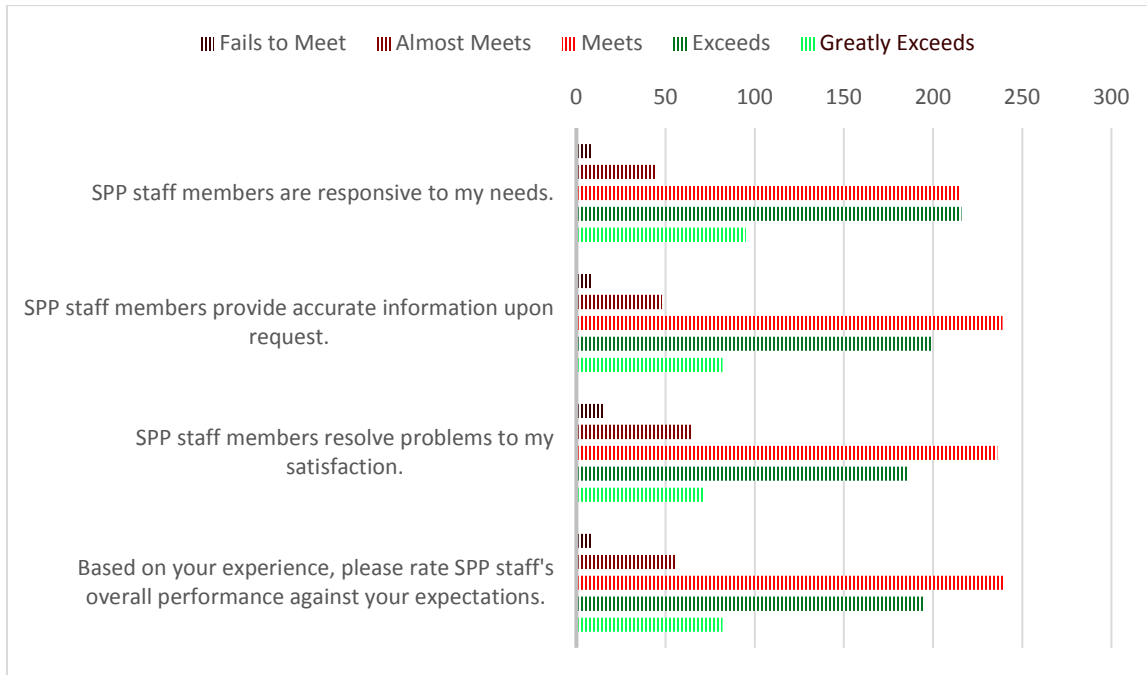
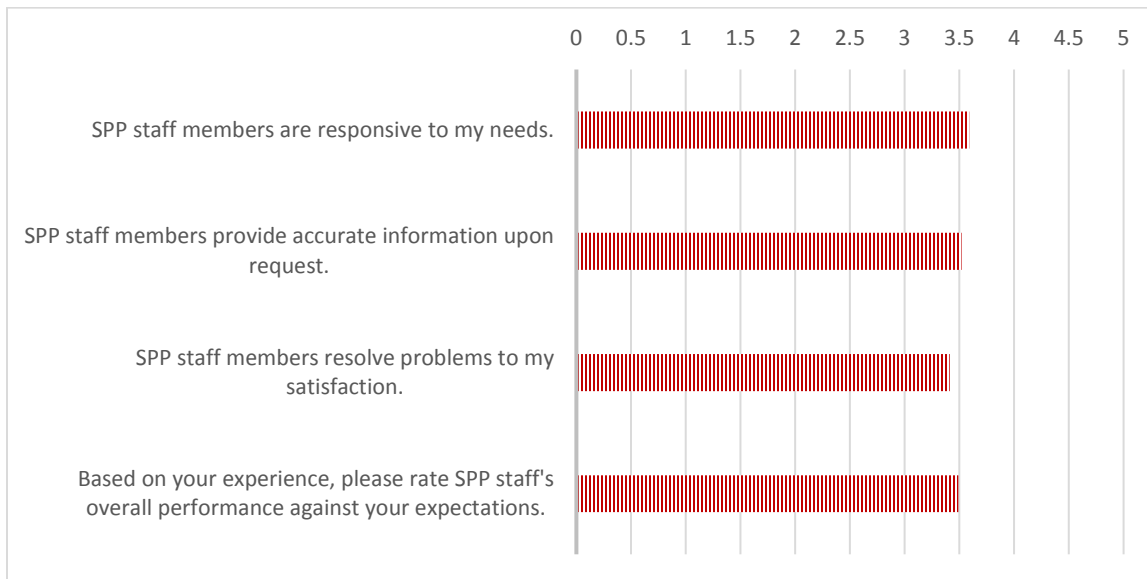


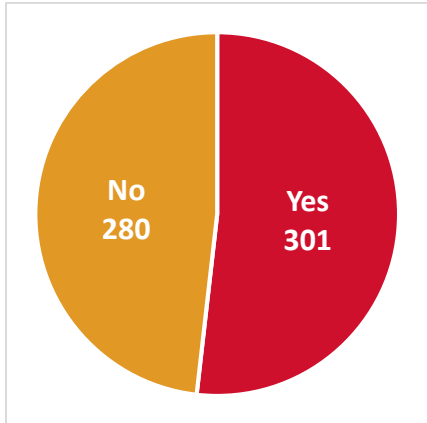
Figure 11: Satisfaction with staff performance (average rating)



**DO YOU PARTICIPATE IN SPP COMMITTEE, WORKING GROUP, OR TASK FORCE MEETINGS?**

Fifty-two percent of respondents (301 individuals) indicated they participated in SPP organizational group meetings.

Figure 12: Org Group Participation



**PLEASE RATE SPP'S SERVICE AND SUPPORT OF COMMITTEE, WORKING GROUP, AND TASK FORCE MEETINGS AS THEY RELATE TO YOUR EXPECTATIONS.**

Figures 13 and 14 show respondents' satisfaction with SPP's service and support of organizational groups.

Figure 13: Org group service and support (by individual response)

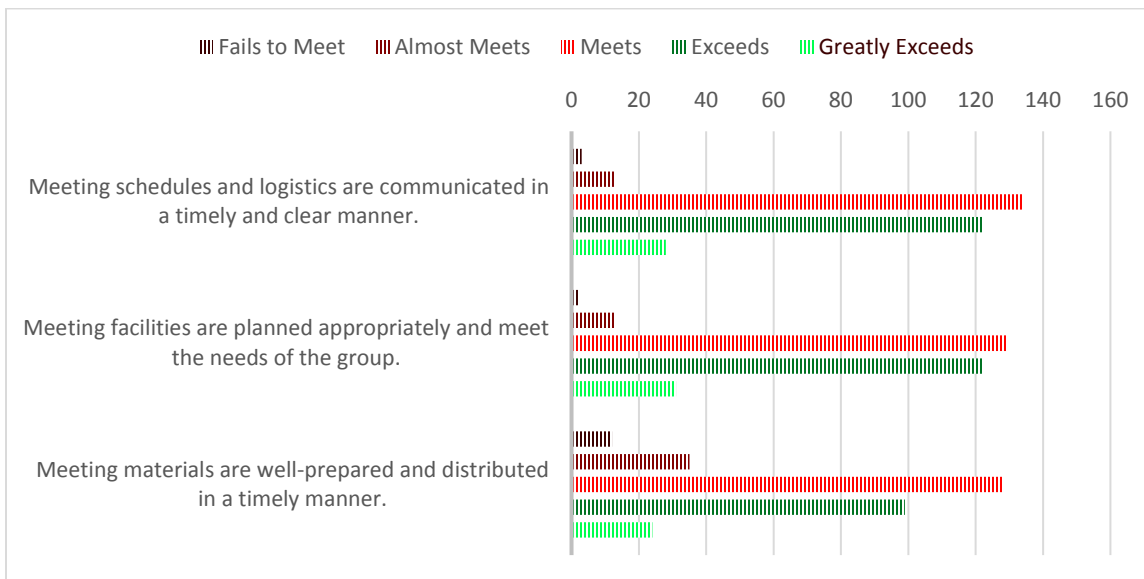
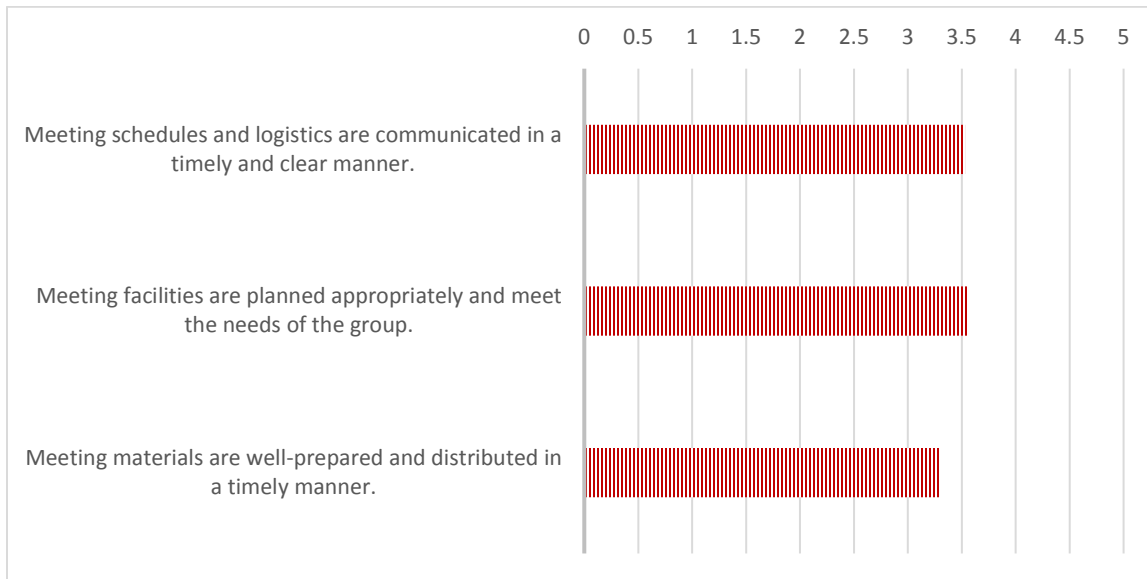


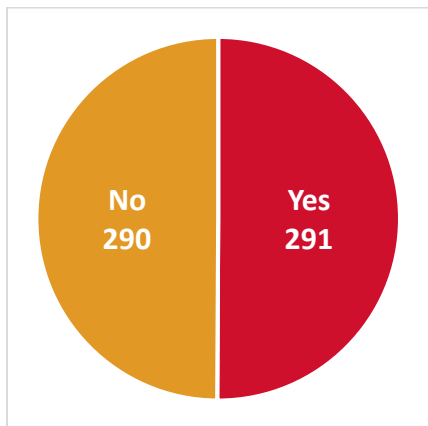
Figure 14: Org group service and support (by average rating)



***DO YOU INTERACT WITH OTHER REGIONAL TRANSMISSION ORGANIZATIONS (RTO) AND/OR TRANSMISSION PROVIDERS?***

Fifty percent of respondents (291 individuals) indicated they interacted with other Regional Transmission Organizations and/or transmission providers.

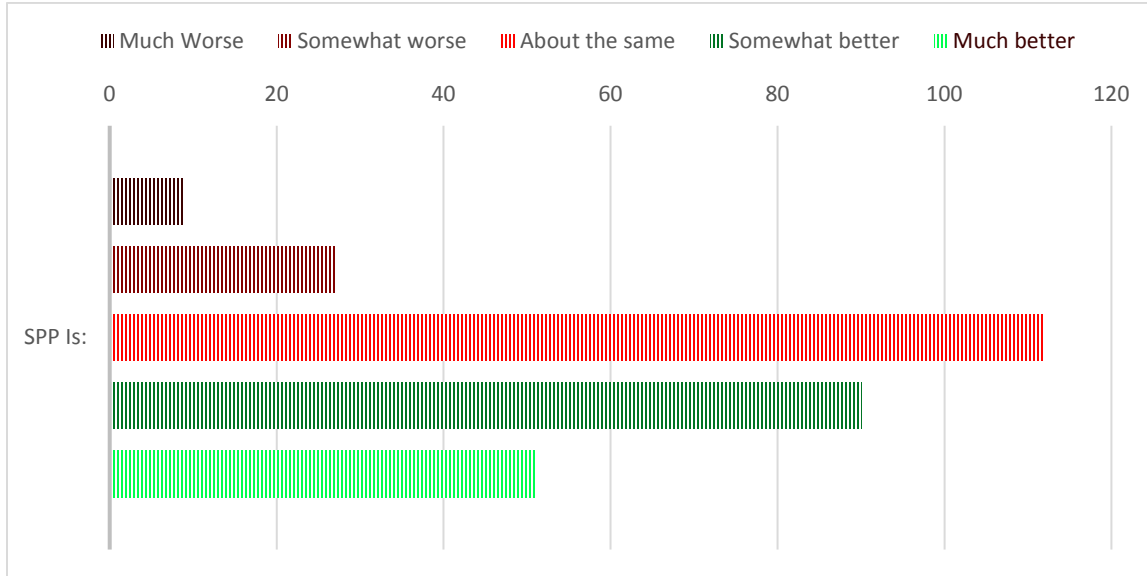
Figure 15: Interaction with other RTOs/transmission providers.



**OVERALL, HOW DOES SPP COMPARE WITH THE RTO/TRANSMISSION PROVIDER WITH WHICH YOU INTERACT MOST OFTEN?**

Figure 16 shows respondents' satisfaction with SPP in comparison to other RTOs and/or transmission providers. The average comparative satisfaction score of all responses is 3.51.

Figure 16: SPP compared to other RTOs and transmission providers





## COMMENTS

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The following are respondents' unedited comments in response to several open-ended questions included in the survey. Test responses such as "N/A", "None", etc. have been excluded.

### *PLEASE LIST ANY CHARACTERISTICS OF SPP WITH WHICH YOU ARE SATISFIED.*

- Responsiveness at the higher levels.
- Responsive and timely
- Staff is easy to deal with providing timely and useful information
- I work with SPP personnel through the ISO/RTO Council, specifically the Security Working Group (SWG) and Physical Security Working Group (PSWG). The SPP members of those working groups share information and assist where possible.
- Relationship Building Strive for consensus Meetings are planned and are necessary
- Transparent, honest, integrity, service oriented.
- knowledgeable and supportive, stays abreast of the changes in industry and attempts to stay ahead of the game
- SPP is very helpful!
- Staff consistently works hard to satisfy everyone's needs. SPP members exhibit a high level of professionalism. I enjoy talking to and working with SPP staff.
- SPP has excellent postings of generation interconnection studies which are very helpful. Usually I get a good response if I follow protocols exactly. However I recently asked a staff member if I could use my CRII NDA from a year ago and I received no response. He probably didn't know the answer. I am using MISO MTEP 17 case data instead of SPP data to do my study. I have log on status for downloading cases and maps on MISO, ERCOT, and WECC but not SPP. Possibly you could make a category for consultants to access maps and power flow cases. Thanks, Gene Preston PhD PE <http://egpreston.com>
- Support and timely response for coordination to ensure reliability
- Staff responsiveness and quality of deliverables on most issues. 2. RC function has always been very positive. While we don't always agree, we appreciate the manner in which the dialog occurs. 3. Staff attentiveness to member needs.
- SPP personnel have been willing to listen and quick to understand system challenges. This in particular is better than attempting to push from the top down into areas where they are not as knowledgeable.
- Staff are always polite and knowledgeable and try to go the extra mile.
- Training slides, videos, and workshops. Newsletter. Expertise of staff.
- Up until a recent billing dispute I would have said I've been satisfied with all aspects of SPP.
- SPP truly goes above and beyond to create a collaborative environment. This can cause a longer schedule to work through something than might be done in other RTOs, but it is based on collaboration and consensus in the end.
- The personnel that I deal with at SPP are generally customer focused and helpful.
- I'm consistently impressed with the caliber of SPP's staff. I work closely with the markets and reliability staff and sincerely appreciate their dedication and willingness to explain. I have experience working with the staff of 3 different RTO markets and the SPP stakeholder process and people are by far my favorite.

- Correctness and responsiveness
- Responsiveness, broad communication of issues.
- Very responsive and try to meet all requests in requested timeframe. -
- I like that SPP makes most data that market participants need public with no certificates required. We find the SPP Market Place Portal to be easy to deal with. We LOVE that you post a sandbox version when big changes are coming. We do find that your staff are very responsive to us.
- Overall I would say I am satisfied with everything. I will call out in particular that SPP does a great job keeping us informed about upcoming changes to how data is posted on the public portal/ftp site. We deal with all the ISOs and SPP is among the best at letting us know what changes are coming which we appreciate a ton.
- I really appreciated the effort put forth by the SPP training staff and others at SPP along with the training staff at WAPA to allow a MISO member to access and utilize the SPP DTS for restoration training. This DTS access provided a high quality restoration training drill for all of the participants of the entities interconnected with WAPA.
- Request Management System
- the fact that if there is a loss of a unit and SPP and the other market participants help with the loss is a good thing but it seems that there is very little common sense within the start and stops of the system units, the only time SPP wants to make common sense adjustments is when it benefits them and when I need a favor for one of my units they just say ill have to run a study and see what the computer says.
- The legal team is responsive.
- staff is very responsive to document, filing information requests.
- Timely responses
- Response time from inquiry to resolution
- Love the RMS tool!
- Auditors are very knowledgeable, professional and helpful.
- Operations and execution of the Integrated Marketplace, accessibility of staff
- Quality of staff, culture of the organization, attention to relationships, collaborative approach to addressing issues
- Prompt reply to informations
- Transmission interconnection process and speed.
- customer relations are very responsive.
- Support and response to questions.
- The staff is extremely patient.
- meeting minutes
- whenever I've requested informaation or assistance the staff was professional and responsive.
- Responsiveness to stakeholders
- The Integrated Market implementation was successful and is producing savings.
- Usually friendly personnel, also usually knowledgeable and helpful.
- SPP staff are knowledgeable, considerate, professional, straight forward and very pleasant to deal with.
- Open Stakeholder Processes Member driven SPP staff cares and wants to help
- Staff is always helpful and does their best to work with me
- Overall I think SPP does a great job.
- The RMS system is a good tool for getting question answered. The Marketplace Portal is fairly user friendly and easy to use. LMS Courses are easy to find and helpful.

- Training is very mature and provides excellent value for the cost.
- Professional staff and hard workers
- Business culture at SPP Member focus Open and transparent
- Responsive to queries. Goes beyond the normal to ensure the proper information is passed to other parties within SPP.
- Helpful and responsive engineering staff.
- RMS system works well. Typically receive responses timely. Staff is very friendly. Work group conference calls generally work well.
- am very appreciative of the timely response to my needs.
- I love the collegial approach that SPP staff and Members take to their work.
- The onboarding process has been great. Staff very helpful.
- Engineering competence.
- Member focus; meaningful Stakeholder process
- Opportunity for meaningful engagement of stakeholders.
- quality of information presented/distributed. Quick response to inquiries by SPP staff.
- Hospitality Graciousness Personal Genuine
- Staff overall very helpful.
- Communication and follow-through
- CIP Workshops are always informative
- quick response to my questions on RMS
- Very responsive, good attitude, customer focused.
- Integrated market is providing benefits. Staff continues to look for growth in members.
- Assistance from RTO staff is invaluable and was a great asset in preparing for our NERC Ops & Planning Audit. The feedback we received was definitely a contributor to our successful audit.
- Open Stakeholder Participation Responsive staff Knowledgeable staff
- SPP's customer service staff truly are some of the best amongst other RTOs and ISOs. Whether it's timeliness of responses or just overall quality and quest for problem resolution, we seem to always say we wish we had a Lorie Bailey when dealing with this issue at a different ISO. Many thanks!
- Meeting schedules, logistics, facilities, and materials are well planned, communicated and distributed to the group.
- Interaction with group members, gathering input from everyone. I work with Anthony Cook of the MDWG. Anthony is great! He is very accessible and does a great job answering our many questions.
- APIs for getting market data are consistent (with each other) and understandable. And, they haven't changed very much at all in years, which is VERY helpful to those of us who use them.
- staff is friendly and conscientious for the most part. Staff has good technical expertise.
- I really appreciate every opportunity to work with the staff - they are more responsive than many other ISOs when dealing with RT price issues and data publication questions.
- Don Martin is very responsive - Thanks
- SPP Staff is generally responsive to stakeholder needs and willing to answer stakeholder questions.
- Transparent member driven stakeholder process
- The RMS System works really well, staff is responsive and usually has the information I'm looking for.
- Great Job, Keep up the great work!

- SPP staff are friendly and willing to help.
- Responsiveness and professionalism. High Marks.
- The staff are absolutely excellent and very pleasant to deal with.
- Satisfied, NO, your customer service is out of this world above expectations. They listen, are informative, friendly and always give me the impression I'm number. What a hard act to follow
- Training
- SPP maintains its region very well from day-to-day operation and long-term planning perspective
- Friendly, conscientious
- Good attitude
- initially establishing your RTO...
- stakeholder input
- member input
- SPP Staff are courteous and professional.
- Most of your staff is fantastic, and a pleasure to work with.
- When I have had questions about how to submit reports, my questions have been answered correctly and in a timely manner.
- Outreach to SPP member legal/regulatory and government affairs community
- Can work with staff. Staff will respond to questions.
- Our customer service rep is great.
- The information I expect when I make a request is always satisfying.
- Overall, staff interactions are pleasant. Meetings are planned in advance too allow for proper scheduling. Needs of the group are generally met.
- Good solid people, character, integrity.
- Responsive Friendly Helpful
- Staff has always been helpful
- The RTO collaborative process and overall organization.
- Clarification on Standards application within our Utility
- Quickly respond to questions submitted thru RMS.
- Nearly all, responsiveness is usually very good.
- Generally adequate responses to my questions. Most SPP staff I interact with provides answers to my questions and is accommodating, and if not I continue asking until I get the response.
- Very responsive even though I'm not directly involved with SPP activities
- I am very satisfied with the Market Settlements Staff, particularly very impressed with David Daniels who expertise in the areas of Settlements have exceeded my expectations. NorthWestern's is also very impressed with Clint Savoy's expertise and customer service. Clint played a critical role in our transition to SPP and has always gone above and beyond to meet our needs. Jeff Harrison and Dickie Hooten have been critical partners in my understanding of the Transmission Settlements. The Capacity Planning Subject Matter Experts such as Alex Crawford, Chris Hayle, and Michael Odom have been key partners to NorthWestern in assisting with Capacity related questions and providing guidance to help us understand different areas of the SPP Planning Criteria. In addition, the Credit Staff, including Jared Baker and Phil McGraw have been excellent partners in assisting NorthWestern with questions related to secured credits and the TCR Annual Auctions. Overall, all areas that we have interacted with SPP have met our expectations.

- It seems to be member driven. What I mean by that is that SPP takes into consideration of what the members truly want and not just getting their opinion to say they did their due diligence.
- Collaboration, compromise, stakeholder engagement, issue/trend analysis, incredibly competent staff.
- pretty much all
- Stakeholder engagement
- SPP engineering planning staff always returns my calls and appear to try to answer my questions. It feels like they are sometimes limited by what they can say because they are too afraid of saying the wrong thing related to the competitive process.
- Knowledgeable Engineers always willing to help out and solve problems
- professional meeting planning and execution
- Marketplace staff very responsive and transparent.
- Working Groups are very well prepared and effective
- Was a member of the IEP and Ben Bright, Aaron Shipley and Tessie wen extremely valuable asset and resource in helping me to accomplish my duties on the IEP.
- Returning phone calls; quality of committee materials
- Friendly, knowledgeable, responsive
- Training has always been attentive and helpful with our needs.
- Politeness, Follow up Knowledgeable, informative very helpful to new engineers On top of the issues,
- DO a fine job.
- Good personal interactions. Staff seems to care that members are happy.
- Expansion planning and discussion about seams issues with non-SPP entities.
- Commitment to customer training; partnership/collaboration with member entities on training events/initiatives
- SPP proactively seeks input from its members and has shown that they value their concerns and interests.
- Not a heavy user of the pool services, so may not be the best critic.
- Response in most cases to issues and questions seems to be a priority for the staff.
- I like the RMS tracking system for logging and tracking issues.
- Professional, seeking to provide assistance
- Member Focus motivated to do the right thing Providing value.
- As a production cost modeler , I use SPP state of the market reports and unit commitment info to align AEP's production cost model to SPP's. We also use actual SPP LMP prices for inputs to our model. These results are then used in Integrated Resource Plans (IRP) and fuel regulatory filings showing our production costs.
- Training.....how planning and operations must take into account the SPP Market to insure reliability.
- Openness to change; which is a critical capacity.
- Quick response to my questions
- In general, SPP staff does a fantastic job of organizing and putting together materials for all of the various stakeholder meetings. I also appreciate staff's willingness to help members with issues or questions. My interactions with SPP are always pleasant and beneficial.
- Responsiveness and willingness and availability to meet and work with you.
- Regional knowledge.
- customer service response is exceptional

- I have very little interaction within the SPP footprint. I have attended workshops and called SPP compliance staff and been happy with the help I received.
- Staff is very competent and responsive!
- Meetings are well organized and planned for. Materials are provided in advance which allows for stakeholders to be prepared and effective.
- Transition is making headway.
- Good knowledgeable staff
- CIP training is very thorough.
- Member participation Member preparation Member willingness to find new solutions Member appreciation for the SPP Staff Staff willingness to help members get good results.
- SPP's member driven stakeholder processes.
- new website
- solving the market on time
- The staff is excellent to work with, and communications provided are well organized and prepared.
- prompt responsiveness, professional interaction.
- Staff are responsive when we have operational issues.
- SPP has a great training program
- Friendly and helpful staff with good understanding of some governing processes and sufficient understanding of other governing processes. Technically capable.
- Trading operations particularly working with scheduling and transmission operators to resolve Etag issues
- Enjoy working with the generation interconnection staff.
- Staff is highly competent and works well with us as a member.
- The Model Building group, System Studies group and others that support the regional planning that I deal with at SPP are very helpful and provide a great deal of assistance. There are always some issues in an endeavor such as regional planning, but the SPP folks are very good at helping to achieve the desired goals.
- On-line training & education
- Most staff genuinely try to be helpful and work in a cooperative manner to listen &/or develop creative solutions for issues.
- staff is nice
- Interaction and responsiveness.
- Staff maintains an excellent attitude and generally make very good effort to help. The interaction with the Board is excellent.
- Training and market new initiative organization and implementation is the best in the industry. SPP is well organized and engaged with the stakeholders
- working with the RC and Shift Engineering
- Great people, usually responsive and generally willing to work through issues.
- SPP RMS
- Prompt responses to phone and email inquiries
- Face-to-face interactions; quick e-mail responses from some groups.
- Overall good working relationship and responsive.
- Staff is usually very helpful and responsive. Staff secretaries do a great job overall. Board members are very engaged and accessible compared to other RTOs.
- Efficiency of the stakeholder process
- All critical matters are addressed in a timely and professional manor. All other matters are addressed according to need and mostly reach reasonable solutions.

- Well organized. Professional attitude whenever I interact.
- SPP staff is highly competent, professional and helpful.
- In regards to the settlements team, SPP has made major strides in the right direction over the past 6-8 months. By combining the IM and Trans teams, there have been significant improvements in responses to our inquiries and ability to work with each other to arrive at mutually agreeable terms. Secondly, SPP has released great trainings. Not just in the settlements area, but also in other areas (specifically Z2). I weighted interactions from earlier in the year into this survey, but if I were to focus on just the past six months, the results would reflect much higher scores. Keep up the good work!
- very helpful staff in helping to navigate approvals and coordination
- Operations Personnel very respectful and courteous
- Organization/culture
- Staff interactions
- RC operators are friendly and professional. Shift engineers are very helpful when problem solving in real time. Overall they are a good group
- Timeliness of responses I receive.
- fast and accurate data
- The training dept. typically does a good job. They offer frequent training that is applicable to my job classification.
- Staff is generally kind and try to be helpful.
- They seem very willing to work with you to get issues resolved. They will get multiple people involved if a situation requires it.
- Customer focused; Willingness to communicate project statuses; Willingness to consider Member input and requests for enhancements
- Staff USUALLY works with stakeholders in a collaborative manner.
- Response time
- Great communications, very open
- The Outage Scheduling team is very helpful, knowledgeable, and quick to respond in regards to assisting with coordinating outages in my area.
- I like SPP's Website and real time system data. SPP Staff are very friendly.
- The working group is very organized and the meetings are timely and well understood. I wish the speakers would take the time to explain more for newer people.
- Responsiveness.
- General services provided; compliance news updates; webinar arrangements; RE conference opportunities and arrangements are outstanding; response from RE Audit team to inquiries and outreach on O&P and CIP is outstanding
- Culture is very stakeholder driven, and staff is very committed to success of SPP.
- Member driven.
- Very responsive staff, most organized ISO, very transparent documentation provided, great training.
- The process has remained consistent.
- Friendliness/helpfulness of staff. Willingness to help/answer questions.
- Most of the SPP Staff are very responsive and try to assist Members with resolving questions/concerns. Meetings are scheduled well in advance which makes planning/scheduling easy on Members.
- Accuracy in the area of Settlements

- Training Staff is both Professional and Personal. Very impressed with all of my interactions with SPP Training Staff from Jim G. and his staff, to Lesley S. and her staff; a true list of great employee assets to represent SPP in a positive light.
- knowledge, collaboration, approachability, and respect for everyone's opinions
- Great service to members.
- Well organized change management process
- Its only our first year of membership, but we are very impressed so far.
- Darn good people.
- most
- Helpful and friendly staff
- Meeting organization; Willingness to allow all stakeholders to have a voice in the discussions
- Satisfied with working group organization and meeting material efficiency.
- Stakeholder process. Working for a solution
- member driven culture open transparent willingness to help & answer question
- The personable nature of many of the SPP staff members both inside & outside SPP. The hard work & effort put forth by some of the SPP staff members.
- Great staff expertise and willingness to help
- SPP staff is helpful and friendly.
- Collaboration and the members I work with.
- learning center. FTP integrated marketplace portal. quick and helpful response.
- The coordinated training this year for Capacity Deficiency was very beneficial to both parties.
- Staff members have positive relationships and interactions with members.



***PLEASE LIST ANY CHARACTERISTICS OF SPP WITH WHICH YOU ARE DISSATISFIED.***

- Responsiveness at middle levels. Alfred Busbee is seriously missed.
- It is sometimes difficult to reach SPP employees by phone.
- Z2 DAUC - SPP has NOT interpreted the tariff correctly.
- It seems like sometimes SPP asks too much of staff instead of telling members "no" or "not at this time".
- The cost and awkwardness of obtaining the latest power flow cases and maps from SPP could be improved for those of us already CEII cleared.
- use of RMS process results in questions never being fully addressed.
- Meeting material distribution. Would appreciate all presentations be part of pre-meeting materials. If a presentation isn't part of pre-meeting materials, it should not be presented.
- Some interactions, in particular with regards to dynamic limitations, have come across as not very well organized, implemented, or tracked at the SPP end, forcing us to babysit equipment we do not have control over to prevent exceeding limits.
- Auditor changes his mind on requirements and forces change where the standard doesn't require it. Auditor goes against industry and peers on a subject and NERC allows it even though they disagree.
- stricter than other regions
- We'll see how the billing dispute is resolved before I can answer this.
- The lack of a comprehensive yearly schedule for all of SPP tasks, requirements, submittals for the year. Such a schedule would help a Utility to make sure that all upcoming work with SPP is identified and that the necessary support will be allocated to meet the SPP submittal requirements & schedules.
- While the SPP Marketplace Portal is an easy to use web page, other markets do facilitate easier data access via other methods. For example, PJM's eDataFeed service is quite useful. Other markets offer an API for data access and that proves to be quite useful.
- I would like to see changes to CROW outages and de-rates be handled without myself having to call.
- SPP staff could provide more definitive guidance on tariff interpretation.
- Market design: Negative balancing congestion should not be "uplifted" through the revenue neutrality uplift. You are charging virtual transactions a fee for making the market more efficient. This is why virtual trading volume is anemic in SPP relative to other markets. This is a market design flaw that limits competition and accurate price formation.
- Nothing comes to mind
- Unable to determine logic for dispatching, not consistent.
- Frankly...not seeing disputes my way
- Reliability RMS tickets seem to go unanswered until they are time escalated. I have been directly contacting the individual to avoid delays which seems to work much better.
- Repeated failure to address audit issues in a proactive manner, resulting in significant delays and additional time commitments
- Rate at which the transmission system is improved. Innovation in the marketplace that would allow system to perform better.
- transmission settlement portal is not working on most of our computers.
- Often the same data has to be sent multiple times to different parties that I wish could somehow get better centralized for those requests.

- The lack of detailed settlement reporting on the integrated marketplace portal is disappointing. In addition the invoices are too high level. Dollar amounts by day are not helpful, that coupled with the lack of detailed settlement reporting is frustrating. It would also be helpful to have "cheat sheet" documents that describe SPP bill charge types and basic market activities. A quick reference guide is helpful for those who are new to the market and have not yet had the opportunity to participate in SPP's LMS training.
- I am very dissatisfied with SPP's governance structure. I am very dissatisfied with the patronizing attitude I have experienced from members of the SPP and SPP Board members. I am extremely dissatisfied with the lack of respect for end-use customers as a whole -- we pay for SPP's decisions but have no ability to challenge those decisions. The Board's decisions may result in cost over-runs, but the individual state regulators may not have the authority to deny recovery of a utility's share of those over-runs, thus enriching SPP's members. I am dissatisfied with the lack of transparency around how the IM's savings are passed through to end use customers.
- I find that asking questions through the RMS system is very slow. It is much slower than picking up the phone and calling my go to contacts at SPP. When I was forced to go to the RMS system, my overall satisfaction has gone way down. There is no longer any personal interaction with anyone. I can solve something much faster by talking it out rather than typing questions through this antiquated RMS system!
- Disappointed that SPP does not use MVA in their real time SA results.
- There appears to be a reluctance on providing information and transparency on some market issues and information.
- Communication and responses to direct questions with staff is unsatisfactory. Responses to questions take a long time, and responses can be vague when you get them.
- Tend to not open up to new ideas
- Would like to see MOPC meetings on webex for those of us who join remotely.
- Use of the RMS system. Early enough distribution of meeting materials. Sensitivity to the unique relationships between NERC-registered entities in a multi-owner zone under the SPP tariff.
- Prefer meeting materials, particularly MOPC and particularly agendas, prepared earlier, allowing more time to prepare for the meetings.
- Metrics, especially B/C ratio in RCAR, is skewed to overstate benefits of transmission build out due to so many projects being deemed "reliability" and due to the presumed 1/1 B/C ratio for all reliability projects. Lack of concern and focus on cost to the ratepayer.
- Strong perception exists that SPP conducts a lot of "backroom" negotiations and brings strategic recommendations forward after certain deals are agreed upon.
- Executive level decisions favor prospective new SPP Members and discriminate against pre-existing SPP Members.
- Some staff members appear to have very narrow focus and their answer to a question is to submit an RMS request.
- web site is hard to find information sometimes . Search function doesn't always bring back what I need.
- Meeting material could be streamlined. Leave the detail in an appendix. Z2 credits took too long.
- Interaction with Enforcement is a struggle. One staff member in particular continually revisits issues far beyond "reasonable assurance" of compliance.
- Sometimes there's a slow response when getting a compliance question answered.

- Lack of decision making or enforcement of policies within working groups. Issues linger on in order to appease the ENTIRE group. Also, there seems to be no consequences for those who do not comply with group's rules.
- SPP is providing special considerations for some members when it comes to transmission expansion and exemption for all SPP charges. SPP should not offer special deals, at the expense of existing members, to potential new members just to try to expand the footprint.
- Wish market monitor were more participative
- Flow studies take too long
- Two items: - The meeting locations aren't always up to the groups needs, namely, certain meeting locations do not have, or have poor, internet service which makes Web/ex participation hard and phone participation difficult. -Second, stray meeting materials almost always come in at the last minute. This may not be SPP staff's fault, per-se, but it seems to happen almost every meeting I'm on.
- -Very unreasonable credit requirements. -Fees associated with virtuals are very unreasonable as compared with other ISO's. This is a huge disincentive for participants. - Large non tradable cash deposit required despite having IFRS audited financial statements that are acceptable to every other ISO in North America.
- tags expiring before acted on. lengthy time to process OASIS requests
- Have never seen or heard anything.
- Little Rock is hard to get to
- Market monitor should be external. Way too many conflicts of interest with an internal MM and market monitors are not given incentive to resist pressure put on by members.
- still have ways to go to properly defining and admin Ties/Flowgates between other RTOs and independent BAs; i.e. TLRs, EEAs, and RSG events ...
- It would be great if there was a hotline for certain functional areas (testing, TCRs, etc.) to give participants an avenue for more immediate communication than the RMS system.
- Time it takes to get a reply to an RMS ticket
- Audit and compliance seem to be intent on showing up and humiliating the EMS staff rather than enabling them to be successful.
- the amount of time it takes to get through all the working groups for approval. The competitive process needs improvement which SPP has been doing.
- Working Group information could be sent out in a more timely manner. SPP could assist Members with providing templates for required documentation. For example, a template for an Interconnection Facility Study would be beneficial to Membership so that Members are providing a consistent Study which includes all of the information SPP requires.
- The lack of transparency and lack of timely information related to Z2.
- A couple members of your staff are not good to work with, and create a great deal of dissatisfaction.
- In transmission planning, ITP, GI, Ag Study, Special Studies, or other, some of the processes are fundamentally set up around the major transmission owners. All entities can participate, but it is much easier if you are a major transmission owner.
- Website needs work, too difficult to find information.
- The time it takes to receive a response to a request is sometimes much longer than expected.
- Materials are often distributed too late to get internal organizational input. Larger entities seem to get their way often either outvoting or having enough staff to participate in every working group/task force.
- Timeliness in decision making.
- Nothing significant - satisfied

- integrated marketplace operation
- Not dissatisfied with anything other some notifications require contact with SPP for further clarity.
- On a couple particular issues specifically within the department that handles NITS analysis there appears to be a lack of knowledge. This has not always been the case but clearly there has been a change within the department within the last 18 months.
- The phone system at the market working group is inadequate for call-in users to follow the meeting and should be improved.
- Responsiveness of certain staff members.
- SPP needs to do more planning for exports... particularly wind and solar energy
- I believe there is an opportunity to increase the Levels of Service within the RMS process. I would like to see more categories being added to the RMS options, to streamline that process and RMS tickets go directly to the SMEs.
- Even though I appreciate that they have gotten a lot better with the Transmission settlements. On the other hand the statements could use more work. It seems that trying to shadow SPP transmission settlements is much more difficult than the other Market that we are in.
- The Z2 tariff issues (cost) are disappointing.
- focuses on too many minor changes to the detriment of major changes,
- Too appealing to Utility slow-play
- It seems like Engineering Planning needs more resources. The stakeholder process is frequently directing staff to perform more studies/sensitivities/analyses or make changes that results in rework. If SPP is going to continue to be responsive to these requests additional resources need to be provided to Engineering. What has been experienced in the past is SPP staff won't say "no" and since resources are so limited that the quality suffers. SPP staff has grown significantly over the last several years but it seems that the Engineering Planning resources have not grown in a comparable manner to the entire organization. This is unfortunate as it appears the company-wide focus has trended away from being an transmission organization.
- There has been a large turnover in the Reliability Coordinators and their inexperience has shown at times.
- Timeliness of posting of materials; webpage not intuitive.
- SPP does not offer basic information that is necessary for members to participate in the market. Total scheduled outages should be published just like all the other ISO's do. For settlements, SPP does not offer an automatic ACH withdraw from the member's bank account. This to me is so far behind the times. EVERY other ISO uses automatic ACH to insure that they are paid on time. This protects all members by having pulling paid invoices in a timely manner. It also frees up the settlements team for other tasks instead of tracking down weekly invoice payments through emails and phone calls. I'm baffled by the decision not to have direct ACH payments to the pool when members owe money.
- Sometimes unpredictable work results.
- Coordination of transmission expansion plans between MISO and SPP, in particular the handling of the Entergy project in MISO RTO to expand facilities in the Jonesboro, AR area.
- I feel it would be most helpful if the meeting materials and Agenda's were completed in a consistent manner and posted to the website at least one week prior to the meetings taking place. Some groups do much better than others and some groups post them a few hours before the meetings and some groups don't ever post them. Also, the events calendar being updated in a timely and consistent manner would also be helpful and greatly appreciated.  
Thanks!

- Finding what I need or am looking for on your website is a chore, to say the least. I am not impressed with your online request system, or the feedback that I have received. I can say that I have never been fully satisfied when I have tried to find an answer to my questions. In my opinion, you should start over and put more importance on one on one conversation instead of trying to automate it. It doesn't work, in my opinion. At all.
- Would like minutes and meeting materials available earlier.
- Concern that the SPP Defined Benefit Plan is creating enormous future obligations for our retail customers to pay. That's an employee benefit that most utilities suspended 15 years ago for new employees. This issue required a larger than budgeted increase in 2016, an example of things to come in the future.
- Difficult to find the right person within the organization to answer questions.
- The settlement group monthly sends out inaccurate files to the portal which we use for comparison purposes. These files are consistently inaccurate.
- Challenged by change fearful of new process and industry structure Beholding to incumbent TO Protective
- SPP Reliability Unit Commitment (RUC) is too volatile and hard to mimic in our models. More data is needed on the main factors that cause units to be RUC'd.
- The fees on virtual transactions are by far, the highest in the industry. The same applies to importing/exporting power. It's as if SPP doesn't want anyone to flow into or out of the system.
- Sometimes the openness to change, to collaboration, could be conveyed more affirmatively when engaged in dialog with stakeholders.
- Room size for RSC Educational Sessions continue to be inadequate. If other stakeholders are going to treat what were originally intended to be small group sessions as an extension of the originally-schedule meetings then just make the meeting a full day meeting in the large meeting room. That or close it to the public.
- It is hard to dig the info in the protocol document
- I would be helpful to have webex available at the MOPC meetings. Due to company budget constraints, it is not always feasible to travel to the meeting in person. Also depending on where you are sitting in the room at the meeting, it can be difficult to the presentation materials. It would also be nice to have titles for all of the Revision Requests on SPP.org. I noticed after the new website was launched last year, only new Revision Request titles are being displayed.
- Sometimes when there are items or questions that do not fit the norm or a standard answer, it is difficult to get a definitive answer.
- Competative bidding process for transmission expansion.
- SPP does not care how much of my time they waste. They repeat the same mistakes year after year. I never expect them to get anything right on the first try.
- SPP planning staff have not worked well with neighbors on coordination of transmission plans. I have been on calls during which SPP staff claimed no awareness of projects, which I know they were included on in email chains months earlier. They have been slow to respond or failed to respond to requests for studies and information.
- Situational candor, accompanied with focus on essentials, could sometimes meet objectives with superiority to deprecating metrics.
- Not always accessible
- Continuous improvement does not become creative enough about work method redesign. Have difficulty looking into the future and finding action plans that all can agree to.
- The nature of the member driven stakeholder processes tends to lead to protracted decision making.

- Failure to follow your own procedures and policies
- new asset owners require new location names
- The meeting materials are not always provided in a timely manner, although they are generally very informative when they are posted.
- Meetings outside Little Rock at facilities in which good communications to those on the phone is not established.
- The constant changes in reporting formats, the difficulty in obtaining access to use the new reporting formats.
- sometimes a lack of knowledge or understanding by new staff members compromises quick resolution of issues. More time should be spent ensuring that new staff members have a full understanding of the TO's settlement parameters.
- Your website isn't is not user friendly.
- Responses/support from Staff during our Membership settlement conferences at FERC have been slow or non-existent.
- I have just used training program, very satisfied
- SPP staff leadership is more likely to side with the large incumbent TOs than with the smaller incumbents, TDUs, IPPs, or market participants. SPP staff leadership has allowed too many years to transpire before implementing Z2. Leadership appears to be taking the same approach rather than actually implementing Order 1000.
- Want to have a more equitable benefit to cost ratio, as compared to other TO members.
- We (Regional Planning) need to figure out a better method for the Company Notebooks, but since it is the first year of the company notebooks, problems are to be expected.
- Tariff administration is always a challenge when there is a controversy. Often times there are what must be key staff members that are not invited to discussions & must be consulted with before a decision can be rendered ("... ok well I'll have to talk to \_\_\_ about that and see what he thinks." ) when that \_\_\_ should have just been invited to the meeting in the first place. Listening to members concerns and issues seems to degrade the higher you go in the organization. The "Z2 Monster" has been an unqualified disaster & I tip my hat to SPP managements ability to skirt their contribution to the situation...
- Staff is not very responsive. I am not sure if staff is knowledgeable enough for their positions. RMS tickets are closed to fast before resolution is confirmed. Meeting rooms are always too cold.
- Duplication of meetings and work groups. Membership rules. Need for more independence.
- When you have a specific question, it is sometimes difficult to locate the correct person to obtain a "final" SPP answer to the question.
- Transmission Settlements is working on making information clear but still have some work to do.
- SPP needs a multi day economic solution to the market for long lead time resources. Settlement disputes are somewhat challenging and we sometimes question the effectiveness of SPP operator commit and dispatch decisions. From our perspective our fleet is not always dispatched economically over a multi day look even though it is for a 24 hour period.
- Manual adjustments in settlements are too frequent and voluminous; they're often difficult to understand, and frequently are incorrect and require resettlement. Resettlements take too much time.
- I have no idea how the RMS System works. I submit questions and I never hear back and next thing I know my request is closed and I have no idea how to find it. The RMS System needs to be updated. It's pretty terrible actually. There are too many logins for too many different things. A login for SPP. A login for RMS. It should be one login that accesses

everything. I can't keep track of which logins do what. Why aren't there Historic Zonal Actual Load values for all of SPP's "Zones" on the website or FTP? Can you produce granular wind forecasts besides gridwide total?

- Delayed or no responses to e-mail communications in certain instances.
- ARR/TCR process, DA market solution time and portal tools.
- Meeting materials not always provided. Many times material updated the day of the meeting. Streamline the number of working groups and task force groups. Work harder to make sure the meetings don't overlap so often. The interaction that used to exist between SPP and TO planning organizations has really degraded. See if there are ways to help the interaction of planners while still meeting the FERC Order 1000 requirements.
- Should provide a forecast of next year transmission service rates
- Administration of Attachment Z2. Some issues that SPP should deal with directly are left to stakeholder committees that are slow and sometimes result in ineffective and inefficient resolutions.
- Please consider providing Web Ex access during MOPC, RSC and Board meetings.
- Disagree with some tariff interpretations/applications 2) When implementing new items (charge types, tariff exceptions, etc.), I would like to see SPP engage member thoughts earlier in the process. This may help prevent total revamps of solutions proposed by SPP. By obtaining member buy-in earlier in the process, it may also help expedite.
- website could be improved, lacking in some data
- SPP needs to get an information system similar to MISO's ASAP...we should not be communicating via email.
- The inability to effectively control the former LBA's.
- The models the RCs run their studies on frequently seem to be configured incorrectly causing problems with scheduling outages.
- The member-driven process can be overly influenced by large players and we end up with solutions that meet their needs more than the needs of the membership as a whole.
- I am overall satisfied, however, sometimes it takes SPP staff a little while to understand an issue or request from the Market Participants perspective, but they get there.
- There are certainly times when SPP appears to be acting solely on its own behalf, and clearly in opposition to the wishes of the stakeholders. This shows up in matters related to ease of administrative functions, accounting, reporting, etc.
- Meeting rooms and equipment for conference calls. Provide more adequate facilities for conference calls.
- Time needed to complete Interconnection Requests, do to restudies.
- Slow down on material and what it means so everyone can understand.
- TOSP evaluation and scoring needs to be updated to be project specific instead of re-qualifying qualified RFP participants.
- Z2.
- Phone/WebEx technical problems at SOME meetings. Last minute changes to phone/WebEx information. Posting of meeting materials after meetings are complete. Last minute scheduling of SOME meetings. Occasional long delays between approval of Tariff revisions and filing with FERC.
- SPP does not follow its bylaws in certain circumstances. SPP does not follow its tariff in certain circumstances. SPP preaches transparency but does not always practice it. SPP resists managing its costs to maintain a consistent admin fee level. SPP seems to value attracting new members more than treating existing members fairly. Meeting materials should be provided at least 1 week in advance of a meeting if a vote is expected; this has not been happening in numerous committees.

- NONE within my experiences with SPP Training Areas.
- SPP does not understand the electric utility business. I feel as though the SPP BA is looked at as a game that is solely manipulated in the virtual world. SPP's understanding of the needs of rate-payers, Public utility commissions, state requirements, local government concerns, and the needs of its members falls short. SPP does not seem to care about the impact to member resources. They spend more time trying to find a quick solution than rather than listen to their utility members, when the correct solution is proposed. The different department within SPP do not talk to one another, and more often different departments request the same information multiple time from the member. SPP over the years has become a very poorly operated company when it comes to listening to the needs of its members!
- SPP is heavily influenced by vertically integrated utilities in matters related to transmission expansion. Utilities have huge cost overruns which would not be tolerated (or reached) under FERC 1000 competitive solicitations.
- A lot of different areas to get information, which gets frustrating but they are helping us along.
- Long-term vision in expansion planning
- Attachment Z2 process could hardly have been handled worse, including inadequate warnings to transmission customers of potential liabilities
- Dissatisfied with Z2 Credit roll-out and verification process. Also, dissatisfied with RMS issue response time.
- Tendency to focus on individual concerns and drive policy that creates larger issues.
- Mainly, the difficulty I have getting a hold of an SPP staff member on the phone since I'm told they're in meetings a lot. This doesn't happen w/ all SPP staff, but this year there's been a time or to where I've had to send a follow up email/call to get a response to an original question or feedback on data/info submitted.
- The current Z2 process is troublesome concept. We reserve the right to submit comments under a separate cover letter.
- This may seem petty, but it is still difficult to find documents on the SPP website, particularly if a document was posted as meeting materials in a zip-file. The website no longer allows the user to sort a list of files by date and many revisions requests no longer have names or descriptions.
- Stakeholder processes get perpetually stuck due to lack of leadership and direction set by SPP. There are many issues that need resolution, but staff just leave it up to stakeholders to drive an issue and try to resolve it, which is ineffective. There isn't enough overlap between SMEs knowledge and many questions to SPP seem to slip between SME's and never get answered. SPP needs to clearly state what is needed and when in information/data requests. There are several processes where SPP seems to assume that stakeholders know what is needed and what due dates are, but this information should be sent out via email exploders as there is getting to be too much that is requested on a regular basis. It would also be useful if SPP could combine data requests and not ask for similar information from multiple groups (such as load forecasts for NITS purposes as well as model building). The billing files could use more explanation as to what is in them and what they mean and more detailed notes as to the reason for resettlement line items. It is sometimes hard to track what a charge is for based on the information provided and the cryptic notes related to that line item.
- Full appreciation and understanding of issues. Willingness to address concepts creating conflict. Value of existing members with new members coming in - and potential harm to existing members.



## Southwest Power Pool, Inc.

- Hourly Real Time LMPs are not provided by SPP. 5-minute Real Time LMPs by settlement location are not averaged. Collateral requirements are not shown instantly when TCR auction bids are submitted.
- Could use more feedback when DTS model updates/corrections are completed.
- Many settlements issues are not resolved in a timely fashion and with little to no transparency. SPP often spends money with little fiscal responsibility. Examples include having filets for lunch at working group meetings; having meetings at locations with very expensive accomodations, e.g. the airport; renting a Philips 66 Museum for dinner; ...

*PLEASE SHARE ANY REMAINING THOUGHTS ABOUT YOUR SATISFACTION WITH SPP.*

- Good job overall.
- Kimberly Woods recently went above and beyond the call of duty to assist me. I am extremely grateful for her assistance.
- We had developed an excellent relationship with Don Shipley. The relationship with his replacement, Sam Ellis, is not bad, just not the same. The staff is always friendly. CJ Brown has been good to work with.
- Great job keep it up!
- Professional and supportive staff
- They are always helpful for any information I need in my capacity as an admin.
- Thankful to be in a RTO where member input and feedback is valued and used.
- Once I do get the maps and power flow cases there is one more problem. I could use a list of wind generator buses in the cases. You could identify them in the detailed bus listing or you could put a W identifier in the generator data. ERCOT has done this. WECC has done this for their GE data. But MISO and SPP data remains hard to identify wind generators in the data. How about a change SPP in the data?
- Keep listening to the members to address stability and reliability concerns in the future.
- I appreciate the work SPP does. The reliability and planning work has always been extraordinary and well received (for the most part...we can always improve in certain areas). It is good to hear the Chairman talk in terms of no longer needing to "build a robust transmission system", but needing to now move to a maintain and control cost mode. We agree with that view. Cost control should be on everyone's mind as the industry continues to evolve and face new challenges from just about every direction; from CPP to DG to Solar to economic downturns. I encourage Staff to focus on cost containment as we navigate the many obstacles ahead. "Do we really need that?" "Will all members really benefit from this...even if it is just a few thousand dollars?" These are questions that need to be considered even more today than they have been in the past. We've spent a lot of money and created a lot of value. Now we need to maximize the value of the investments we've made.
- Really appreciate the hard work of everyone at SPP. It is a great team and folks work hard and diligently to get things done!
- Compared to WECC and MRO, they have more training materials such as videos, presentations, and workshops which help the Registered Entities. Their staff is are experts and responsive.
- Working with SPP staff in the trenches continues to be a satisfying experience. Good people.
- I have witnessed great change of SPP over the past 23 years working at the utility. There have been and are significant challenges for SPP to maintain high levels of service while expanding their member territory. Also, changing regulations require increased levels of support at SPP to assist the members in meeting their obligations as well as enforcing those regulations. Thank you for your support over the years.
- The staff is very responsive with regards of the needs and clarifications. This is particularly true for the committee and workshop meetings. One aspect to improve would be the web search engine of the relevant documents, e.g. from previous committee meetings and workshops.

- On the whole, we enjoy supporting SPP market participants and we are excited to see the market expand.
- SPP is on top of it. Well done.
- Again, thank you to all those at SPP who made the SPP DTS access possible.
- Keep up the excellent work
- Compliance/Reliability are of great help with clear direction.
- The importance of the accessibility and friendliness of staff, especially SME's who can often be reached directly with a phone call or email, can't be diminished.
- Great and improving organization; well-respected and a leader within the industry
- Thank you for all your hard work.
- They do a good job of attempting to appease multiple companies' methods of doing business. Although it doesn't always work, they should be recognized for their long-suffering in dealing with so many various methods.
- My team and I have taken advantage of the training provided on SPP's LMS, while some of it clearly needs to be updated, it has been very helpful.
- I am deeply disturbed by SPP's emphasis on "relationships with our members" this year, particularly regarding issues surrounding SPP's market monitor. The market monitor is there to protect the market from undue influence from any participant (member). Pressuring the market monitor to withdraw objections and/or "get along with the members" can lead to lack of transparency and even corruption.
- I believe we made a very good decision when we transferred from MISO to SPP. MISO was too big and not very interested in customer service.
- The compliance staff does a great job considering the amount of resources it has available.
- Good Luck!
- Appreciate the staff working with us as we continue to learn and grow our role in the RTO.
- Looking forward to more interaction in the future.
- SPP does a good job in meeting all my MP needs.
- I also interact with MISO, ERCOT and PJM staff and stakeholder processes; SPP is much better than the others.
- Thanks to: Jane Martin, Jennifer Farley, Kim Burnside, Rhonda Walters & all who make time to share their gifts and talents with your Members!
- Critical internal criteria for tariff decisions are not documented.
- SPP does an excellent job. Keep doing what you are doing. Keep pushing the communication and training. Great market! Can not wait to see what the future holds with this group.
- Very willing to assist.
- doing a great job! Employees are well trained and very helpful even to non members
- Reaching 75 years is a great accomplishment.
- Talking to industry peers from other parts of the country, I would say we have one of the best working relationships anywhere in the country.
- Greatly enjoyed the symposium, very informative and all of the SPP employees I interacted with provided a great experience.
- The RTO outreach program needs improved.
- I work with Planning Analyst John O'Dell on a regular basis. John always goes out of his way to provide the best service possible while maintaining a great attitude. I recently had a situation where a project was under a tight timeline but John worked to ensure that all tasks by SPP were completed quickly and any questions I had were answered thoroughly. John's

technical knowledge and skills coupled with his desire to learn and always improve makes him a great representative of SPP.

- SPP has successfully implemented its Integrated Market. Problems have been minor. SPP has performed its BA and RC functions reliably. It needs to focus on providing more staff expertise on tariff administration and interpretation, and provide documented procedures and criteria for membership.
- Keep improving - treat market participants equitably
- HQ should be in Missouri
- Appreciate being a member of SPP and the value that SPP provides
- Keep up the good work!
- Very satisfied
- I enjoy working with SPP.
- Good Service and Access
- We would like to be more active in your market. However we have been forced to wait until we see positive changes to the fees associated with participating and the prohibitively high credit requirements.
- The policy of not providing any attestations for NERC compliance is troubling.
- I honestly believe SPP as a whole has done an outstanding job and will continue to do so via diligent and proactive problem solving, with its membership, adjoining RTOs, and especially with non or Future Members... Thank You.
- People are helpful
- I have no idea what you mean by "RTO member compliance assistance". Also you can be a customer and a member.
- Overall, you all are doing a good job. The information you provide me is satisfactory, and eventually all requests are resolved.
- I am usually satisfied with SPP staff. There are some that are well prepared, while others could use more preparation and seem to let things slide. I would like to see executive management work to represent and support the smaller entities' needs a little more often.
- Overall the organizational culture, performance and emphasis on collaboration is excellent. However, the SPP needs to focus on making needed changes to promote operation of a more economically efficient market to meet today's and future challenges.
- Staff is always very helpful with any questions I have presented to them.
- For the most part I think SPP does an excellent job in nearly every facet of the organization.
- Overall NorthWestern is very pleased with all of the assistance it has received from SPP which have contributed to a successful first year in the SPP Integrated Marketplace. We would like to see SPP provide more trainings in using some of its systems such as the MCST and MMDD.
- Over all I am pleased with the service and relationships that I have with SPP. I know that it is a young market and everything can not be accomplished over night. We greatly appreciate the hard work of the employees at SPP.
- I feel it would be beneficial for SPP to assist there RC's in better understanding what the TOP's deal with, this would help with the lack of experience.
- I have been an independent consultant for numerous organizations and by far SPP has been the organization I would rate number one on my list of organizations as far as its professionalism and product knowledge.
- Very experienced and knowledgeable staff.
- Happy with SPP and meeting our training needs.
- I am very satisfied they are always ready to teach and guide
- Good relationship and staff receptive to assist

- SPP Seams Steering Committee meeting are run well and provide information of interest in a timely manner.
- I thoroughly enjoy working with SPP staff; attend events that apply to me in person whenever I can
- The folks that I deal with are always professional and courteous. They will sometimes answer my questions, but they always try and follow up if need be.
- Incentives (performance pay) of 16.2% of salary budget (9.5/58.6 million) pages 31 and 33 of financial report, is very generous.
- Overall seems to meet the members needs.
- I am currently looking to eliminate our Pseudo ties within SPP but all the people who know how to do this have left the group and the new people are not sure how to get this done.
- Overall people are excellent, need to embrace change and take positions that support the change that is coming and here as the resource mix changes and the grid must change to support the new industry structure. We must change to survive.
- SPP is a member driven organization, which is positive.
- Overall, we are really happy that we joined SPP.
- Great organization and staff!
- I have minimal overall interaction with SPP at this time.
- Understanding context of constituency would help, although seems to be improving.
- Great organization. Well managed by the entire workforce.
- Great
- excellent organization - excellent people - pleasure to work with
- SPP endeavors to provide value to it's members.
- Overall, SPP is a very good organization with very good people
- SPP is committed in working with me to resolve problems and issues. They are professional and prompt. As the staff becomes more seasoned in my billing needs I feel an even greater working relationship will be realised.
- Nice web based training sessions
- The SPP website remains one of the most difficult to navigate in the industry. The focus seems to be more on self promotion more than useful function. Members are reluctant to raise issues since they are either ignored or will simply result in an expensive project resulting in more form than substance. The biggest feature, of what amounts to little more than a makeover of the Façade, is that you can now unregister for meetings and select a vegetarian lunch.
- SPP is a great organization that tries very hard to satisfy its members. However, sometimes this leads to leadership and independence challenges. The MOPC is having more difficulty being able to reach consensus. This is to be expected with the growth of the SPP footprint. But the Board does not and should not require consensus to make independent decisions as to the best interests of the SPP. The SPP should also consider consolidating some of its work groups and task forces. The calendar is often filled with multiple meetings one any particular day. For smaller staffed stakeholders it is nearly impossible to cover. The same topic may be covered in several workgroups, sometimes with the same companies weighing in each time (and sometimes with conflicting positions). The process could be made more efficient with some study. As to this survey, the general nature of the questions about staff and SPP make it challenging to answer. Many of the questions would have been answered with higher marks if it were not for issues, such as Z2, that have been front and center this year. There were many of the staff that frequently greatly exceed expectations and answers will not reflect this due to their general nature.
- Very good to work with

- I was very satisfied with a Credit request I had recently. Sonya Hall responded very promptly to our requests.
- The SPP website feature where one requests inclusion into an SPP working group e-mail exploder list did not work well for me in two important occasions. My work e-mail address had to be included manually into the list by SPP staff to get critical work-related e-mail.
- Areas SPP should focus on include: Congestion Management improvements (transmission solutions, improvement in ARR/TCR process, other RT solutions), DA market timeline improvements, and portal usability.
- The RMS systems has greatly exceeded my expectations.
- Overall it is a pleasure to work with SPP staff!
- Thank You for providing the services that you do. Please work to improve training and education opportunities.
- SPP does a good job of posting material so everyone can reference.
- Greatly appreciated the quick responses and amazing help of David Kelley a number of times last year. He's a very valuable asset of SPP.
- SPP has its moments, but has good intentions.
- SPP has grown a lot in recent years. Perhaps some of its processes need to catch up. In a large organization with new and diverse membership transparency is vital to maintaining credibility. SPP's hallway conversations and decision making with familiar members/relationships should no longer be part of the process.
- SPP should eliminate their current cost structure for the funding of new transmission projects and move to fund ALL projects on a regional. Perhaps this way SPP would select projects that help support the EHV and not lines that should be left to the individual members. Similar to MISO.
- SPP continues to introduce new processes that could help members with issues, questions, etc. (such as RMS). However, eliminating barriers prior to implementation (such as RMS issue response times) would be beneficial for members.
- SPP is customers driven. For the most part, that is beneficial. At times, the drive to get consensus is not the best thing for the organization.
- extremely satisfied with SPP
- I like what SPP is doing w/ phasing out ITP20, but I also have concerns with the GI study process being overtaken by renewables. There needs to be some changes to the GI process that can accommodate both utilities/Coops serving specific s customer base and IPPs (in particular those dealing w/ renewables)
- SPP staff should offer the RTO perspective on issues more often, even if the view is unpopular.
- SPP seems like it could use more staff in general.
- Appreciate you asking for opinions.
- In general, we are satisfied with SPP performance. Information is easily found and service is well provided.



## APPENDIX 1: “OTHER” STAKEHOLDER TYPES

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Respondents who replied “Other” to the question, “What type of relationship does your organization have with SPP?” were asked to specify the nature of their relationship. The following are their unedited responses:

- Agent for Members
- Consultant to Members
- pipeline
- Vendor
- Independent System Operator
- Represent Members
- Through SWPA
- private consultant
- Consulting
- Registered Entity Regulatory Compliance Area
- consulting firm interested in SPP
- Consultant/Contractor
- consultant
- Vendor supporting members
- vendor to members
- contractor
- Counsel to an SPP member
- Consultant
- independent director
- RSG member
- End use customer
- Consultant for Member
- Board Member
- Board member
- In the process of becoming a member
- Educational
- Vendor
- Becoming a Market Participant in December
- Consultant
- Market Participant
- Member & Regulatory
- Attorney monitoring SPP Issues that impact cost of electricity
- Consultant
- Vendor
- Vendor to Members
- Data Aggregator
- Consultant
- Future member
- Registered in SPP for NERC
- Former RSC member
- neighboring entity



## Southwest Power Pool, Inc.

- member and customer
- Consultant
- Neighboring BA (AECI)
- Kansas based Non-Profit
- Consultant in power industry
- Renewable Energy Consultant
- Secondary Customer (CO-OP)
- Independent Expert Panel Member
- Trade Association/ Interest Group
- RTO
- future member
- Consultant
- SPP
- market participant
- Contractor
- neighboring transmission owner/operator
- Attending seminars and training
- Board of Directors
- No direct relationship
- consultant
- Trustee
- future transmission customer
- Industry membership organization
- Future customer
- considering joining SPP
- Municipal
- We represent entities who are members of SPP
- Representation
- Joint Operating Agreement / Adjacent NERC PC/RC
- System Vendor
- IPP
- Market Participant
- Consultant working for Member
- Director
- Market Participant
- KMEA Member
- Consulting Firm
- Counsel
- Vendor
- counter party that I work with monthly
- Boarder Company
- Vendor
- Vendor for SPP Participant
- State
- State agency (non-regulatory)
- Training

## APPENDIX 2: “OTHER” RESPONDENT ROLES

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Respondents who replied “Other” to the question, “What is your role within your organization?” were asked to specify their role. The following are their unedited responses:

- Contracts
- public utility auditor
- Account representative
- Transmission Superintendent
- onboarding new customers
- Credit
- Generation Resource Planning
- We are a vendor for market participants helping them process SPP data.
- Corporate Security
- Resource Planning
- I'm administrative support for transmission planning
- I do ATC screening studies for wind and solar clients. I am a private consultant, not a member, not a customer, not a regulatory person. My business is here <http://egpreston.com>
- I'm a wholesale electric market analyst
- Role encompasses engineering, technical, regulatory/legal, and finance/settlements
- managing mitigation plans and enforcement as a registered entity. I work in our regulatory compliance area
- Researcher at a consulting firm
- Member Board of Trustees SPP RE
- Compliance and System Operator training
- I assist with our transmission FERC filings and manage our transmission contract databases.
- energy marketing
- Marketer
- I am an LSA for our organization.
- I am an Account Executive
- Board Member
- Origination - responsible for bringing on new customers within SPP.
- Self employed - member SPP BOD
- I work with Engineers in my organization to report our limiting ratings for elements in our substations. My title is Technician, I have been involved in updating all of our substations equipment ratings after field verification. We used pictures and one line mark-ups from Engineers that visited each substation.
- Regulatory/Policy
- Corporate Communications
- Marketing
- Marketing
- Consultant representing Member at MWG and MOPC
- Consulting engineer working with the generator interconnections group special studies group.
- Consultant - Rate & Regulatory
- Commercial Sales & Business Development
- Consulting advice to the commission and commissioners
- Planning
- Business Analyst for Operations & Settlements

## Southwest Power Pool, Inc.

- Product Director for Real Time Dashboard Product
- power marketing
- Consultant
- An attorney in an "of counsel" role with a law firm.
- Trader
- Planning Analyst in Generation & Marketing Department
- Supervisor of West Real-Time Trading Desk.
- General Manager
- Transmission Rates and Contracts
- I also handle the regulatory and policy needs
- Marketing
- Fuel Management
- Markets Coordinator
- Executive Administrative Assistant
- Vice President of Public Affairs & Member Services
- Advisor
- Consultant
- Credit
- Independent Expert Panel Member
- System Operations engineer- outage coordination
- Energy Management
- I am representing Entergy on SPP Seams Steering Committee meeting and SPP-MISO IPSAC meetings
- Power Trading Analytics
- Consultant to SPP
- RTO Support
- Tariff Administration, Settlements, Wholesale Transmission customers, Engineering and Regulatory Support
- On SPP board of directors
- Board of Directors
- Manager of Strategic Planning
- Transmission Planning
- Trustee
- Maintain telecommunications systems carrying SCADA telemetry. Supervision of Telecom Department. Past experience as System Analyst of Energy Control Center. Past experience with CIP009 committee.
- Vice President of Marketing and interface with SPP
- Facilitator and technical leadership
- Energy Trading and Operations
- Legal
- long-term load forecast
- I am an engineering technician
- Communications/PR
- Manage the credit and collateral posted
- All
- In charge of operations, engineering, compliance, etc.
- TOP
- Vendor providing SCADA/GMS/EMS solutions to SPP market member
- T&D Project Management

## Southwest Power Pool, Inc.

- Renewable Energy IPP
- Credit
- Market Affairs
- resource planning
- Development
- Trader
- Senior Analyst
- Non IT systems manager. Serve as LSA.
- Planning
- Outside counsel
- Regulatory & Compliance
- Specifically, market operations.
- Vendor for MP's to communicate with SPP API
- I serve on the Nebraska Power Review Board, and am Nebraska representative on the RSC
- Observer
- Government Affairs
- And Compliance duties also
- Credit
- Regulatory/Compliance

