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# Confidential Client Involved in the Start-Up of an ISO

## Analysis and Recommendations

BWMQ's Alan Heintz, reviewed all work products of the various committees (legal, tariff, operations, planning and infrastructure) to determine the likely cost impact on the client of joining the ISO. The issues reviewed included, revenue requirements, congestion management, zonal/grid-wide rates, phase in methods, treatment of the various pre-existing agreements, definition of transmission facilities, revenue allocations, loss calculations and recovery methods, ancillary services and rates, grid expansion costs recovery methods, and ensuring that good price signals were given participants to ensure economic decisions.