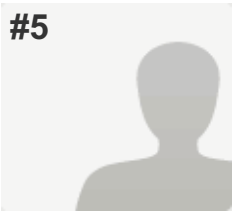


#5



COMPLETE

---

PAGE 1:

---

**Q1: Contact Information:**

First/Last Name:

Erinn Andreasen

Organization:

Arizona Public Service Company

---

**Q2: Since your organization has been participating in the EIM governance development process, how successful has the process been and what lessons can be learned from this experience?**

The work of the Transitional Committee and EIM Governing Body has been effective in establishing its roles and scope of governance for EIM. APS participated throughout the process with an opportunity for coordination and feedback and appreciated the ability to work with our sector liaison through the EIM nominating committee process.

---

**Q3: What, if anything, would you change in hindsight of your initial EIM experiences?**

While the EIM is a fairly new market, each new entity that joins brings a different set of circumstances and challenges in implementation. Continuing to fine tune the process through the clear identification of requirements and the ability to quickly ascertain potential market issues will continue to provide for successful EIM implementation for new EIM Entities.

---

**Q4: Looking forward, what does success look like for the EIM Governing Body and for the EIM governance process in 12 months and then again in 24 months?**

We believe that the governance construct is an effective means of balancing the interests of all stakeholders in the CAISO markets. While this represents a good starting point, we recognize that the governance construct remains to be tested. The success of the governance construct will only be demonstrated when complex market issues are addressed in a manner that provides for each of the respective governing bodies exercising their primary/secondary authority in a manner that is acceptable to stakeholders and that stakeholders have the opportunity to weigh in on both the prioritization and consideration of market changes.

---

**Q5: Given the policy outlook over the next 12-18 months, how can the EIM Governing Body be most effective?**

Continue to engage stakeholders and align meeting schedules and goals with the CAISO's stakeholder initiatives roadmap.

---