



IMM Quarterly Report: Summer 2022

MISO Independent Market Monitor

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Highlights and Findings: Summer 2022

- The MISO markets performed competitively this summer – market power mitigation was infrequent and conduct was competitive overall.
- Energy prices more than doubled over last summer, and MISO experienced several intervals of shortage pricing during the quarter.
 - ✓ Ongoing supply chain issues continued to constrain coal resource generation.
 - ✓ Gas prices were volatile this quarter and remained high.
 - ✓ Average pricing during shortage intervals more than tripled because MISO eliminated the \$200 per MWh step in the ORDC late last year.
- Average load was similar to last year, while peak load rose 2 percent.
 - ✓ Annual peak load of 122 GW occurred on June 21, as higher than normal temperatures footprint-wide led to high cooling demand.
- Transmission congestion doubled because of higher fuel prices and rising wind-related congestion – wind output grew 20 percent.
- Total guarantee payments uplifted to loads rose sharply to more than \$100 million because of higher fuel prices and MISO's out-of-market generator commitments.

Quarterly Summary

Summer		Value	Change ¹			Value	Change ¹	
			Prior Qtr.	Prior Year			Prior Qtr.	Prior Year
RT Energy Prices (\$/MWh)	●	\$86.28	50%	124%	FTR Funding (%)	●	115%	103% 105%
Fuel Prices (\$/MMBtu)					Wind Output (MW/hr)	●	7,480	-42% 20%
Natural Gas - Chicago	●	\$7.51	20%	112%	Wind Curtailed (MW/hr)	●	283	-78% -11%
Natural Gas - Henry Hub	●	\$7.87	22%	114%	Guarantee Payments (\$M)⁴			
Western Coal	●	\$0.96	3%	33%	Real-Time RSG	●	\$52.5	45% 17%
Eastern Coal	●	\$7.14	41%	311%	Day-Ahead RSG	●	\$24.9	66% 61%
Load (GW)²					Day-Ahead Margin Assurance	●	\$24.6	92% 123%
Average Load	●	86.0	21%	0%	Real-Time Offer Rev. Sufficiency	●	\$2.7	89% 144%
Peak Load	●	122.4	18%	2%	Price Convergence⁵			
% Scheduled DA (Peak Hour)	●	99.1%	97.1%	98.7%	Market-wide DA Premium	●	-1.0%	1.6% 0.0%
Transmission Congestion (\$M)					Virtual Trading			
Real-Time Congestion Value	●	\$870.6	-17%	102%	Cleared Quantity (MW/hr)	●	21,162	-16% 36%
Day-Ahead Congestion Revenue	●	\$603.0	-8%	107%	% Price Insensitive	●	62%	54% 44%
Balancing Congestion Revenue ³	●	-\$4.6	\$50.1	\$3.7	% Screened for Review	●	3%	3% 2%
Ancillary Service Prices (\$/MWh)					Profitability (\$/MW)	●	\$1.3	\$1.7 \$0.7
Regulation	●	\$18.89	8%	65%	Dispatch of Peaking Units (MW/hr)	●	2,259	771 2,188
Spinning Reserves	●	\$5.62	47%	67%	Output Gap- Low Thresh. (MW/hr)	●	283	84 209
Supplemental Reserves	●	\$3.06	547%	161%				

Key:

- Expected
- Monitor/Discuss
- Concern

Notes:

1. Values not in italics are the values for the past period rather than the change.
2. Comparisons adjusted for any change in membership.
3. Net real-time congestion collection, unadjusted for M2M settlements.
4. Includes effects of market power mitigation.
5. Values include allocation of RSG.



Highlights for Summer 2022

Volatile Gas Prices, Coal Conservation, and Energy Prices (Slides 13, 15)

- Energy prices more than doubled, driven by much higher natural gas prices and coal conservation measures that impacted the market supply curve.
- Gas prices were volatile, with Henry Hub averaging \$7.87 per MMBTU and fluctuating between a high of \$9.85 in August and a low of \$5.62 in July.
 - ✓ A fire at the Freeport LNG terminal in Texas caused LNG exports to drop by 17 percent; the 3 impacted trains are expected to return to service mid-Fall.
 - ✓ In early August, 4 additional LNG trains went into service at Calcasieu pass.
 - ✓ Natural gas exports to Mexico have grown considerably since 2019, as higher demand in Mexico has been fueled by industrial and power sector growth.
- A mid-June heat dome across the footprint drove high cooling demand.
- Coal resources continued to be very economic based on coal prices relative to natural gas prices, but ongoing supply challenges lowered output.
 - ✓ Coal resource net revenues rose more than \$30 per MWh from last year, yet coal generation fell 14 percent due to fuel supply constraints.
 - ✓ Opportunity cost-based references are currently in place for 18.5 GW of coal.



Highlights for Summer 2022

Impacts from CSAPR Group 3 NOx Prices

- In Spring 2021, the EPA finalized the Revised Cross-State Air Pollution Rule (CSAPR) that required 12 states to further reduce nitrogen oxides emissions.
 - ✓ Roughly 50 GW across four MISO states – IL, IN, MI, and LA were impacted by the rulemaking, including 21 GW of coal and 25 GW of gas-fired resources.
 - ✓ Many IL units have also been impacted by the Climate and Equitable Jobs Act that is generally more limiting because it is based on average historical output.
- Units in affected states were initially granted Group 3 NOx allowances.
 - ✓ Prior to April, Group 3 NOx allowances were trading below \$10,000 per ton; prices increased sharply this summer to \$47,000 per ton in August.
 - This increased production costs of affected units by around \$20 per MWh, despite several suppliers not fully reflecting these costs in their offers.
 - ✓ The effects of these costs on offer prices contributed to higher average energy prices during the quarter. NOx season extends through September.
- The EPA has proposed an additional rulemaking that will expand the program to 25 states next year, and unused allowances this year may be used next year.
 - ✓ The carryover provision likely contributed to the high Group 3 NOx prices.



Highlights for Summer 2022

High Quarterly Congestion (Slides 18-22)

- Day-ahead and real-time congestion costs doubled over last summer – the value of real-time congestion exceeded three quarters of a billion dollars.
 - ✓ Congestion increases are in line with the higher natural gas prices that increased the marginal cost of moving gas-fired resources to manage system-flows.
 - ✓ Much of the congestion occurred in mid to late June when MISO experienced high temperatures and associated load.
 - On average, MISO managed 42 constraints per day during that time, compared to an average of 25 constraints per day on all other summer days.
 - ✓ Wind output continued to be a significant driver of MISO's congestion, contributing to more than 30 percent of congestion during the quarter.
 - ✓ A single constraint coordinated with SPP accrued 10 percent of all congestion.
- Wide-spread use of ambient-adjusted transmission line ratings and emergency ratings would have produced roughly \$100 million in savings this summer.
- FTR surpluses (day-ahead congestion less FTR entitlements) were unusually large, exceeding \$160 million during the quarter.
 - ✓ Less transmission capability was made available in the monthly FTR markets partly due to changes in commercial flow assumptions.



Highlights for Summer 2022

SPP Day-Ahead Market Modeling of MISO M2M Constraints (Slide 21)

- The Joint Operating Agreement between MISO and SPP requires:
 - ✓ Coordination of congestion on M2M constraints to achieve reliable and least-cost operations.
 - ✓ Modeling of these constraints in the day-ahead markets to help ensure unit-commitment will enable reliable operations in real-time.
- We have identified concerns that SPP is not activating MISO M2M constraints in its day-ahead market. We find this to be a violation of the JOA.
 - ✓ The IMM and MISO have engaged SPP in discussions on this issue.
 - ✓ SPP is testing alternatives for determining when to activate MISO's M2M constraints in its day-ahead model.
- Failure to model MISO M2M constraints is costly for MISO when SPP commits and schedules resources in its day-ahead market that contribute to severe congestion.
 - ✓ It is likely much more costly for SPP because it allows virtual traders and others to over-schedule these constraints, causing SPP to incur sizable uplift costs to buy back the flow in real-time.
- We will monitor progress on this issue and identify next steps.



Highlights for Summer 2022

MISO Commitment Practices and High Uplift Costs (Slides 23-27)

- We remain very concerned about MISO's out-of-market commitment patterns.
- Nominal real-time RSG costs rose 21 percent over last summer but fell 26 percent on a fuel-adjusted basis due partly to changes made since last year.
- Nonetheless, we continue to show that most of MISO's commitments and the associated RSG costs are not needed.
 - ✓ Less than 10 percent of the RSG from intra-day generator commitments (excluding long-lead time commitments) was ultimately needed.
 - ✓ Another 27 percent appeared to be needed based on forecasts but were ultimately not needed.
- Most other real-time RSG is associated with excess commitments that:
 - ✓ Inefficiently lower real-time energy and reserve prices – including causing STR prices to average close to zero;
 - ✓ Lower day-ahead load scheduling and generator commitments;
 - ✓ Produce substantial RSG costs that are difficult for customers to hedge; and
 - ✓ Lower imports inefficiently from our neighbors.
- Slide 27 shows the simulated effects of addressing these concerns on July 20.



Highlights for Summer 2022

Recommendations to Improve MISO's Commitment Practices

- Eliminate use of the “wind offset” in the look-ahead commitment model.
 - ✓ This parameter allows operators to manually reduce the forecasted wind that LAC expects, causing it to make very poor commitment recommendations.
 - ✓ \$1.2 million in RSG was paid units that MISO committed that overloaded constraints because MISO's wind offset caused LAC to not see the congestion.
- Disable the “headroom” requirement in LAC now that MISO has implemented the STR product that eliminates the need for headroom requirements.
- Allow fast-start resources (<30 min) to remain offline and meet STR requirements unless MISO projects shortfalls of online resources.
 - ✓ Starting 30-minute units when they can provide reserves while offline increases RSG and distorts prices without improving reliability.
- Revisit overly conservative commitment rules and procedures that lead to excessive headroom.
- Re-evaluate the Optimal Dispatch Calculator used to determine MISO's performance metrics for its unit commitment decisions.



Highlights for Summer 2022

MISO Commitment Practices: July 20 Case Study

- To illustrate how MISO's practices affect the market on a particular day, we performed a simulation on July 20 when RT RSG exceeded \$1.4 million
- We eliminated the “wind offset” of as much as 4.4 GW in the LAC, which resulted in significantly different recommendations:
 - ✓ It recommended committing fewer peaking resources.
 - ✓ Since LAC could accurately see the congestion caused by wind, it did not recommend committing resources that overloaded constraints.
 - MISO committed one unit that stranded others and required \$121K in RSG.
- Ultimately, the change in commitment patterns changed the market outcomes. From 10 am to 10 pm, the simulation showed the following changes:
 - ✓ RSG fell from \$1.25 Million to \$0.5 Million in the simulated case.
 - ✓ Average LMPs rose from \$93/MWh to \$137/MWh in the simulated case.
- In addition to the sizable RSG reduction, these price effects send signals to:
 - ✓ Bring in more imports; and
 - ✓ Schedule more generation in the following days' day-ahead markets.

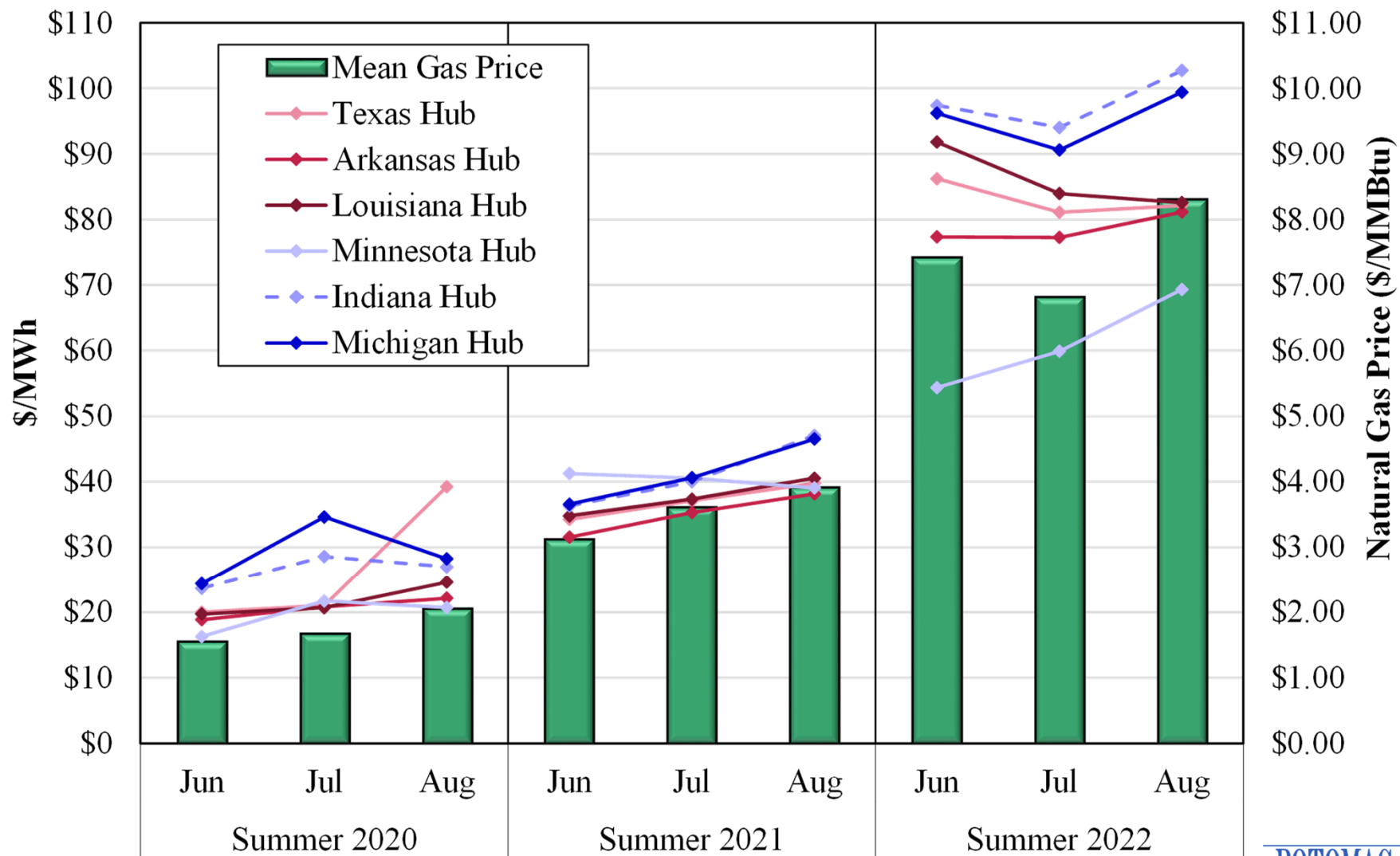


Submittals to External Entities and Other Issues

- We responded to several FERC questions related to prior referrals and FERC investigations, and we responded to requests for information on market issues.
 - ✓ We recommended a sanction to MISO for physical withholding by a resource.
- We continue to meet with MISO and a TO working group on Order 881 compliance and related issues on AARs and Emergency Ratings.
- We submitted comments to the RCCTT and the RSC on the latest proposal.
- In July we presented our SOM report highlights and recommendations and the Spring Quarterly Report to the Market Subcommittee.
- We continue to meet with states and stakeholders on the need to reform MISO's PRA demand curve to satisfy the Reliability Imperative.
 - ✓ In August, we participated in the OMS Resource Adequacy Summit, presenting an analysis of the reliability-based demand curve to the states.
- FERC rejected MISO's Minimum Capacity Obligation proposal, citing primarily the fundamental concerns and issues we raised in our protest.
 - ✓ Although this is a good outcome, it points to a concern with the market design process – sizable resources were consumed by MISO, participants and the IMM that could have been utilized much more valuably elsewhere.

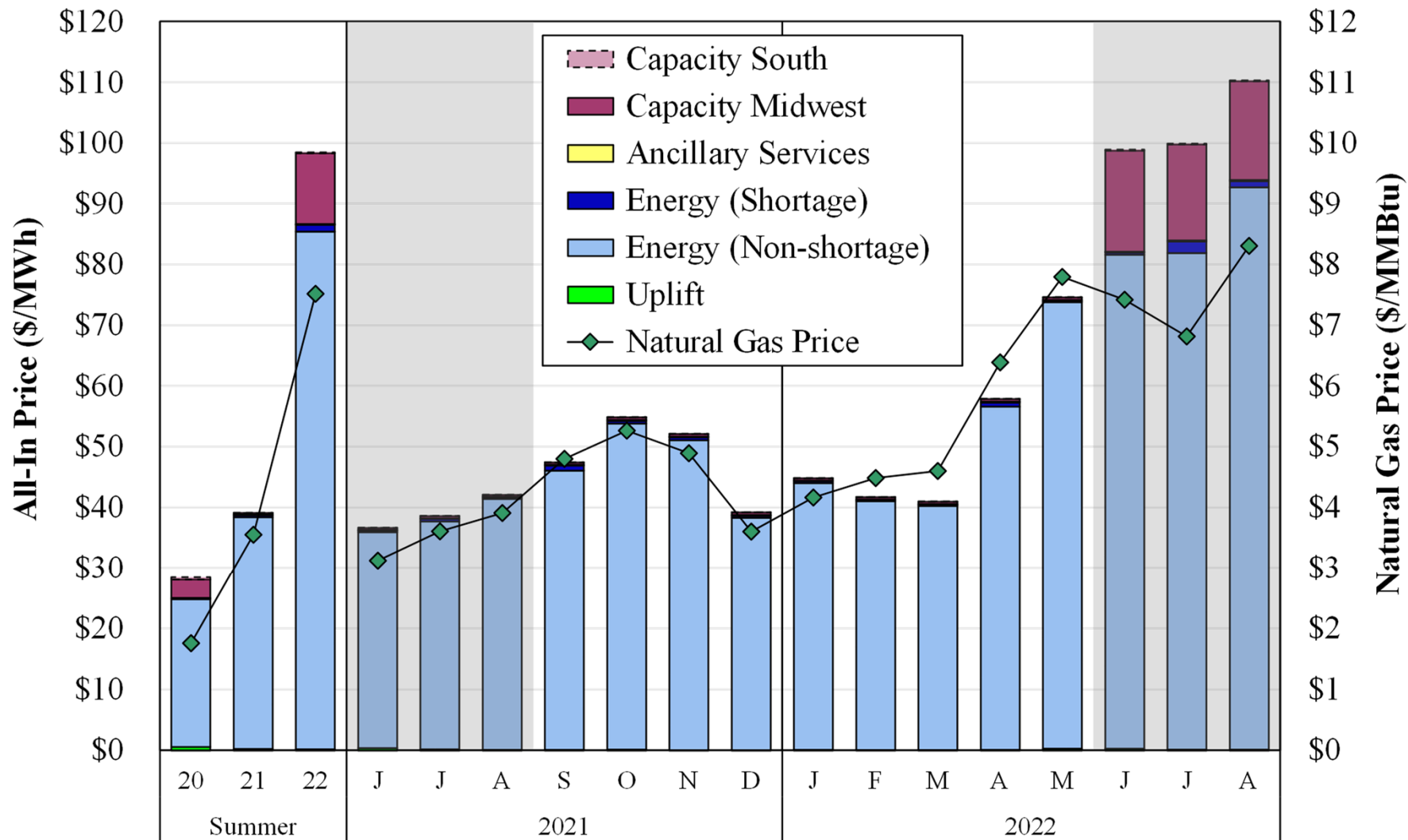


Day-Ahead Average Monthly Hub Prices Summer 2020–2022



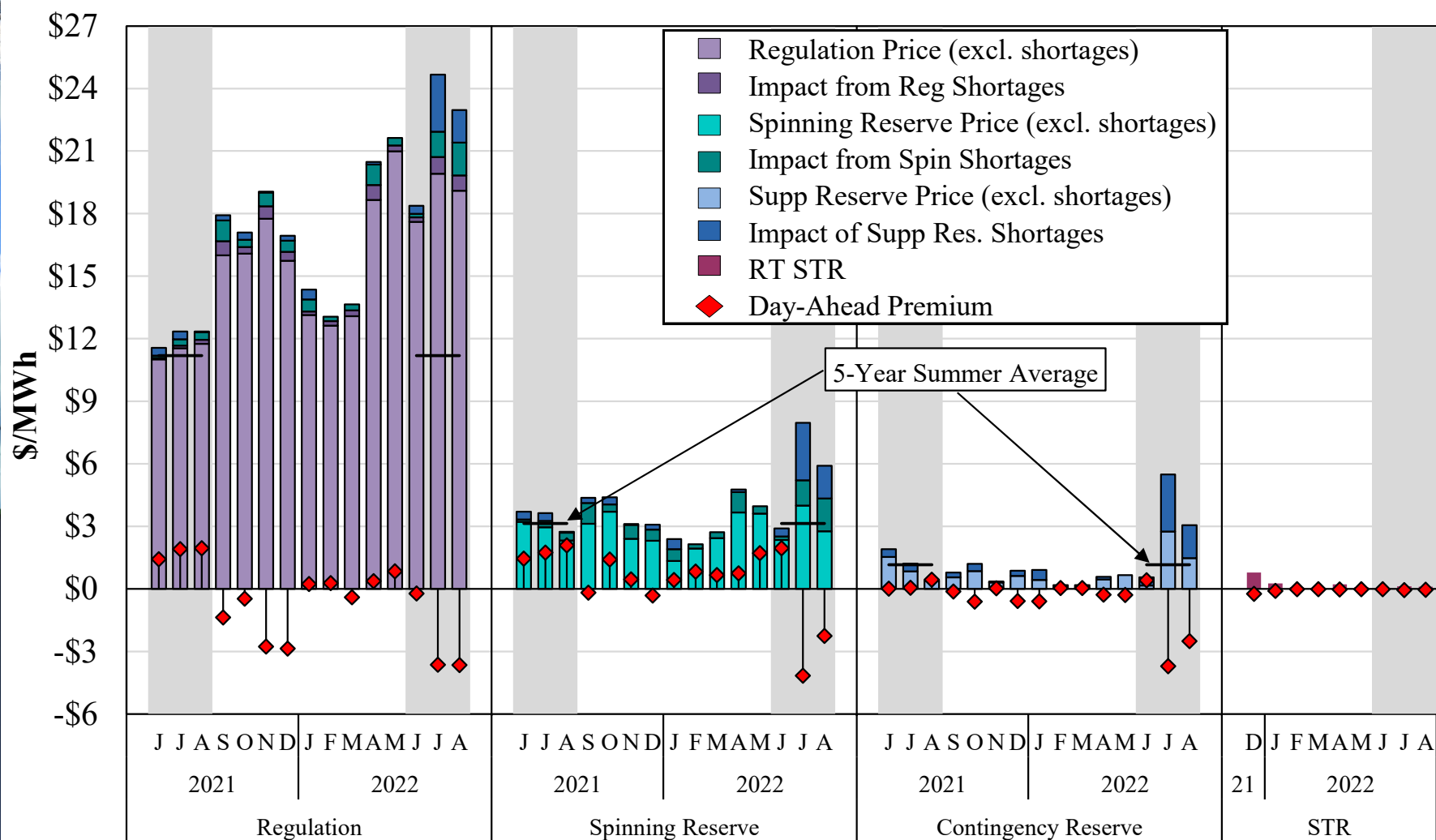


All-In Price Summer 2020 – 2022





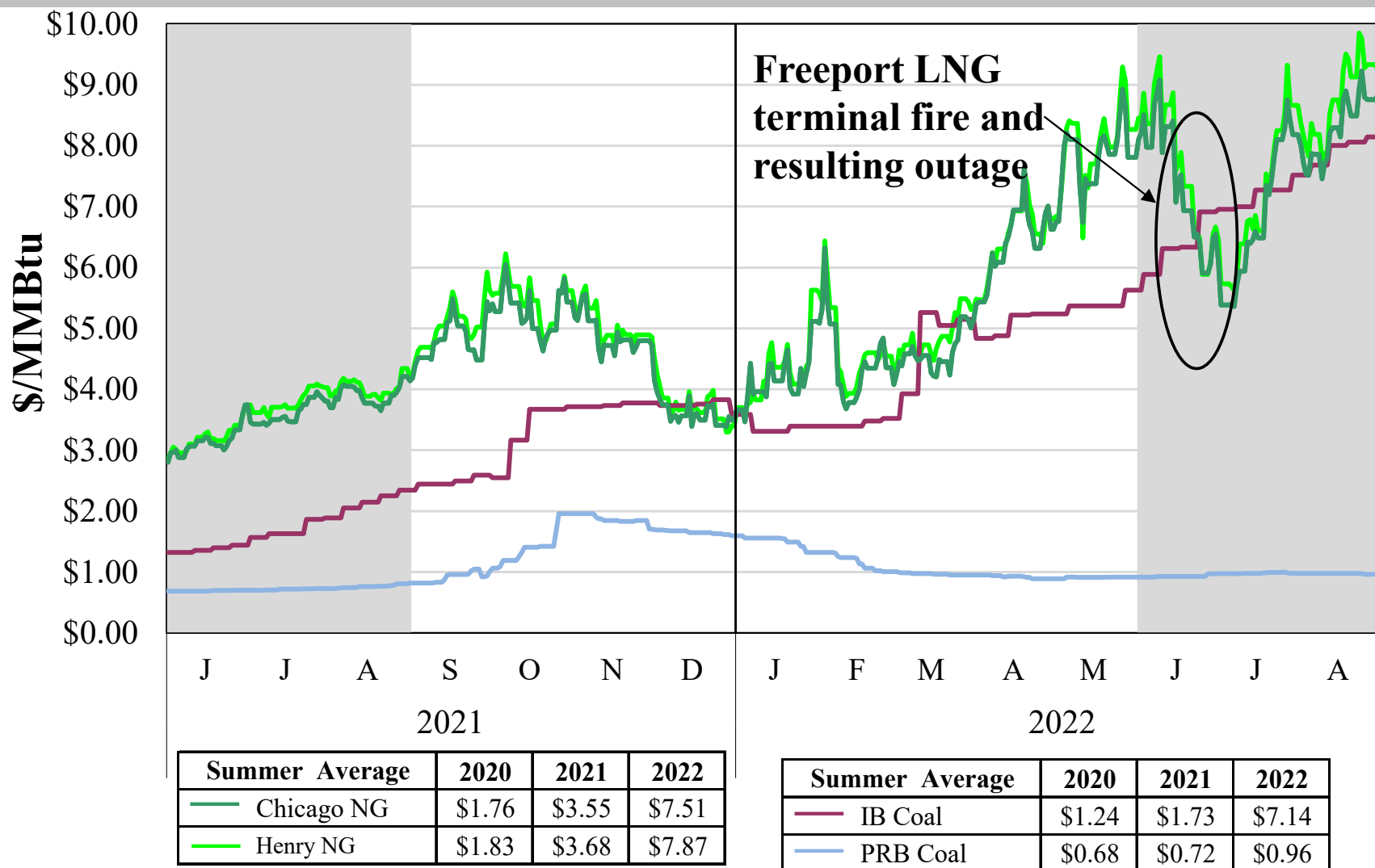
Ancillary Services Prices Summer 2021–2022





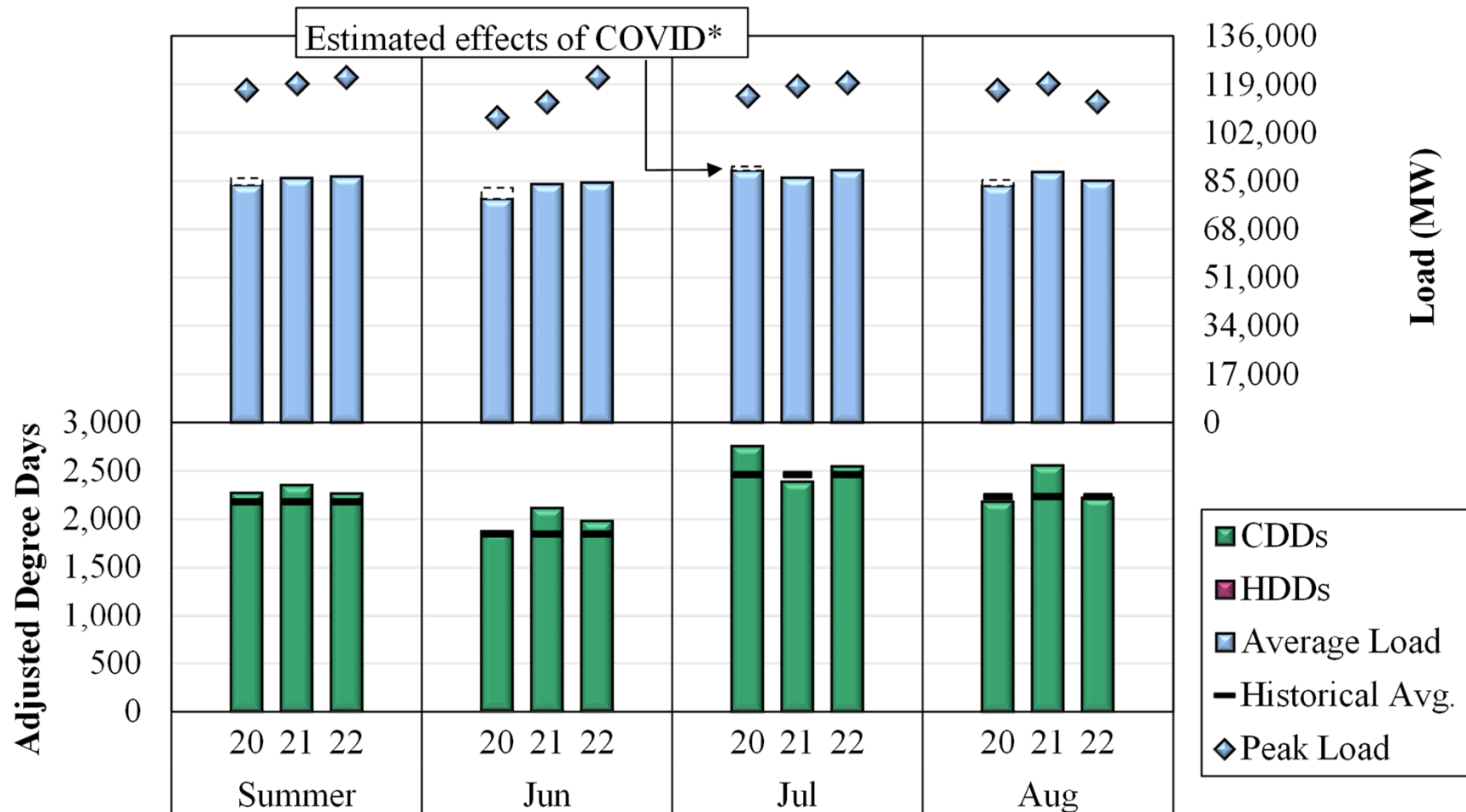
MISO Fuel Prices

2021–2022





Load and Weather Patterns Summer 2020–2022



Notes: Midwest degree day calculations include four representative cities: Indianapolis, Detroit, Milwaukee and Minneapolis. The South region includes Little Rock and New Orleans.

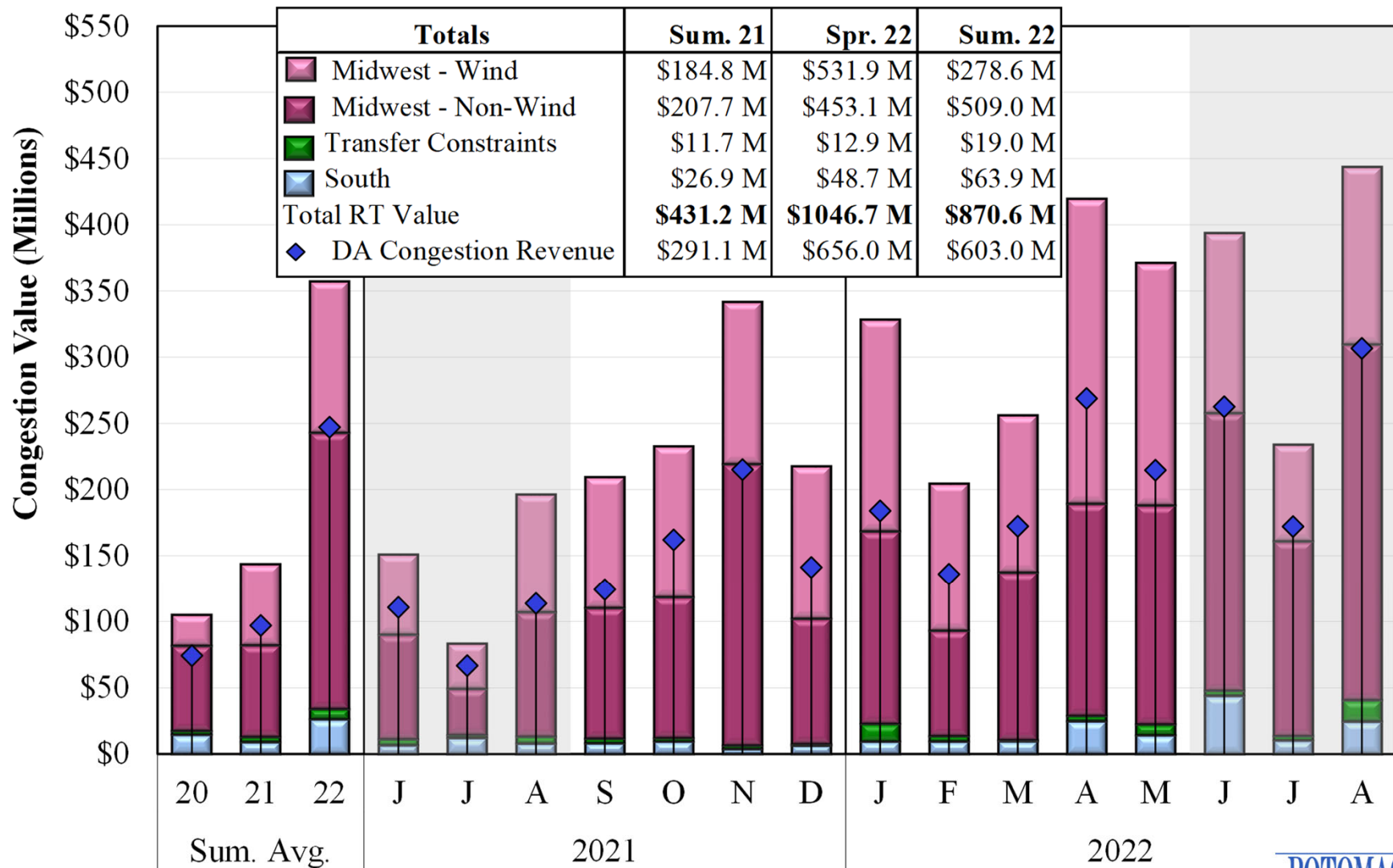
*Effects estimated by MISO through back-casting using its load forecasting model.

Capacity, Energy and Price Setting Share Summer 2021–2022

Summer	Unforced Capacity				Energy Output		Price Setting			
	Total (MW)		Share (%)		Share (%)		SMP (%)		LMP (%)	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
Nuclear	11,866	11,701	9%	9%	14%	13%	0%	0%	0%	0%
Coal	46,341	43,123	36%	34%	44%	36%	26%	20%	78%	73%
Natural Gas	58,334	59,901	45%	47%	32%	38%	73%	79%	98%	93%
Oil	1,636	1,474	1%	1%	0%	0%	0%	0%	1%	0%
Hydro	3,696	3,695	3%	3%	1%	1%	1%	1%	1%	3%
Wind	4,304	4,454	3%	3%	8%	9%	0%	0%	53%	48%
Solar	419	1,037	0%	1%	0%	0%	0%	0%	2%	1%
Other	2,603	2,734	2%	2%	1%	2%	0%	0%	6%	3%
Total	129,199	128,120								



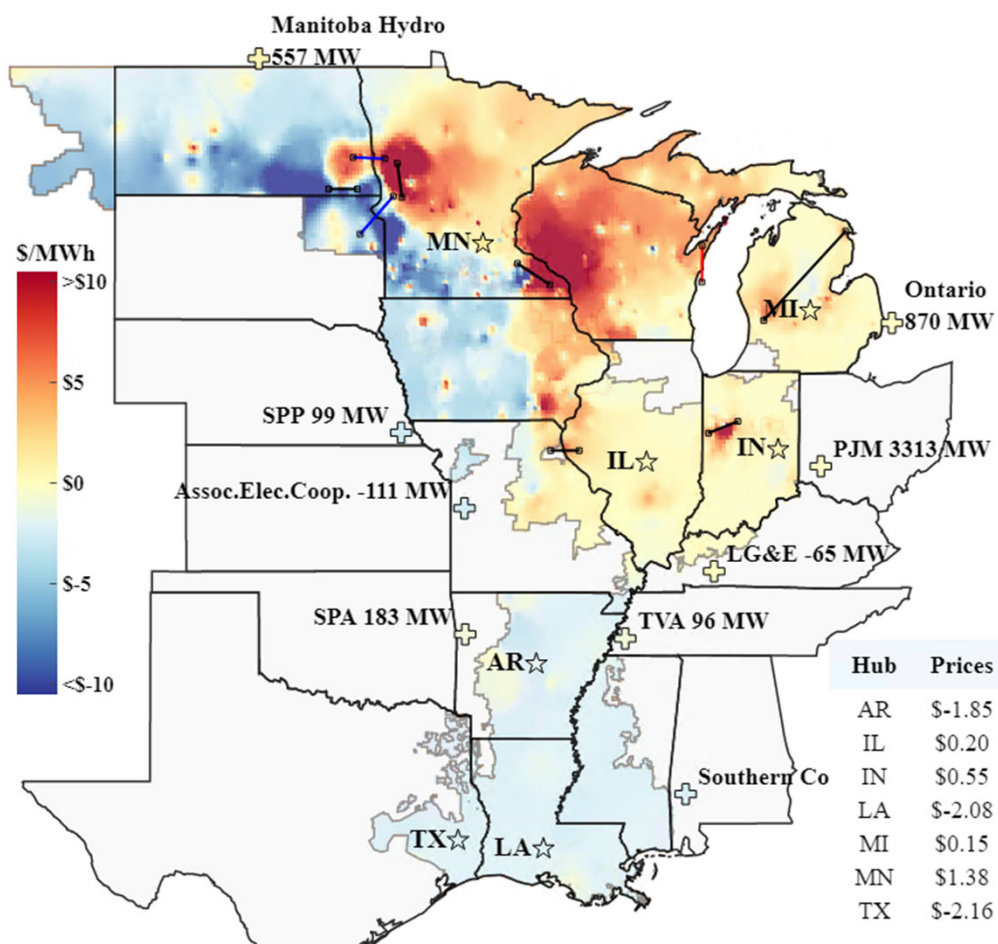
Value of Real-Time Congestion Summer 2021–2022



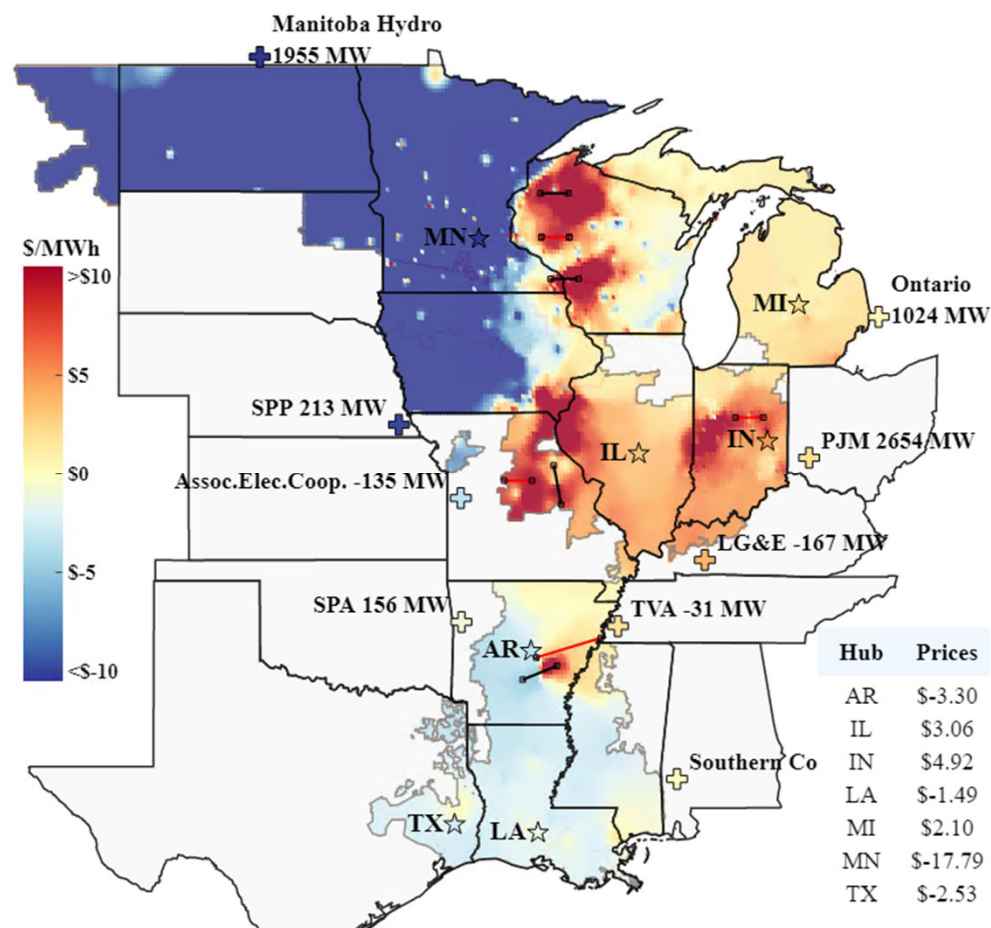


Average Real-Time Congestion Components Summer 2021–2022

Summer 2021

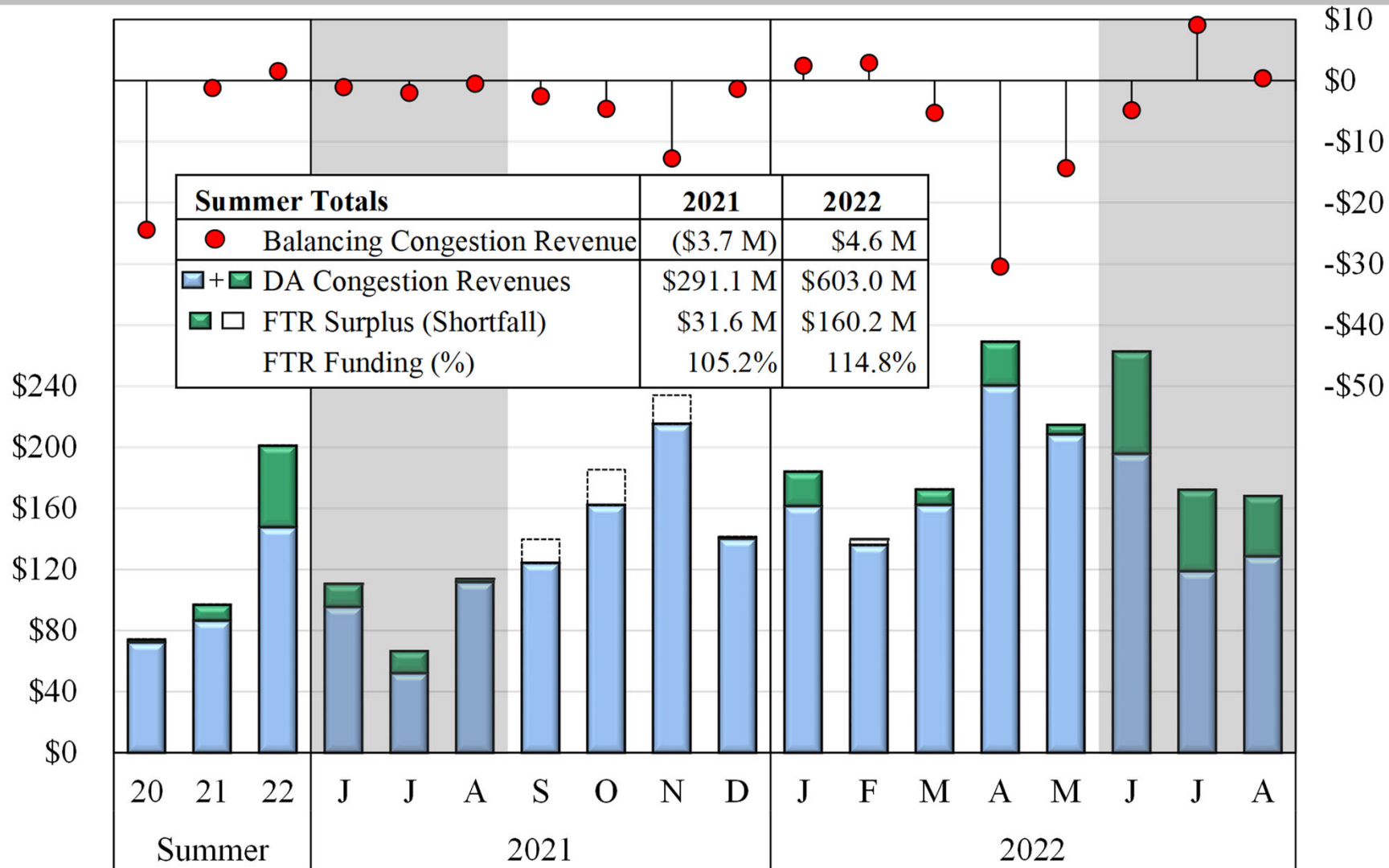


Summer 2022



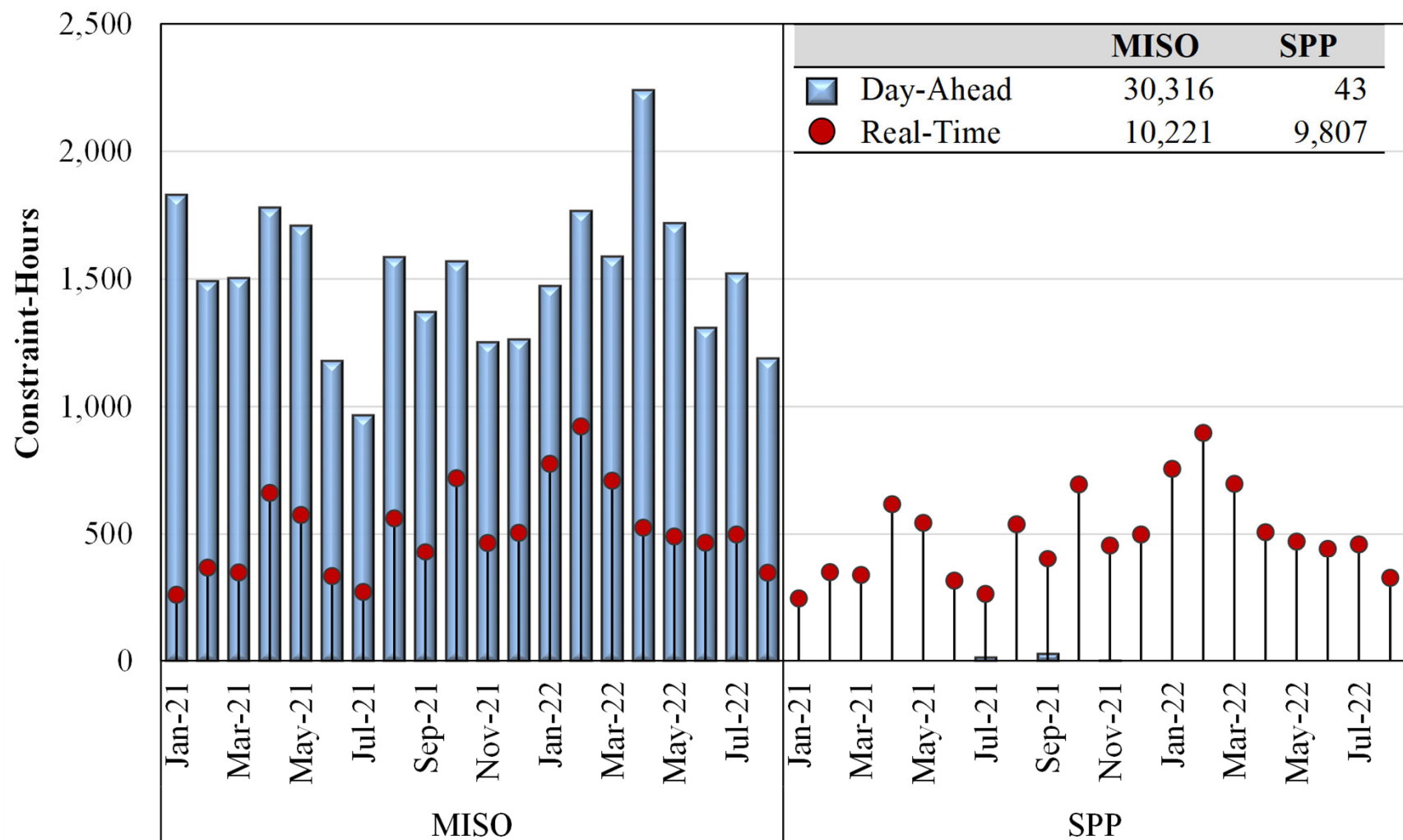


Day-Ahead Congestion, Balancing Congestion, and FTR Underfunding





Day-Ahead and Real-Time Binding of MISO M2M Constraints



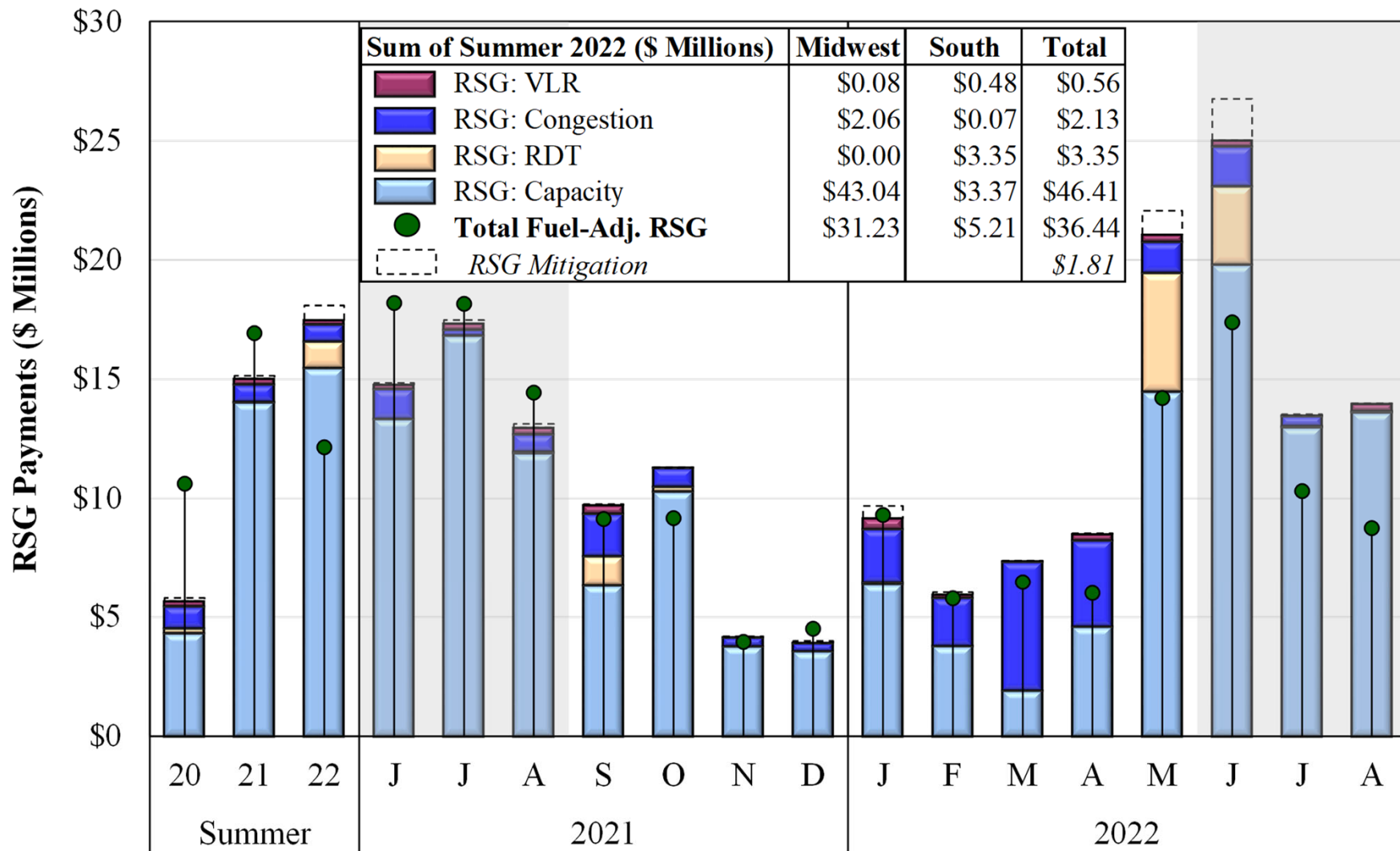
Benefits of Ambient-Adjusted and Emergency Ratings Summer 2021–2022

Summer		Savings (\$ Millions)			# of Facilities for 2/3 of Savings	Share of Congestion
		Ambient Adj. Ratings	Emergency Ratings	Total		
2021	Midwest	\$22.7	\$19.96	\$42.7	15	10.5%
	South	\$0.5	\$1.52	\$2.0	2	7.6%
	Total	\$23.2	\$21.5	\$44.7	17	10.3%
2022	Midwest	\$56.1	\$47.73	\$103.8	12	13.2%
	South	\$0.4	\$4.04	\$4.5	2	6.7%
	Total	\$56.6	\$51.8	\$108.3	14	12.7%



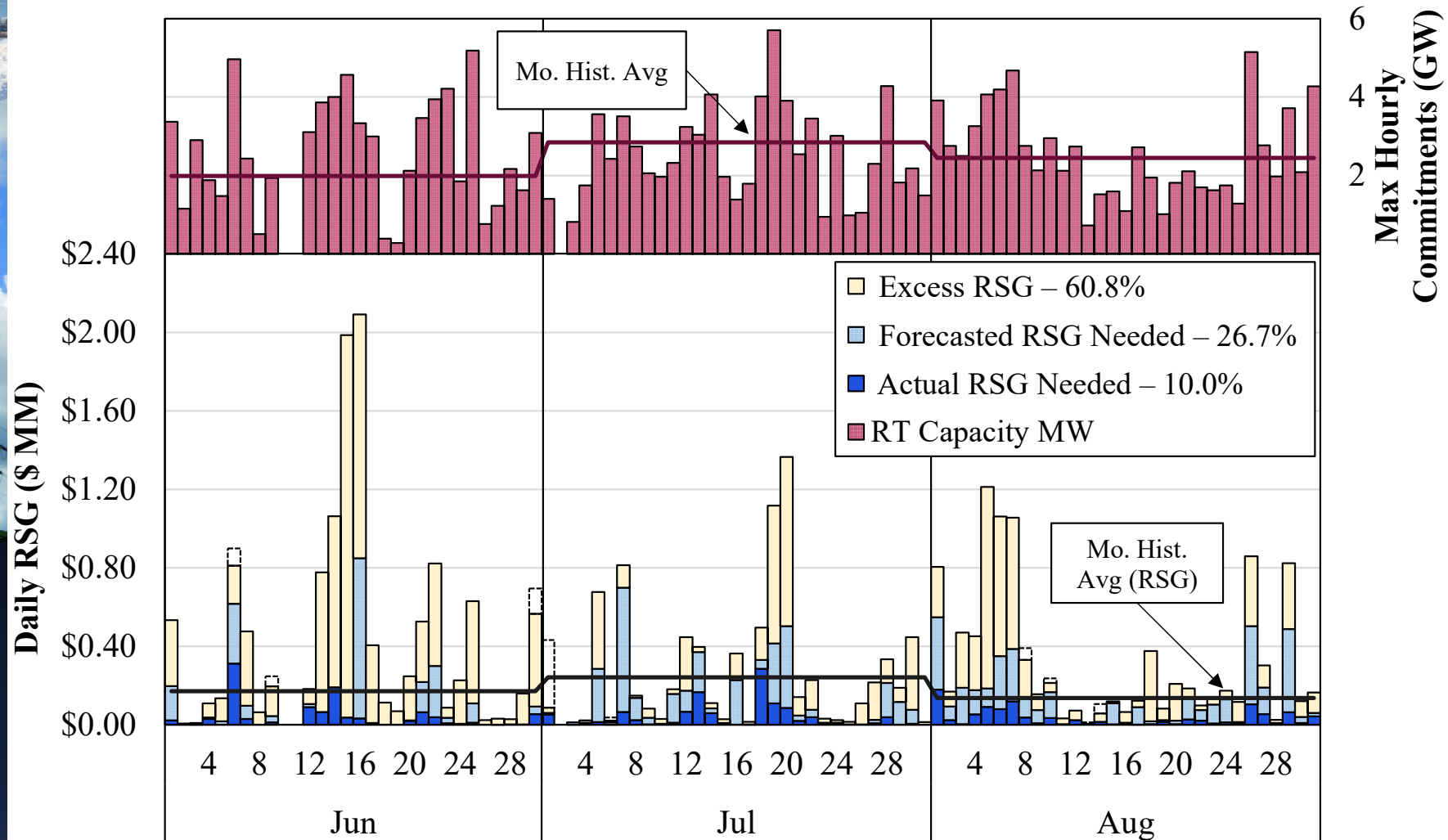
Real-Time RSG Payments

Summer 2021–2022



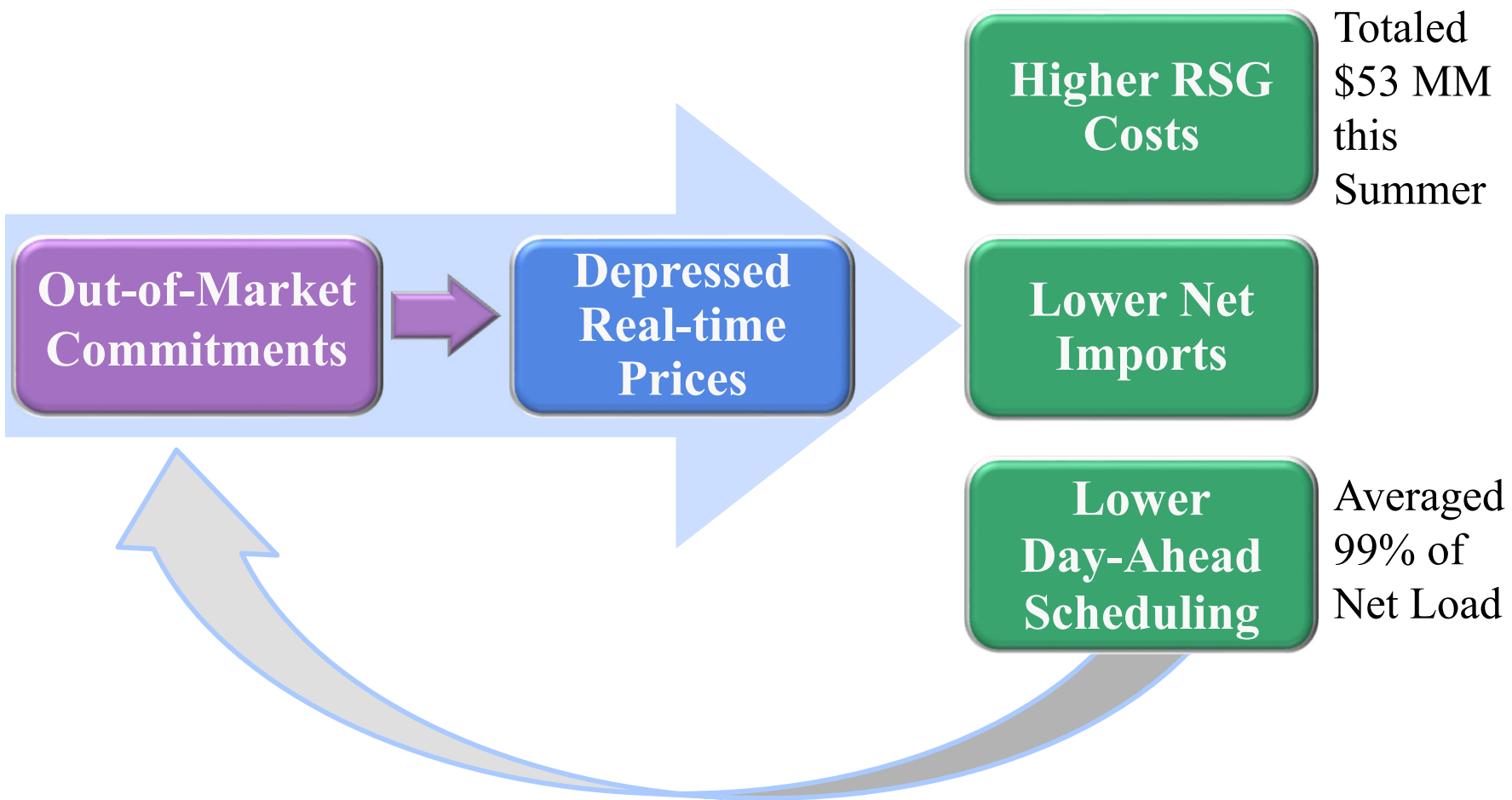


Real-Time Capacity Commitment and RSG



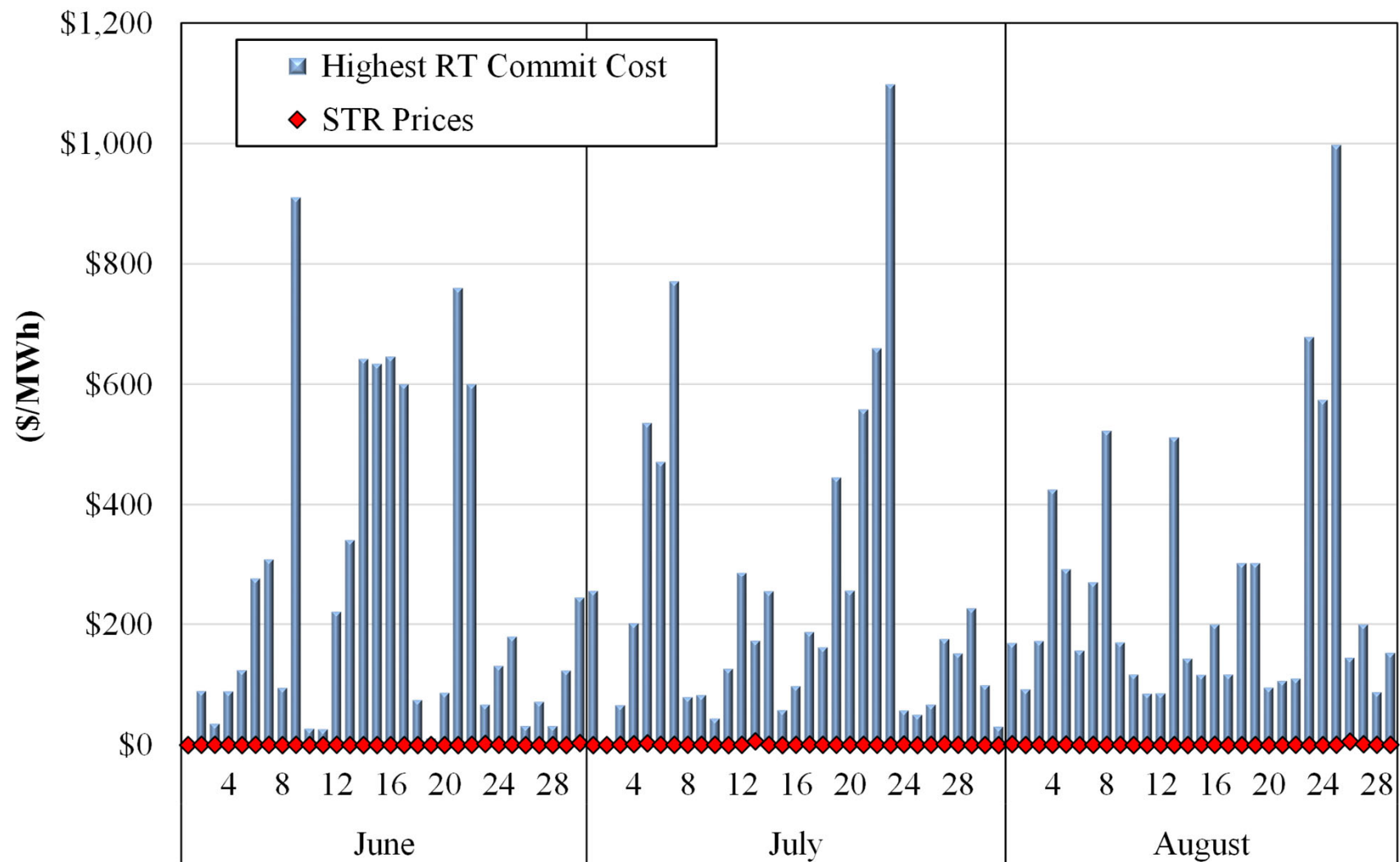
* 2.5% of the RSG could not be classified due to gaps in market data and is shown in the transparent bars.

Feedback Effects of Out-of-Market Commitments



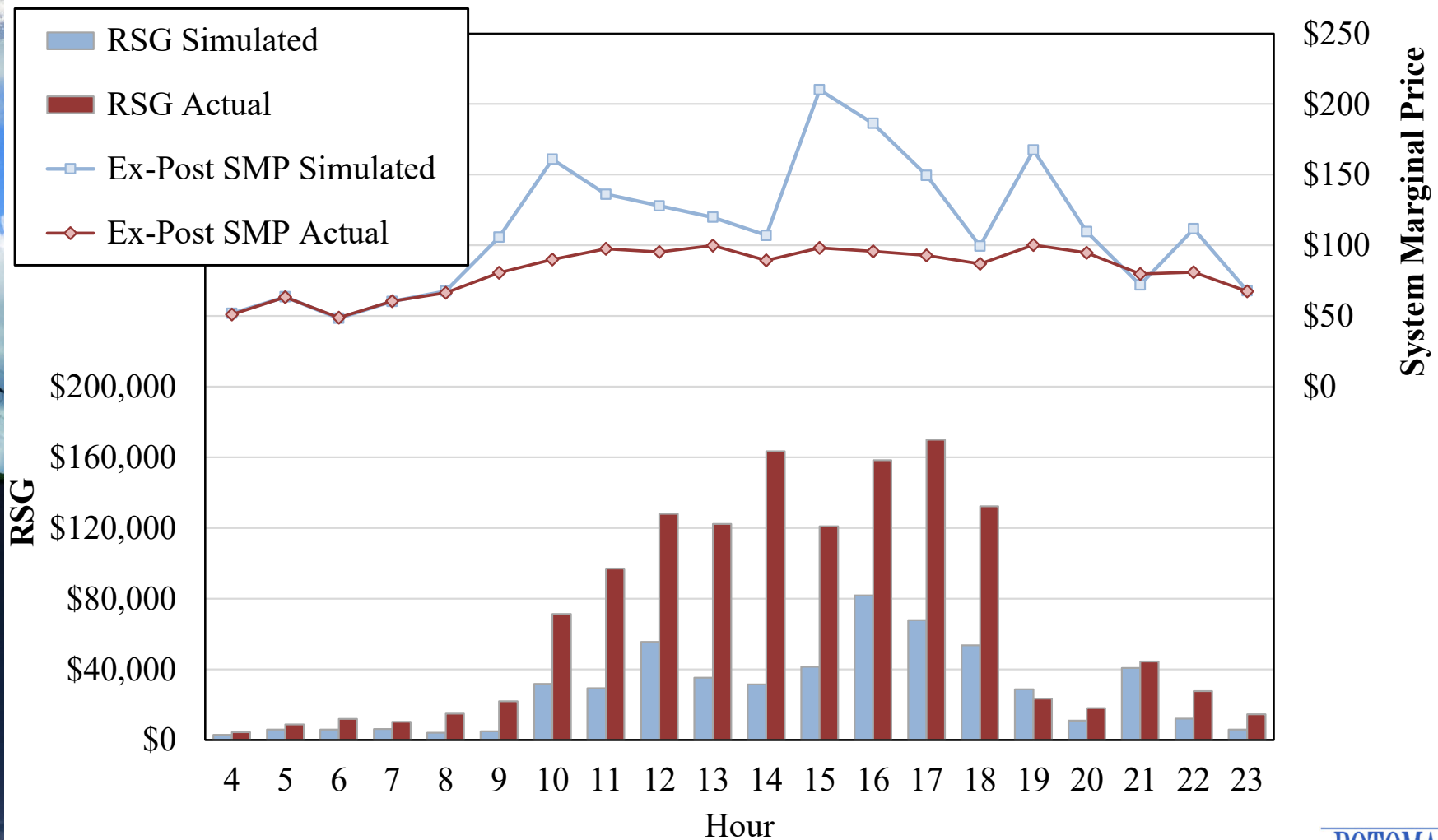


Real-Time Commitment Cost Versus Short-Term Reserve Prices



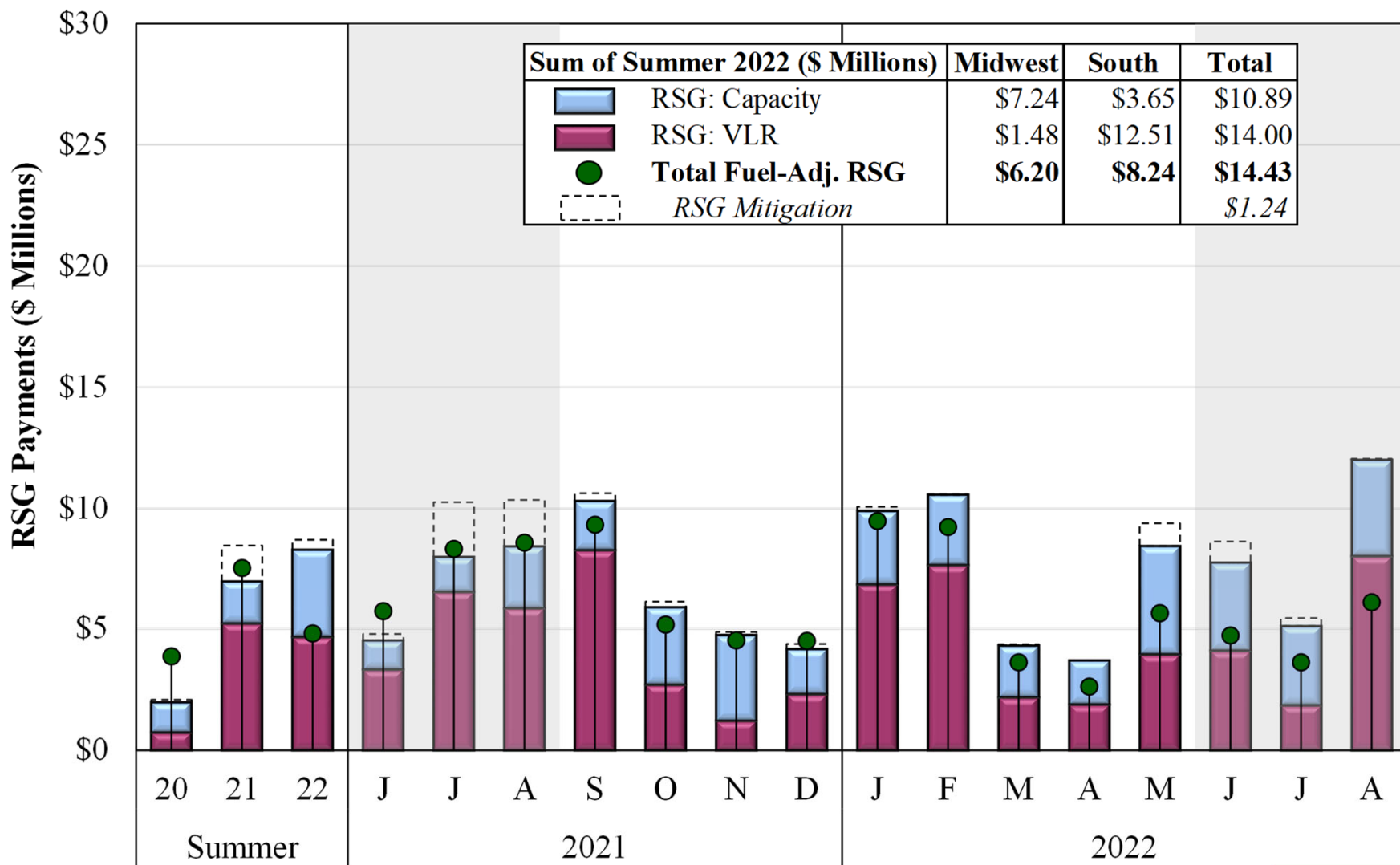


Alternative Commitment Case Study: July 20, 2022



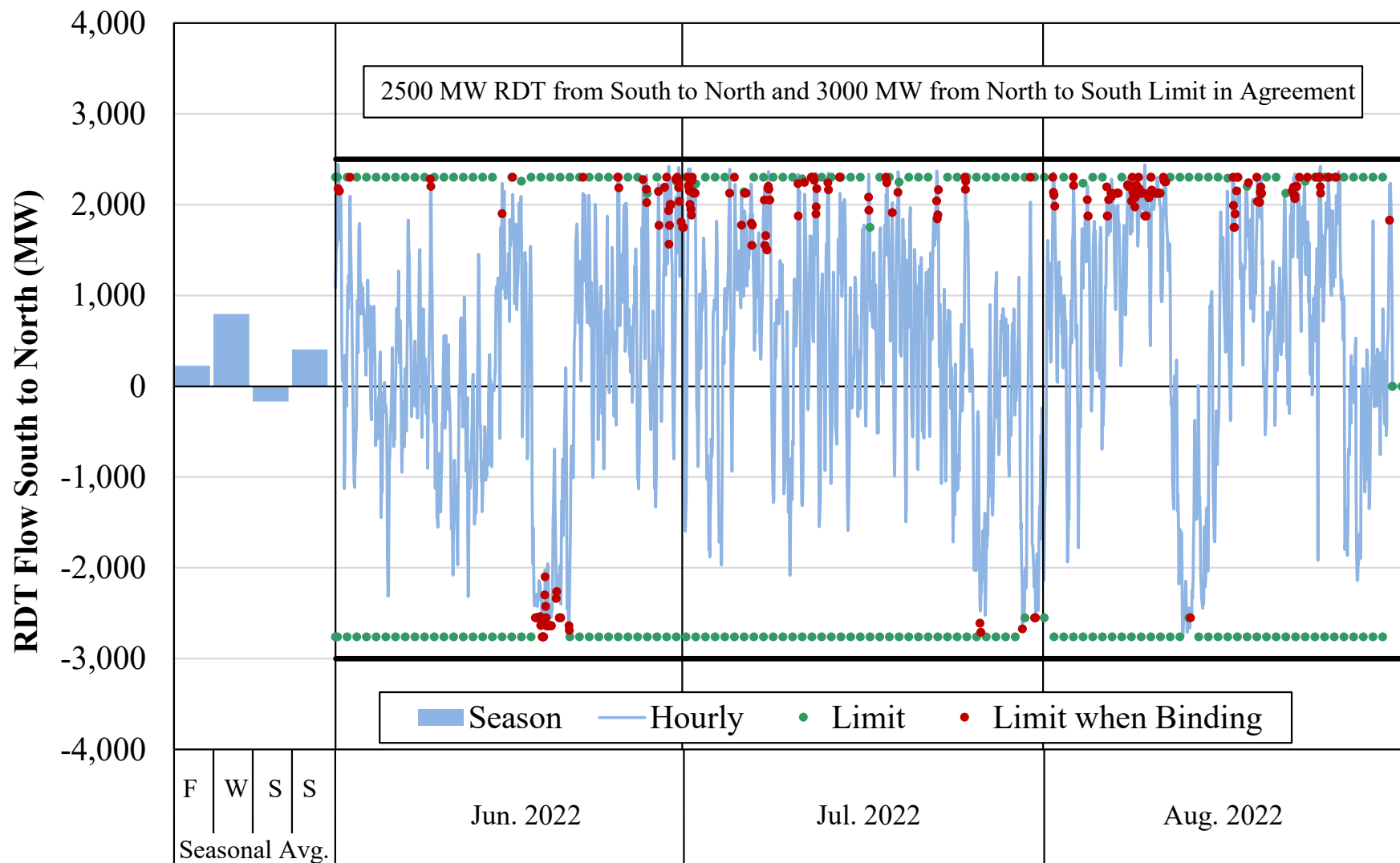


Day-Ahead RSG Payments Summer 2021–2022





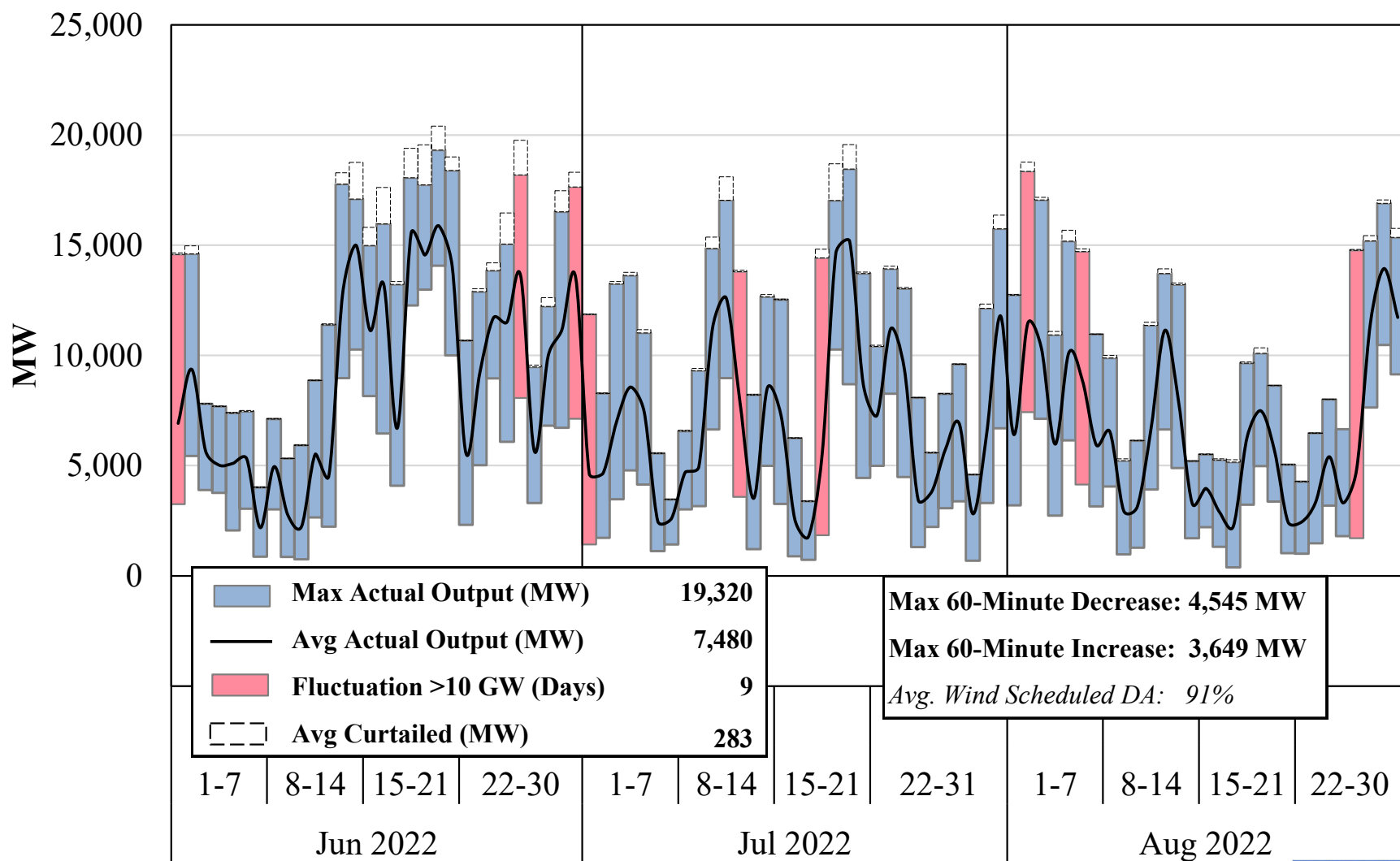
Real-Time Hourly Inter-Regional Flows Summer 2022





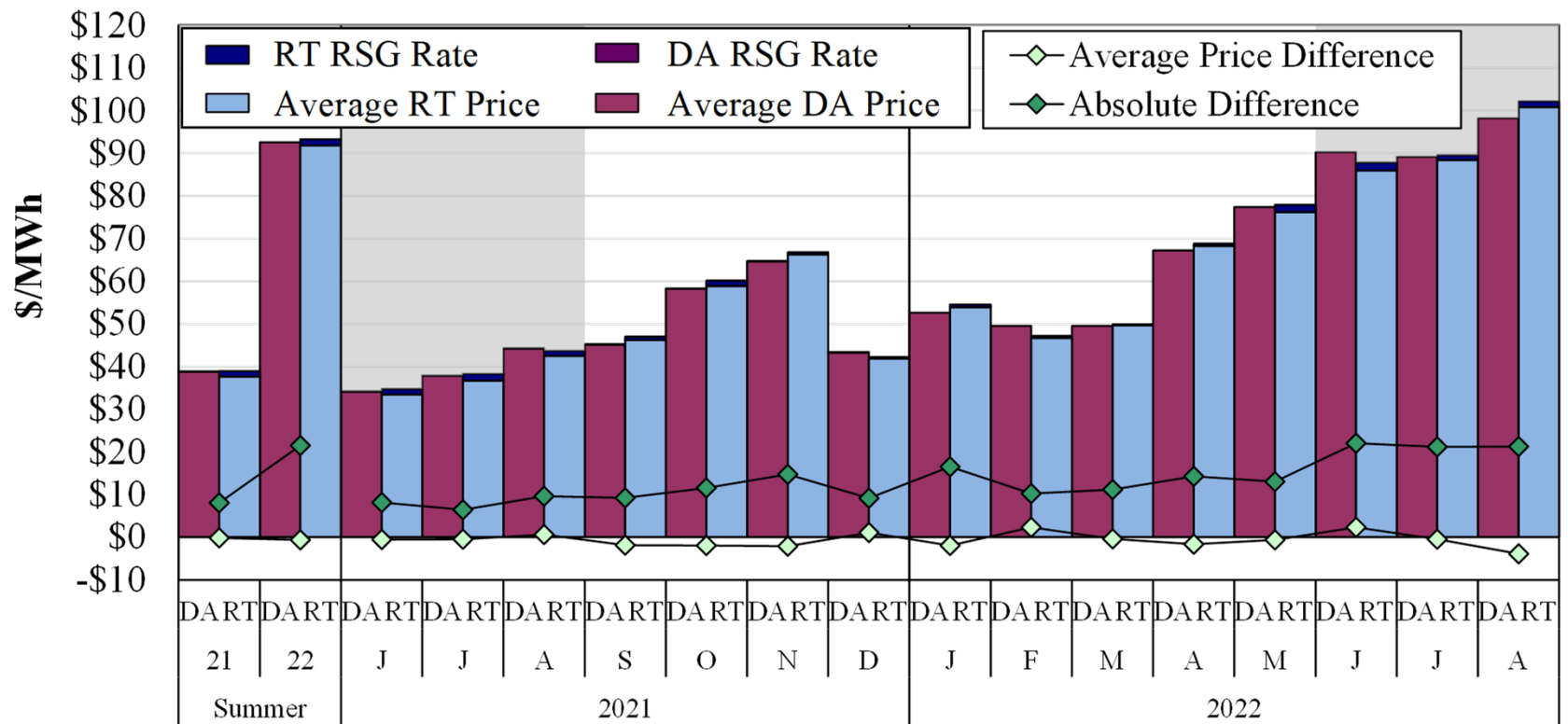
Wind Output in Real Time

Daily Range and Average





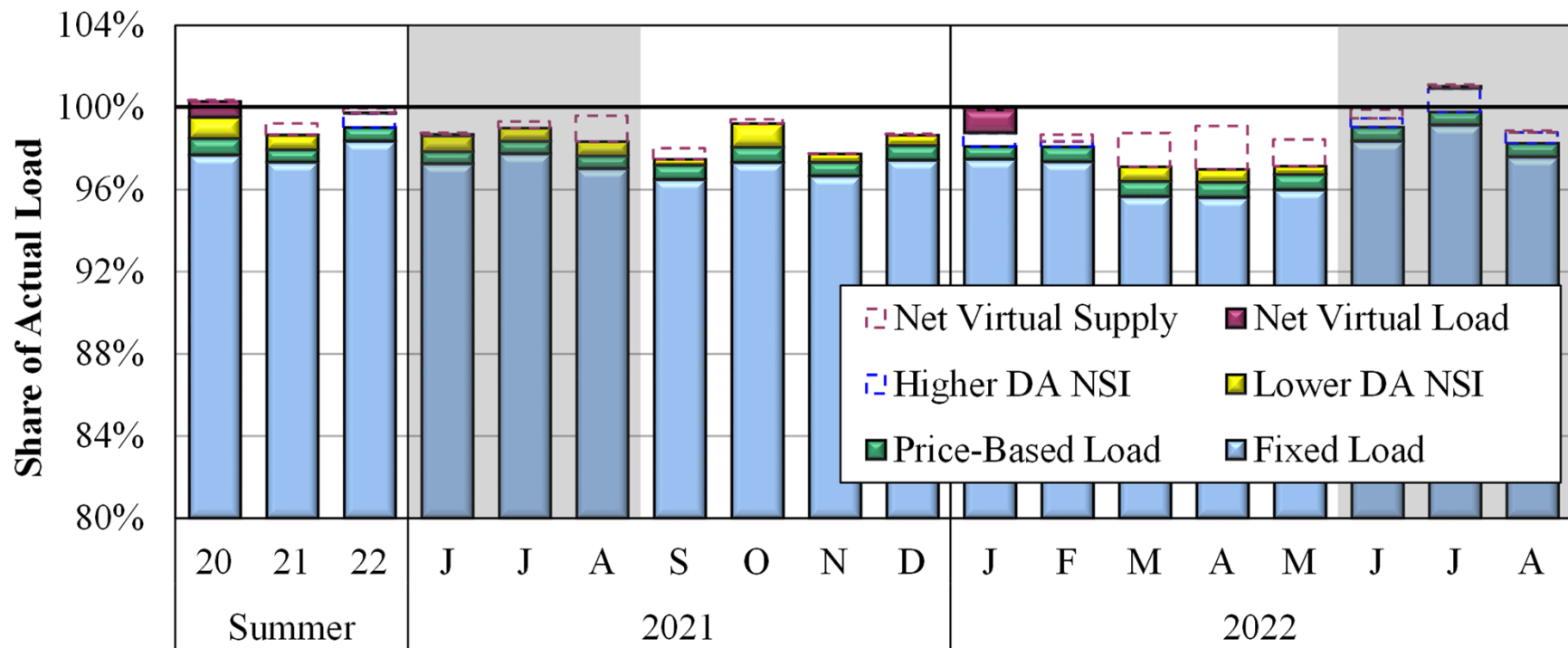
Day-Ahead and Real-Time Price Convergence Summer 2021–2022



Average DA-RT Price Difference Including RSG (% of Real-Time Price)

	Summer 21	Summer 22	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A
Indiana Hub	0	-1	-2	-1	1	-4	-3	-3	3	-4	5	-1	-2	-1	3	0	-4
Michigan Hub	-1	0	-3	0	1	-3	-1	-1	1	-3	6	3	-3	5	5	-1	-3
Minnesota Hub	-1	1	-5	1	1	-7	-2	2	0	3	8	8	2	-1	10	-3	-5
Arkansas Hub	0	-3	1	-5	3	-5	-2	5	-2	-2	3	3	3	6	3	-5	-7
Texas Hub	2	-2	4	-1	3	-4	2	6	-1	-4	4	4	1	9	4	-2	-8
Louisiana Hub	3	-1	2	0	8	-5	3	3	-1	-3	5	4	4	8	5	0	-7

Day-Ahead Peak Hour Load Scheduling Summer 2021–2022

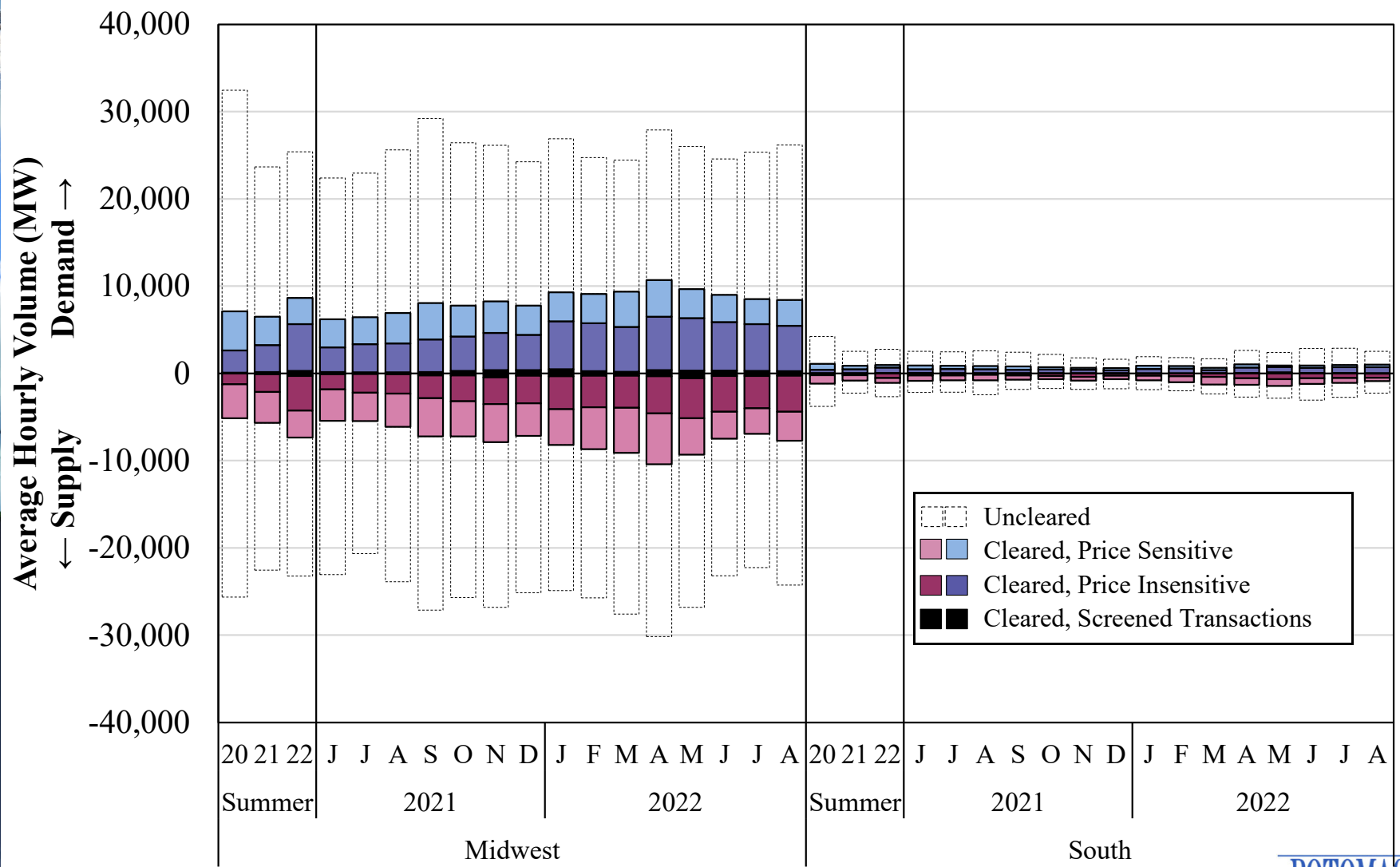


Share of Actual Load (%)

All Hours	100.9	99.5	99.3	98.9	99.7	99.8	98.3	99.2	97.8	98.9	98.9	97.8	97.3	97.5	97.6	99.2	99.8	98.7
Peak Hours Midwest	99.6	97.6	98.8	97.6	98.3	96.9	97.0	98.7	97.6	99.0	99.8	98.1	96.5	96.0	96.2	98.2	99.7	98.3
Peak Hours South	101.7	101.4	99.3	101.6	100.9	101.8	99.3	100.2	101.4	101.3	98.8	100.0	98.8	99.1	99.0	99.7	99.7	98.6

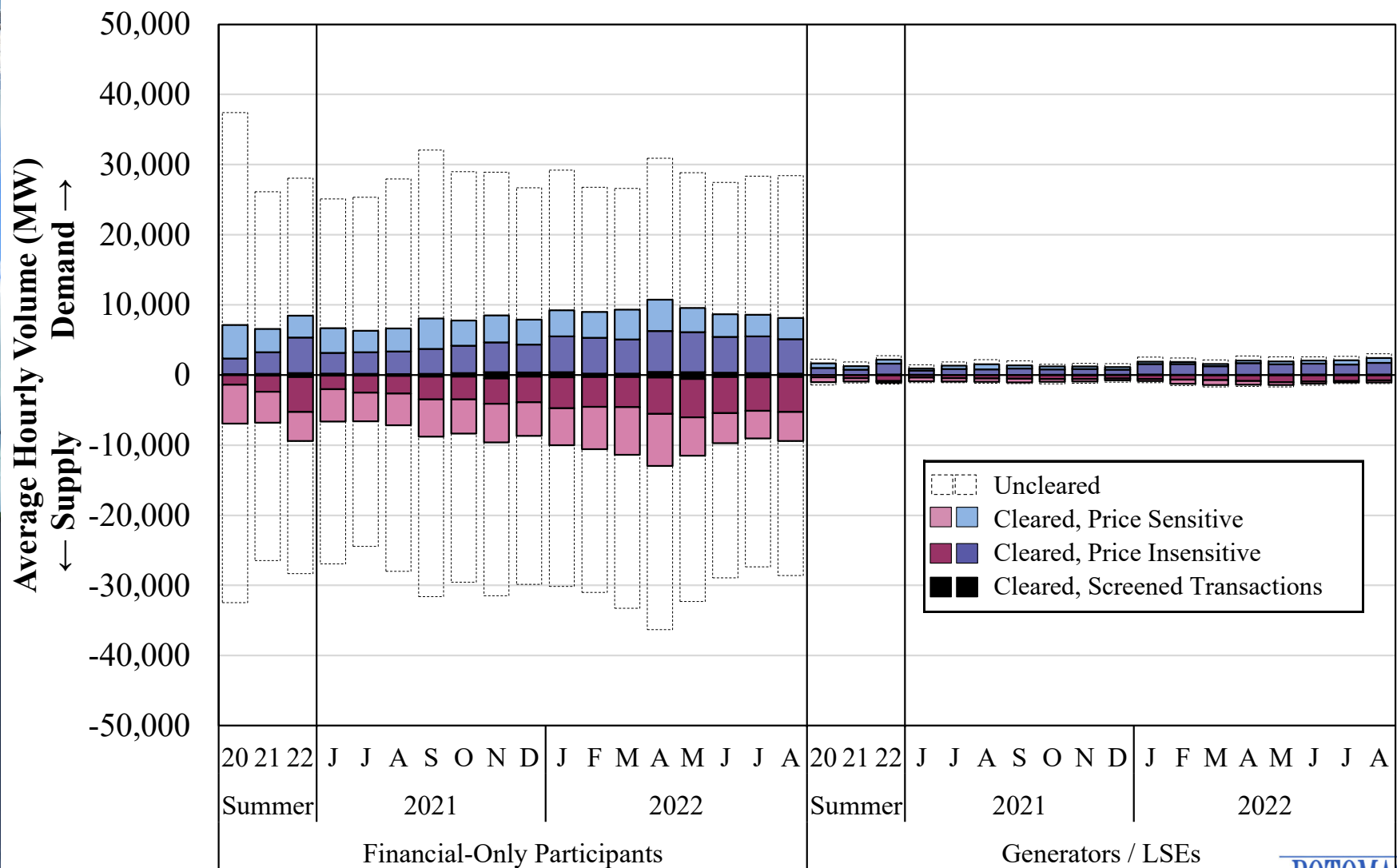


Virtual Load and Supply Summer 2021–2022



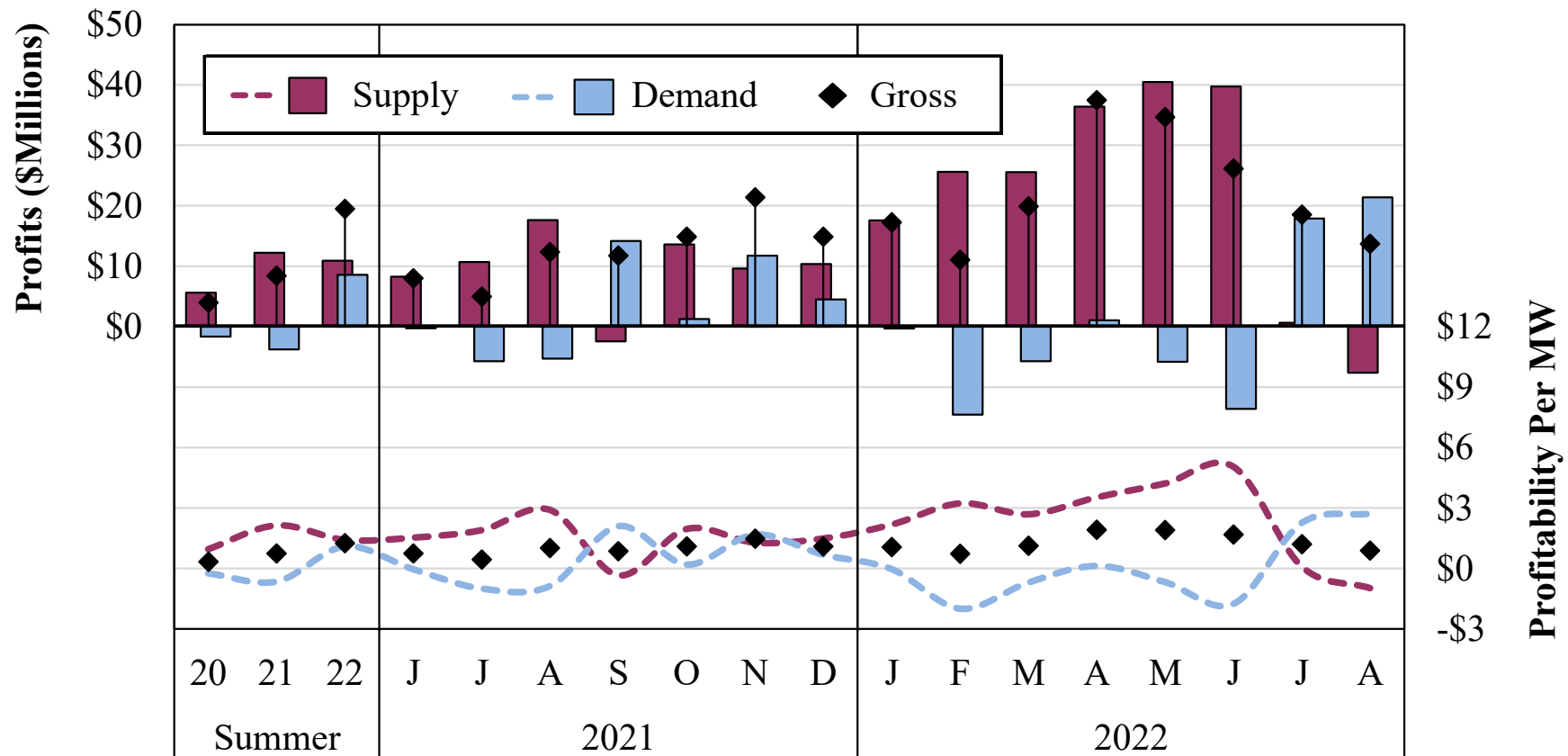


Virtual Load and Supply by Participant Type Summer 2021–2022





Virtual Profitability Summer 2021–2022

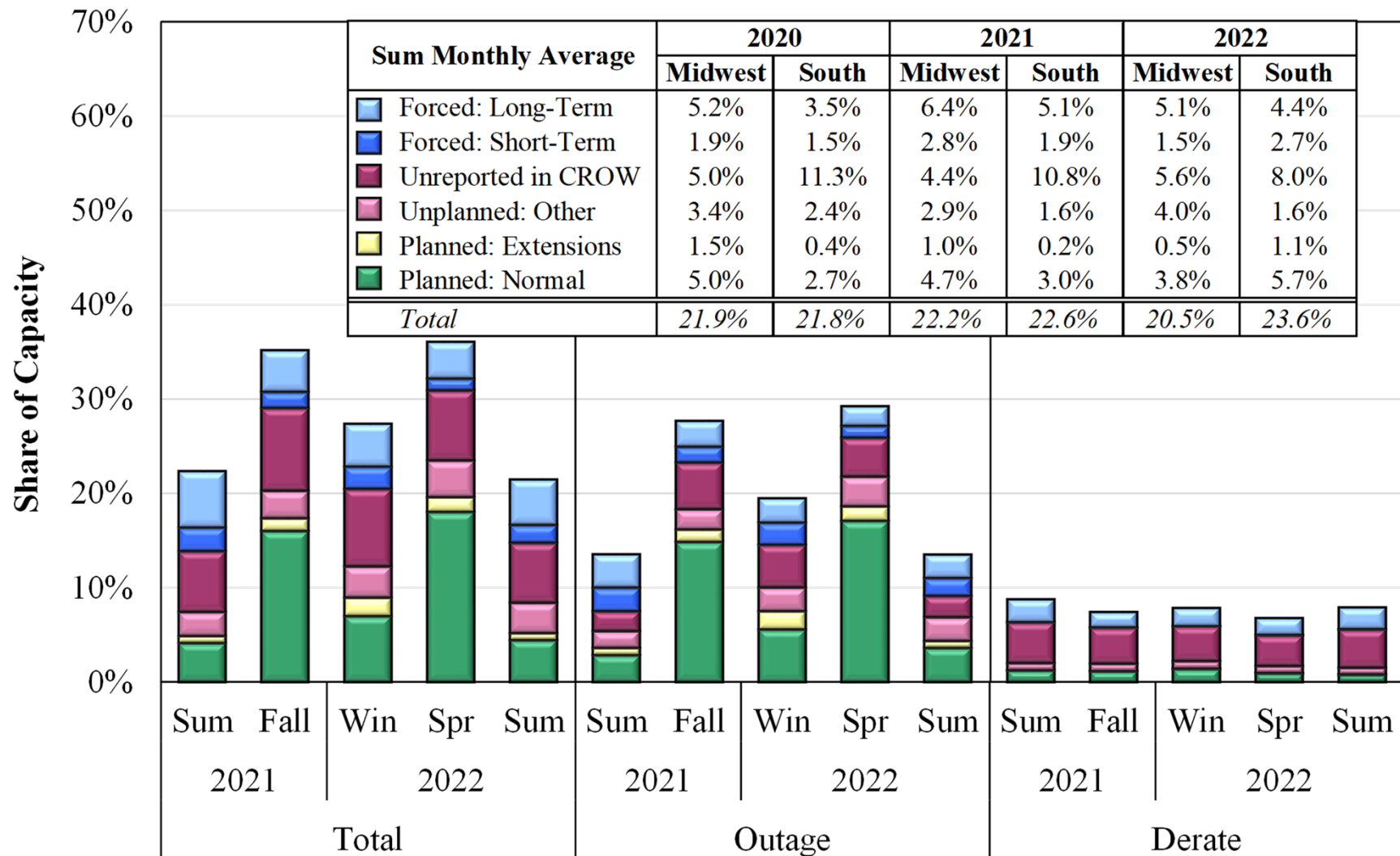


Percent Screened

Supply	0.4	1.5	3.3	1.4	1.4	1.6	2.8	2.7	4.9	2.9	3.3	2.6	2.4	3.0	4.9	2.9	3.7	3.2
Demand	1.3	2.2	3.2	3.0	2.0	1.6	1.7	3.5	4.3	4.5	4.4	2.3	1.9	3.8	3.8	3.7	3.2	2.5
Total	0.9	1.8	3.2	2.2	1.7	1.6	2.3	3.1	4.6	3.7	3.9	2.5	2.2	3.4	4.4	3.3	3.4	2.9

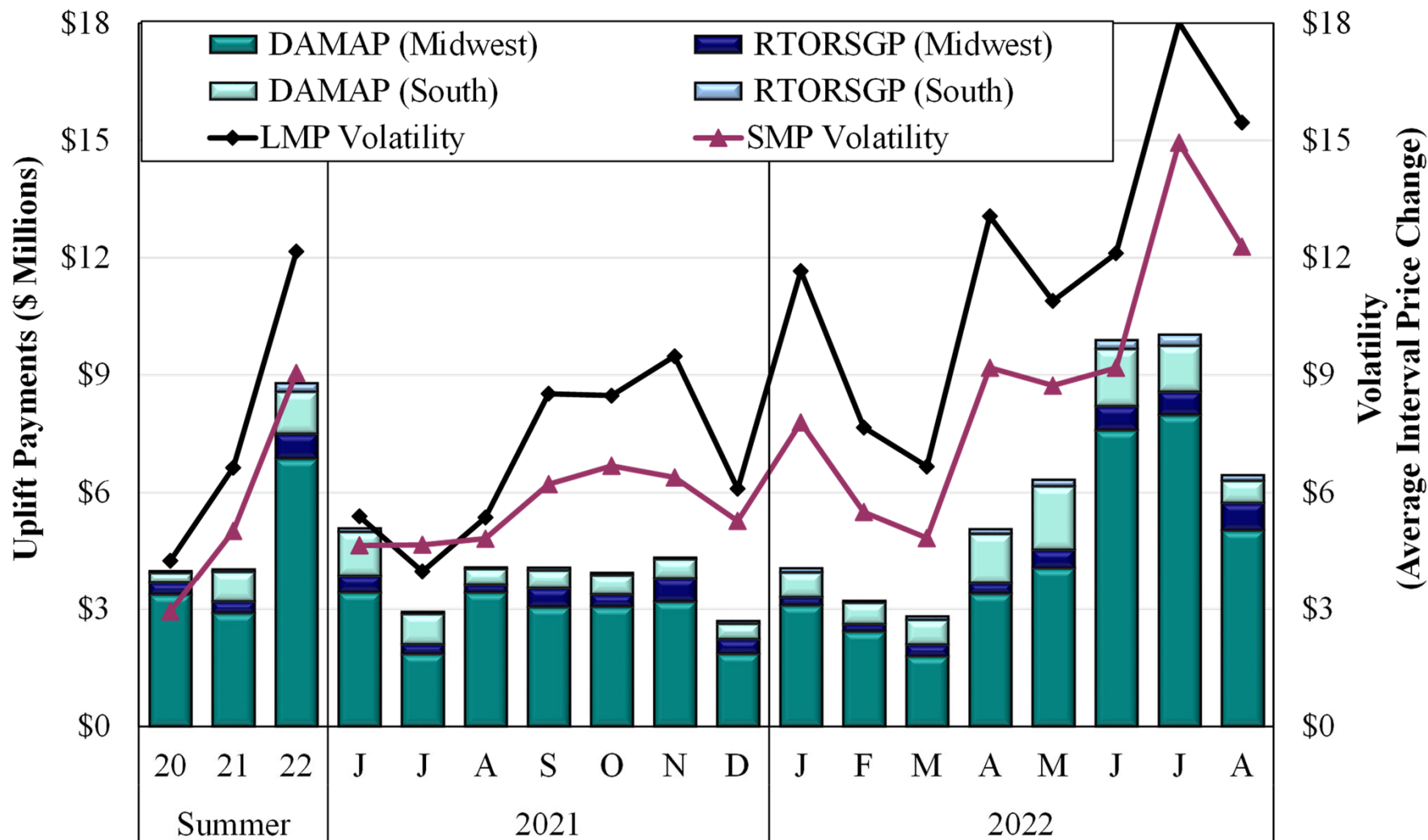


Generation Outages and Deratings Summer 2021–2022



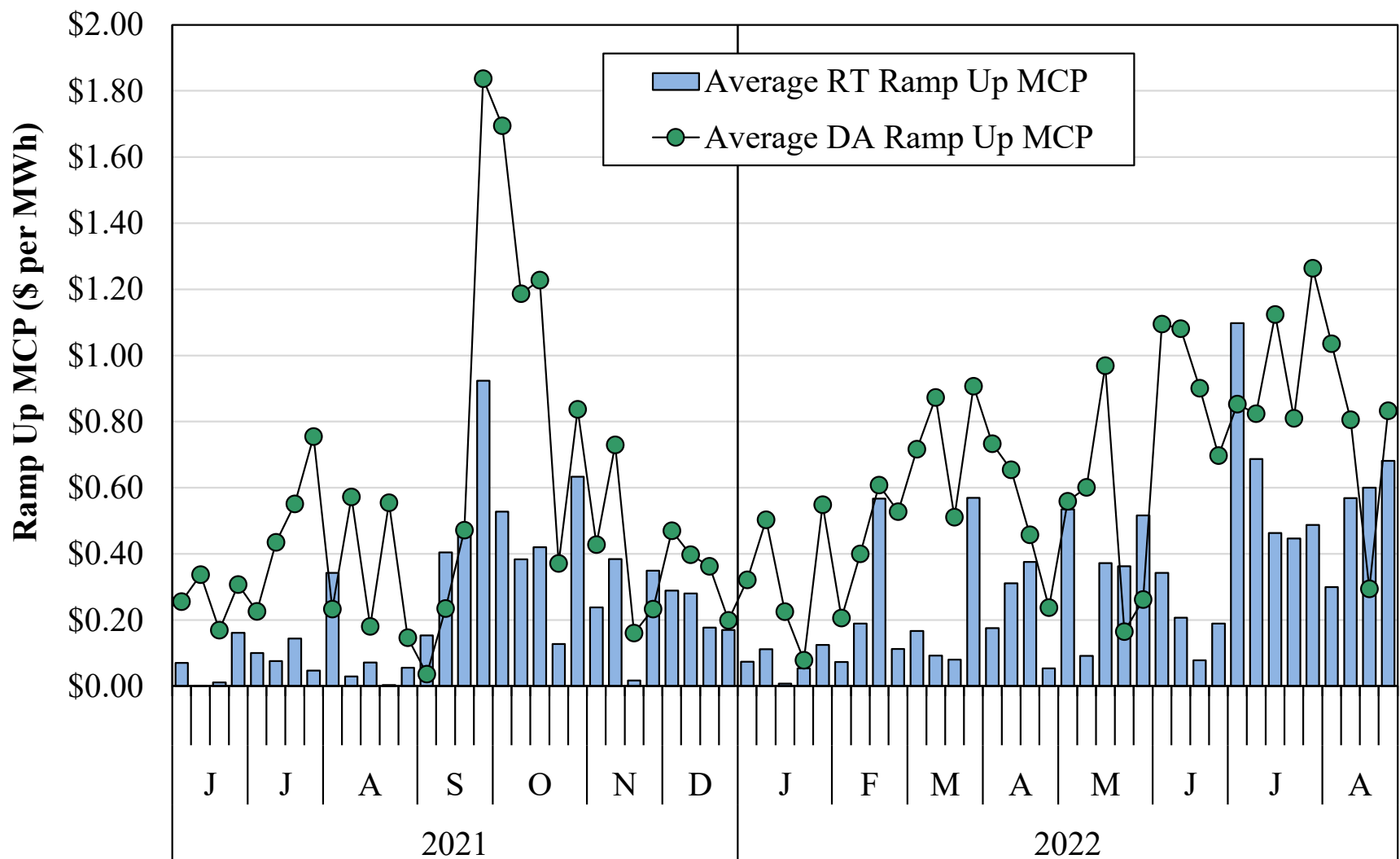


Price Volatility Make Whole Payments Summer 2021–2022



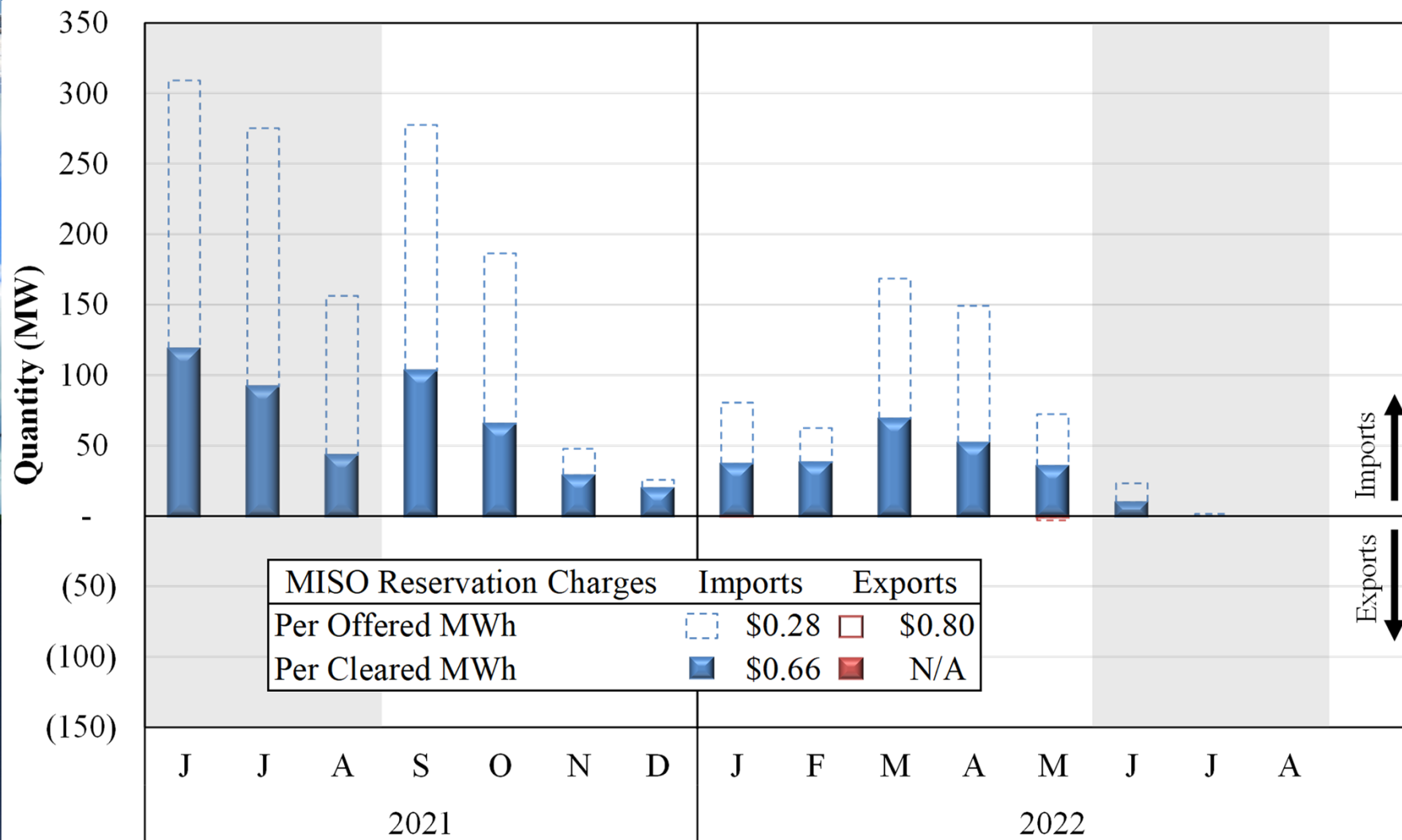


Day-Ahead and Real-Time Ramp Up Price Summer 2021–2022



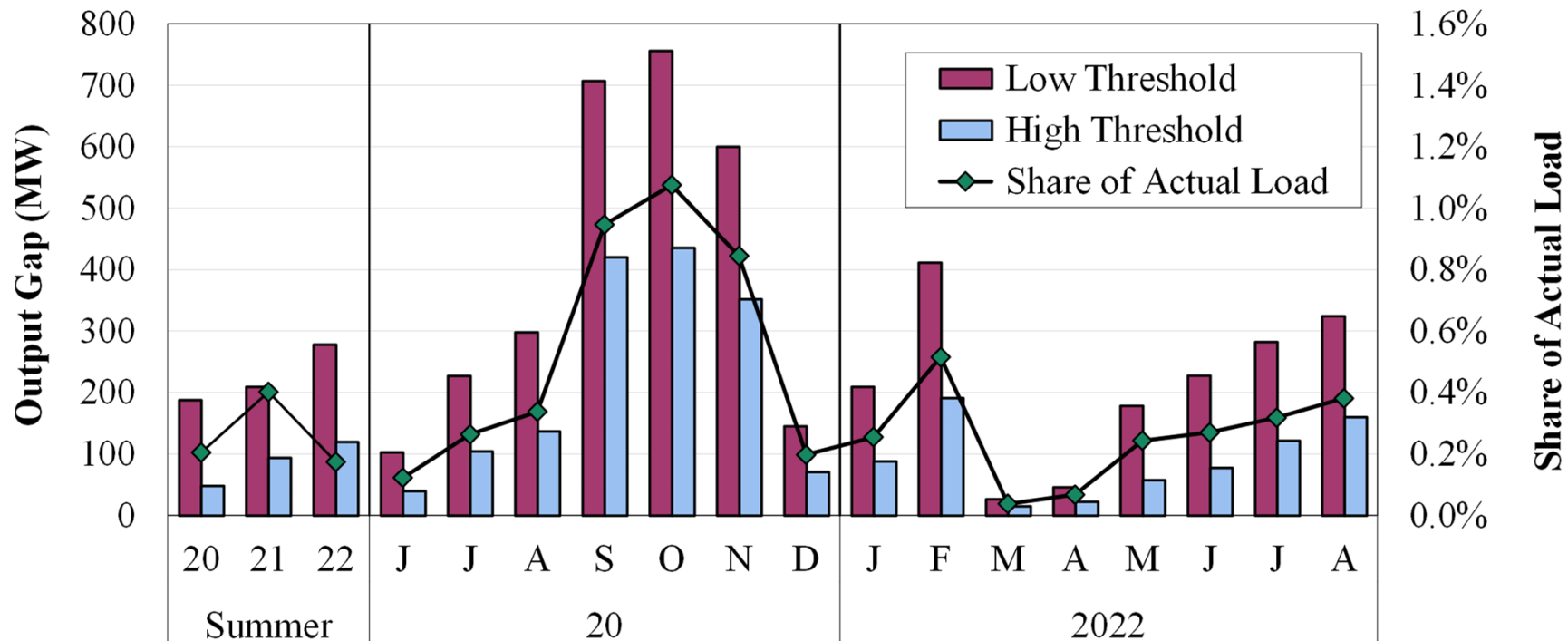


Coordinated Transaction Scheduling (CTS) Summer 2021–2022





Monthly Output Gap Summer 2021–2022



Low Threshold Results by Unit Status (MW)

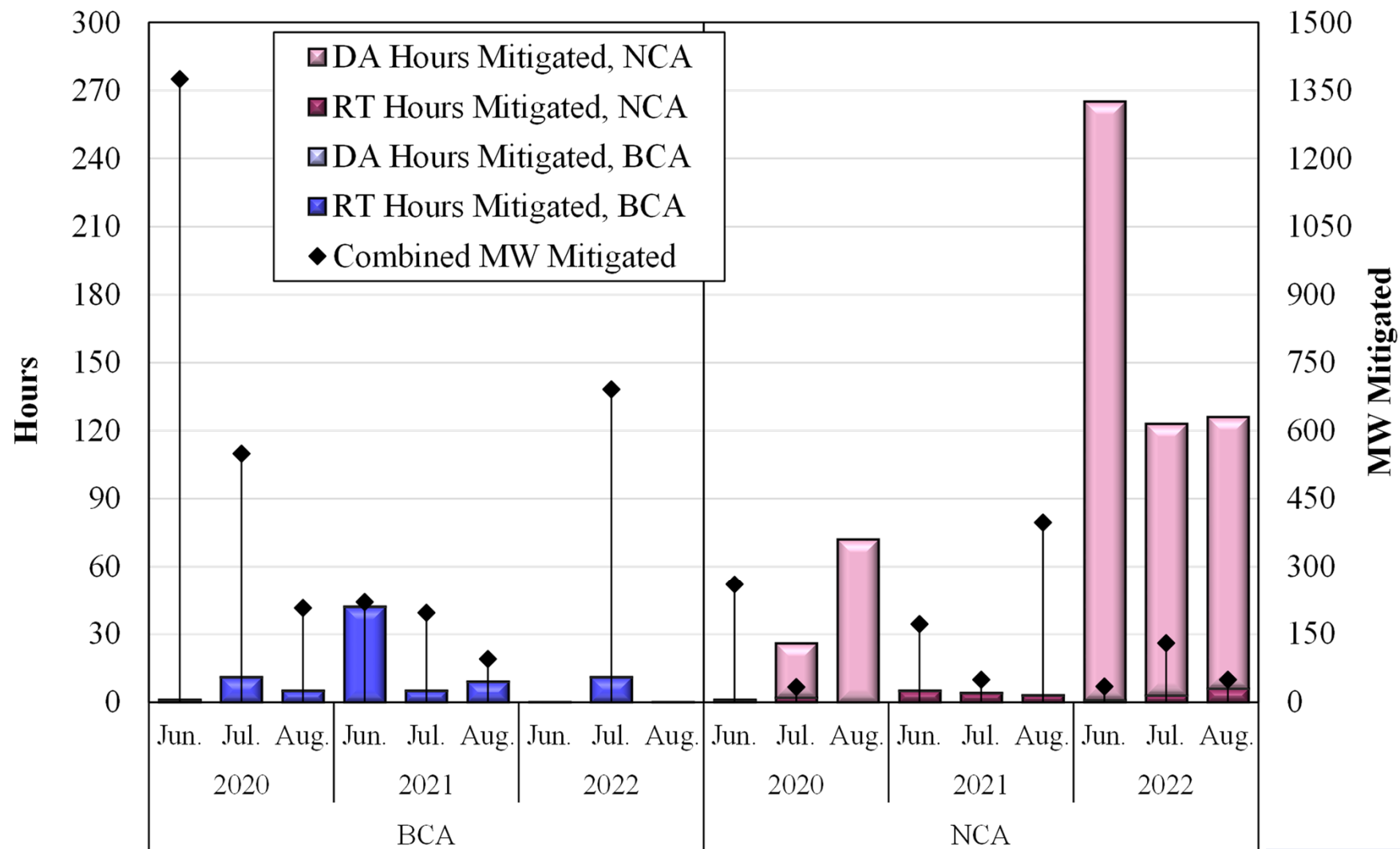
Offline	22	27	175	8	27	46	129	103	35	9	22	24	17	20	103	118	184	224
Online	166	183	103	96	201	252	577	652	565	136	188	387	11	27	75	110	98	100

High Threshold Results by Unit Status (MW)

Offline	19	22	108	7	22	38	98	62	19	7	21	20	12	17	51	67	110	146
Online	29	71	12	33	82	100	322	373	333	64	67	171	4	6	7	10	12	14

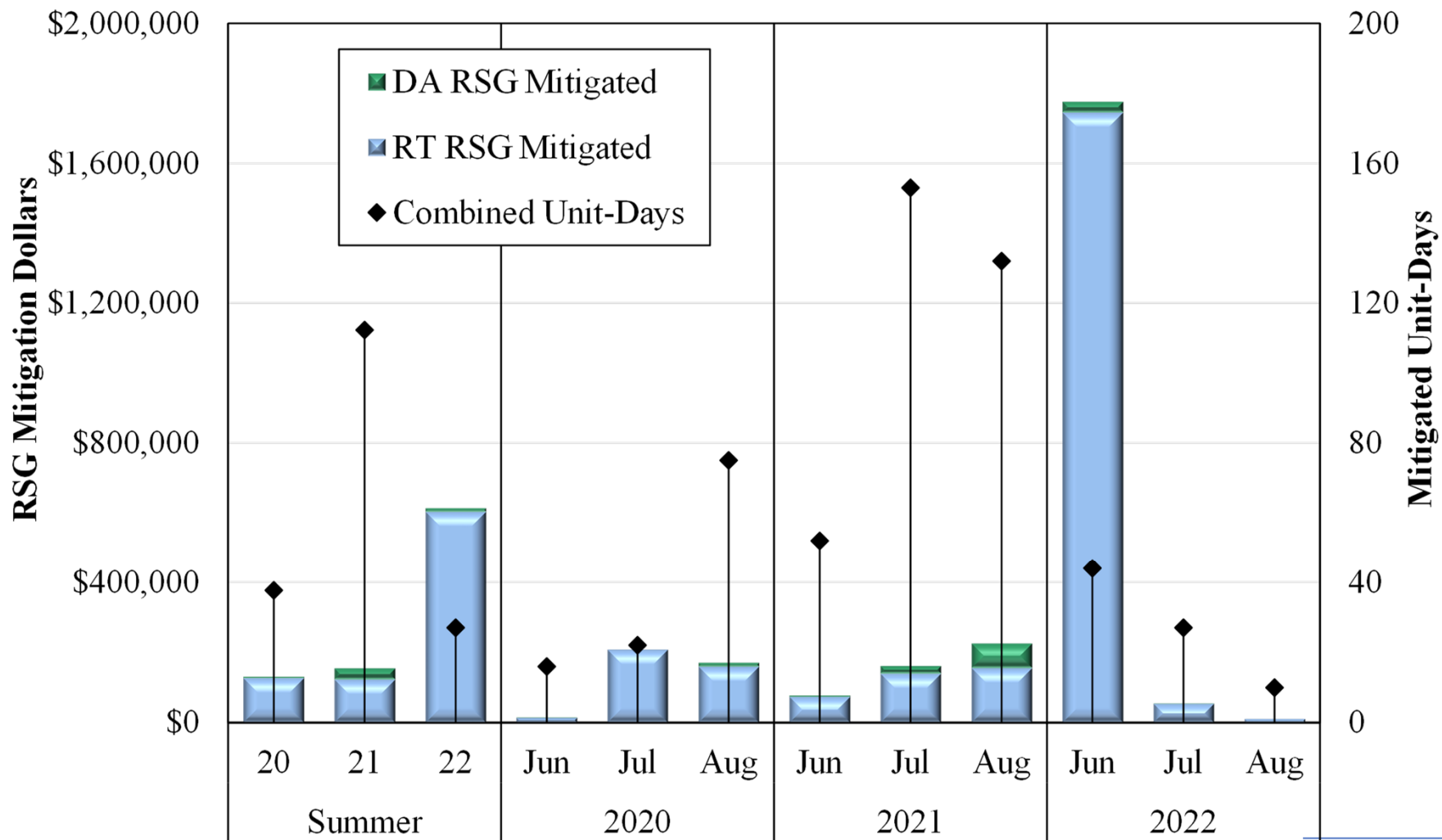


Day-Ahead And Real-Time Energy Mitigation Summer 2021 and 2022



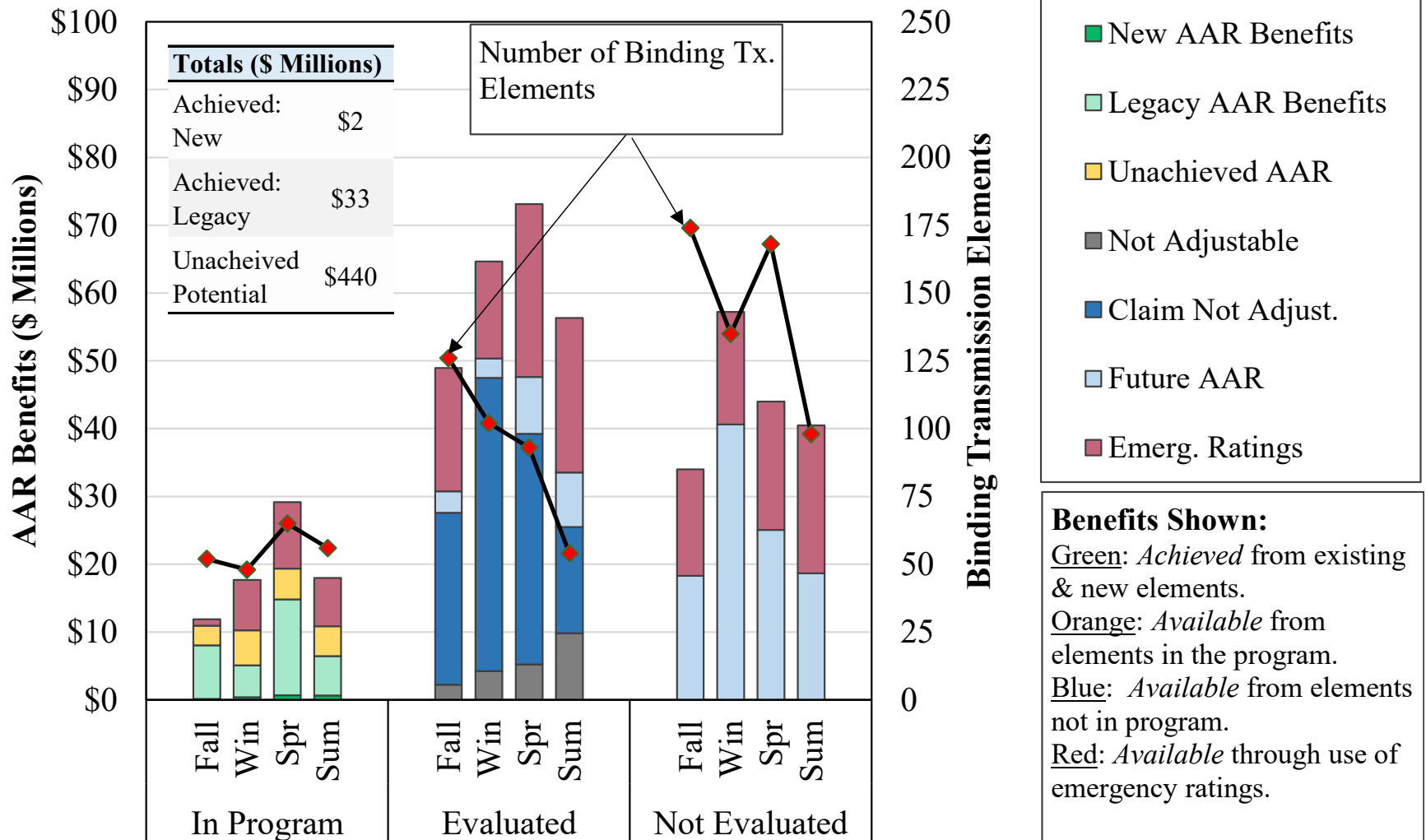


Day-Ahead and Real-Time RSG Mitigation Summer 2021 - 2022



Benefits of AARs and Emergency Ratings

Fall 2021 – Summer 2022





List of Acronyms

• AAR	Ambient-Adjusted Ratings	• ORDC	Operating Reserve Demand Curve
• AMP	Automated Mitigation Procedures	• PITT	Pseudo-Tie Issues Task Team
• BCA	Broad Constrained Area	• PRA	Planning Resource Auction
• CDD	Cooling Degree Days	• PVMWP	Price Volatility Make Whole Payment
• CMC	Constraint Management Charge	• RAC	Resource Adequacy Construct
• CTS	Coordinated Transaction Scheduling	• RDT	Regional Directional Transfer
• DAMAP	Day-Ahead Margin Assurance Payment	• RSG	Revenue Sufficiency Guarantee
• DDC	Day-Ahead Deviation & Headroom Charge	• RTORSGP	Real-Time Offer Revenue Sufficiency Guarantee Payment
• DIR	Dispatchable Intermittent Resource	• SMP	System Marginal Price
• HDD	Heating Degree Days	• SOM	State of the Market
• ELMP	Extended Locational Marginal Price	• STE	Short-Term Emergency
• JCM	Joint and Common Market Initiative	• STR	Short-Term Reserves
• JOA	Joint Operating Agreement	• TLR	Transmission Loading Relief
• LAC	Look-Ahead Commitment	• TCDC	Transmission Constraint Demand Curve
• LSE	Load-Serving Entities	• VLR	Voltage and Local Reliability
• M2M	Market-to-Market	• WUMS	Wisconsin Upper Michigan System
• MSC	MISO Market Subcommittee		
• NCA	Narrow Constrained Area		

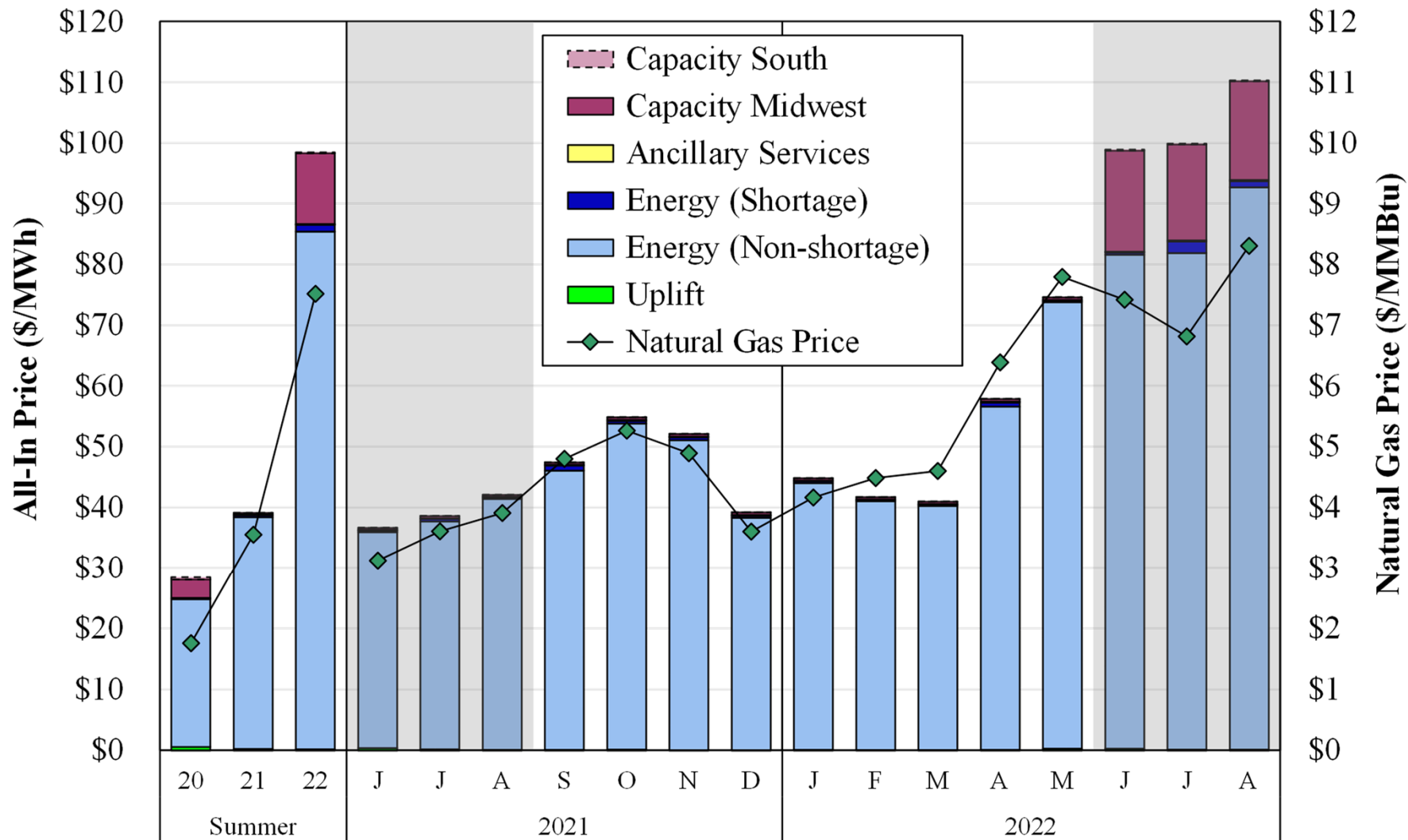


Slides Reproduced for the Markets Committee





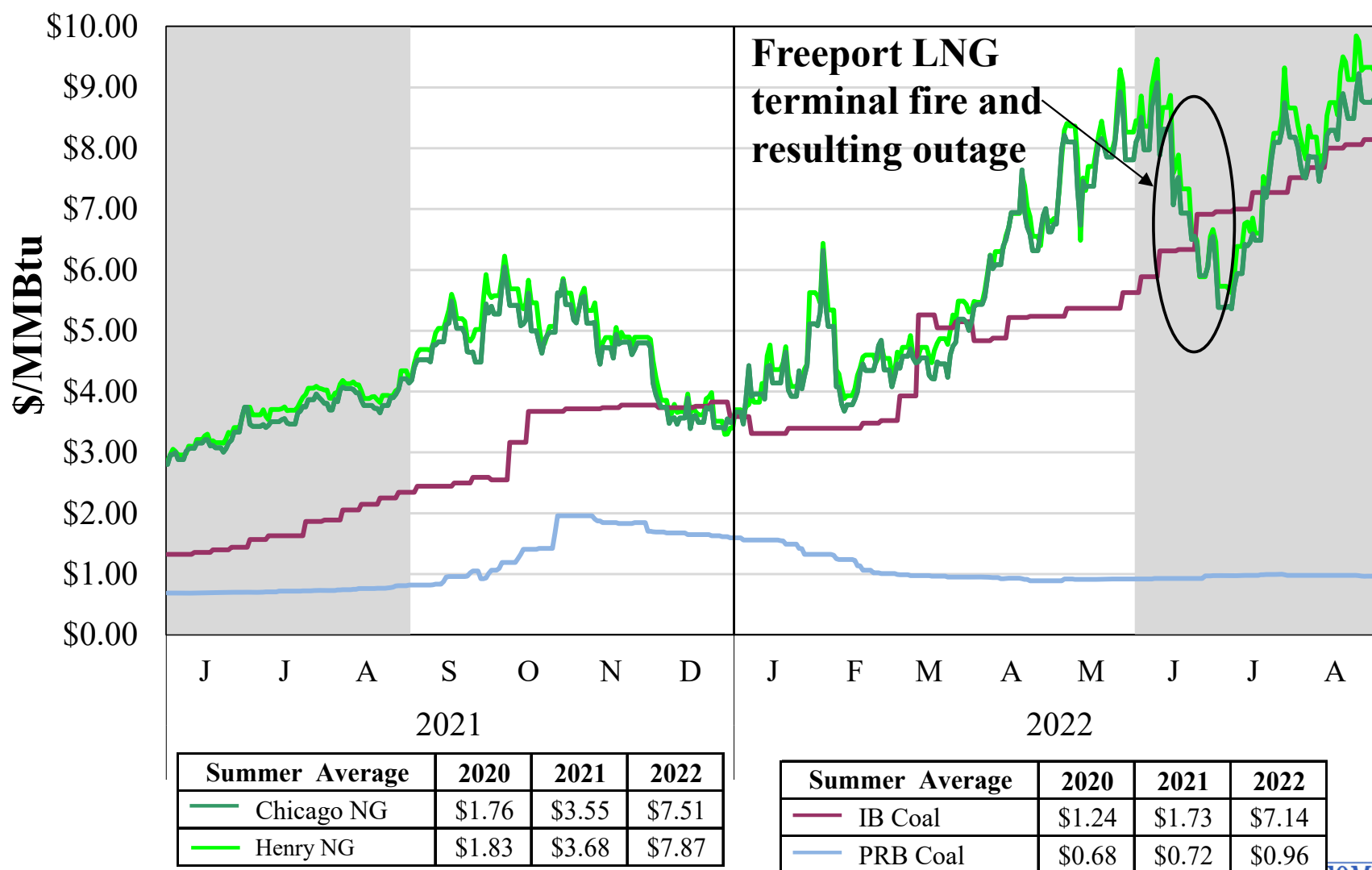
All-In Price Summer 2020 – 2022





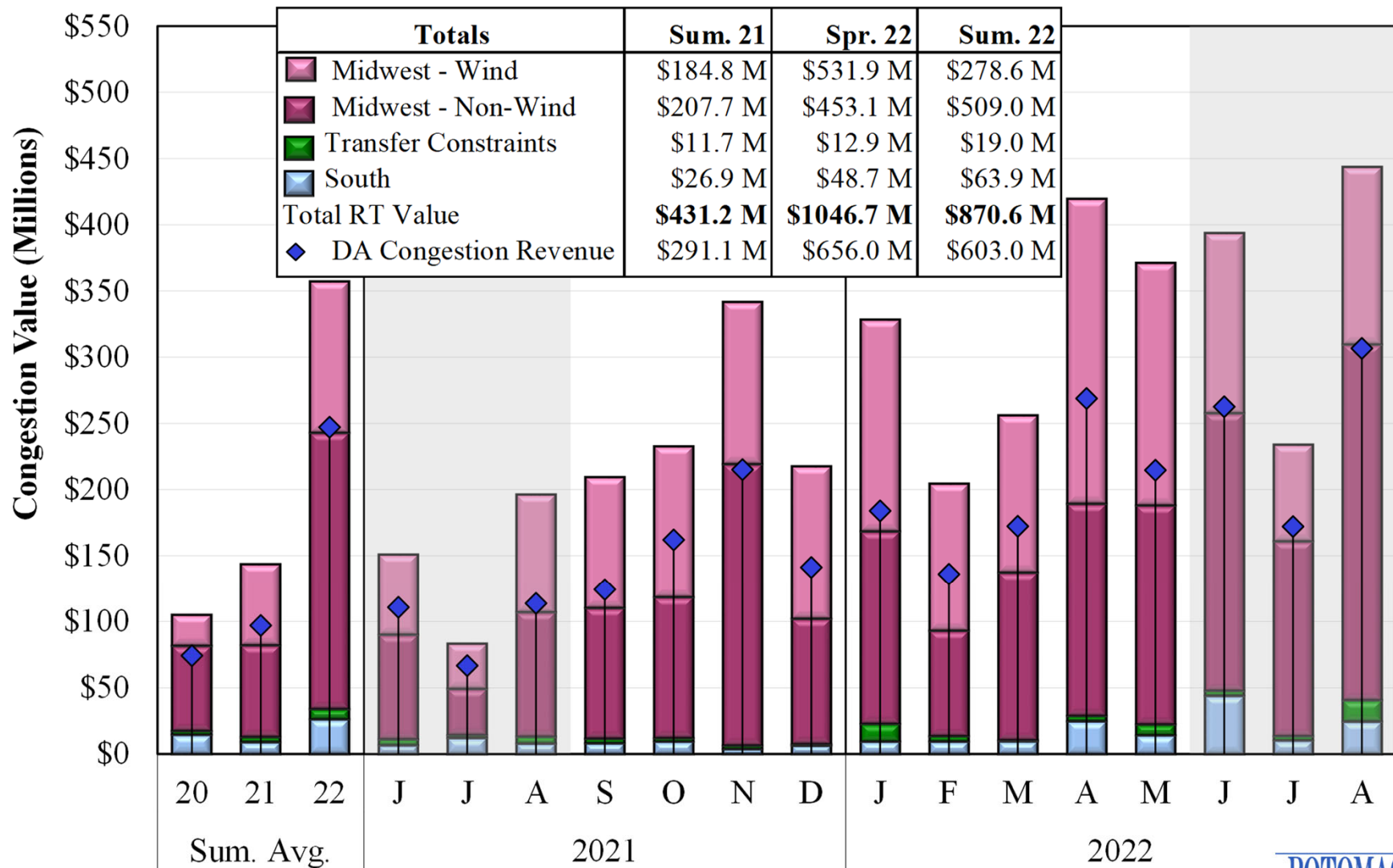
MISO Fuel Prices

2021–2022





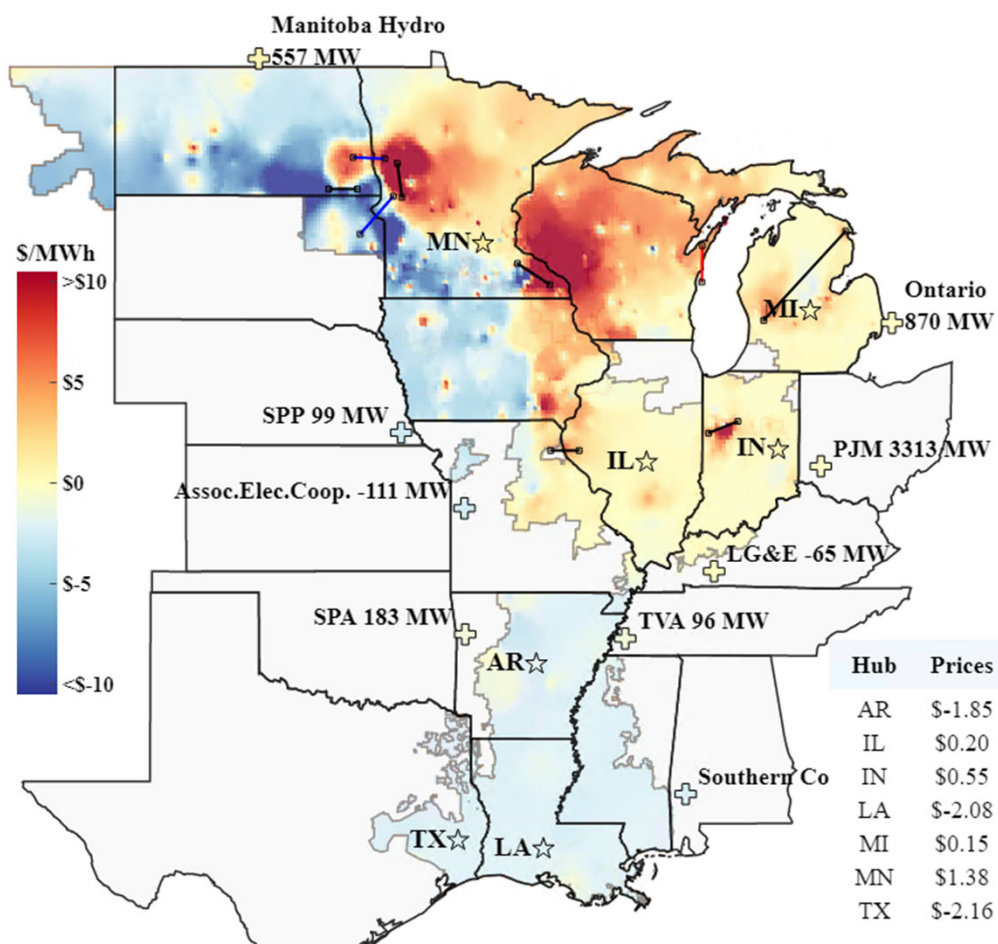
Value of Real-Time Congestion Summer 2021–2022



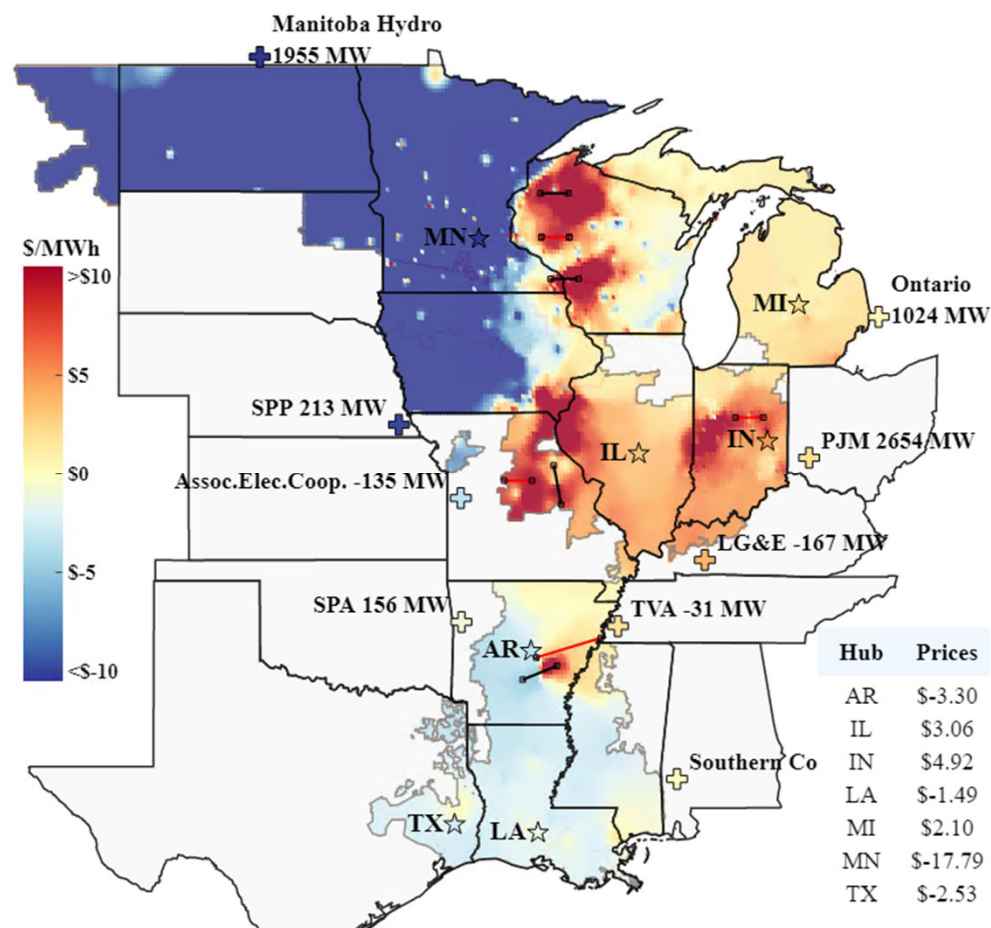


Average Real-Time Congestion Components Summer 2021–2022

Summer 2021

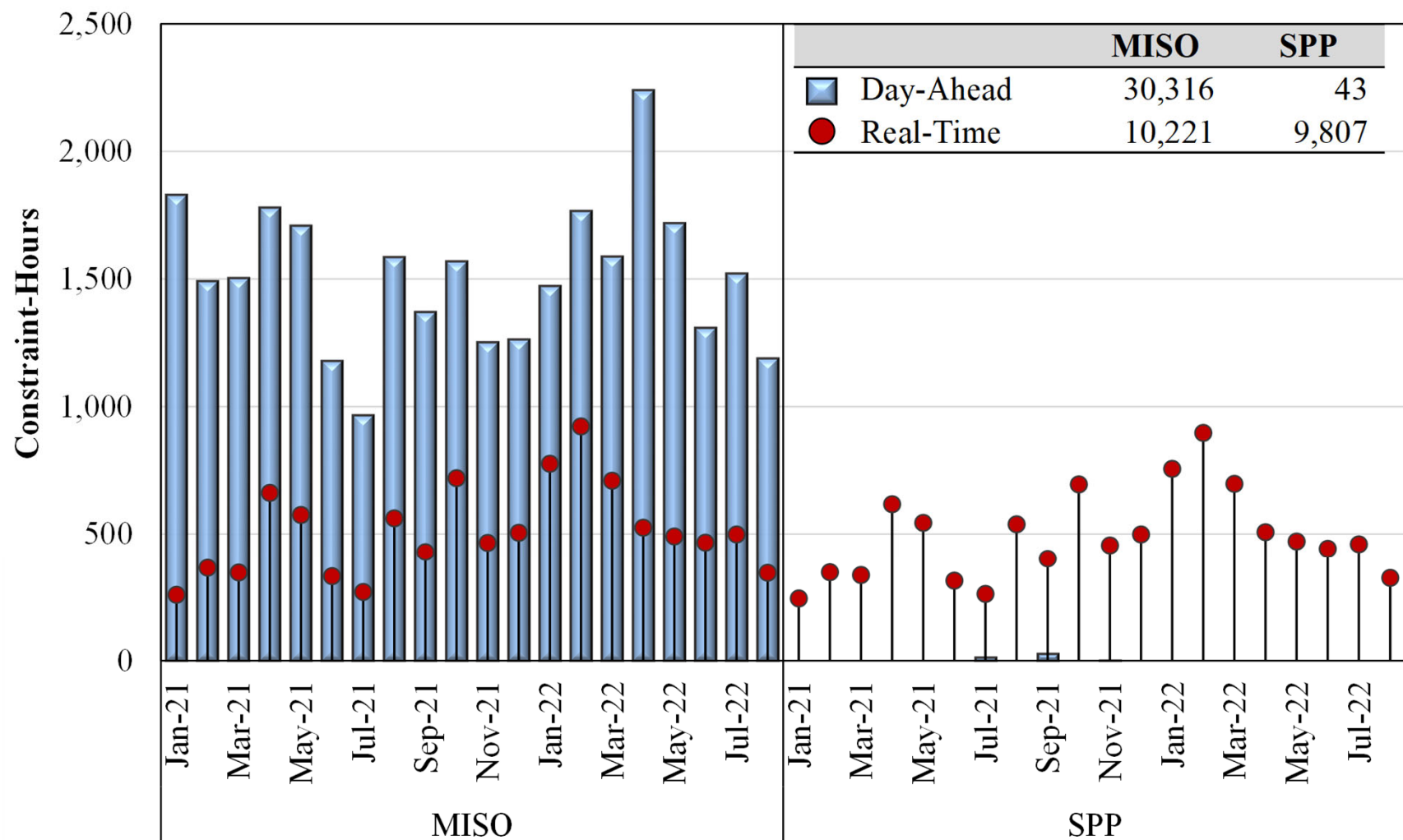


Summer 2022





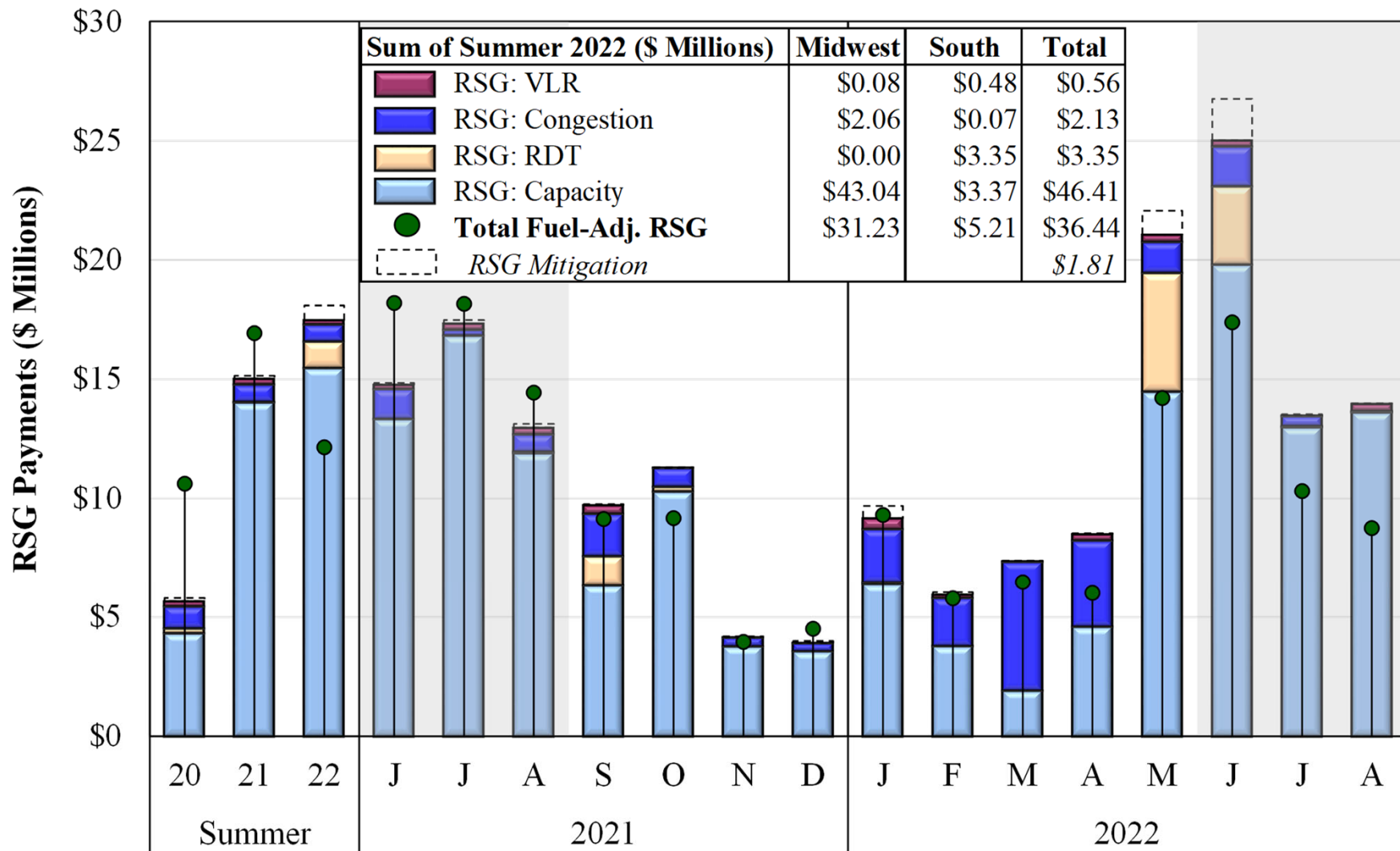
Day-Ahead and Real-Time Binding of MISO M2M Constraints





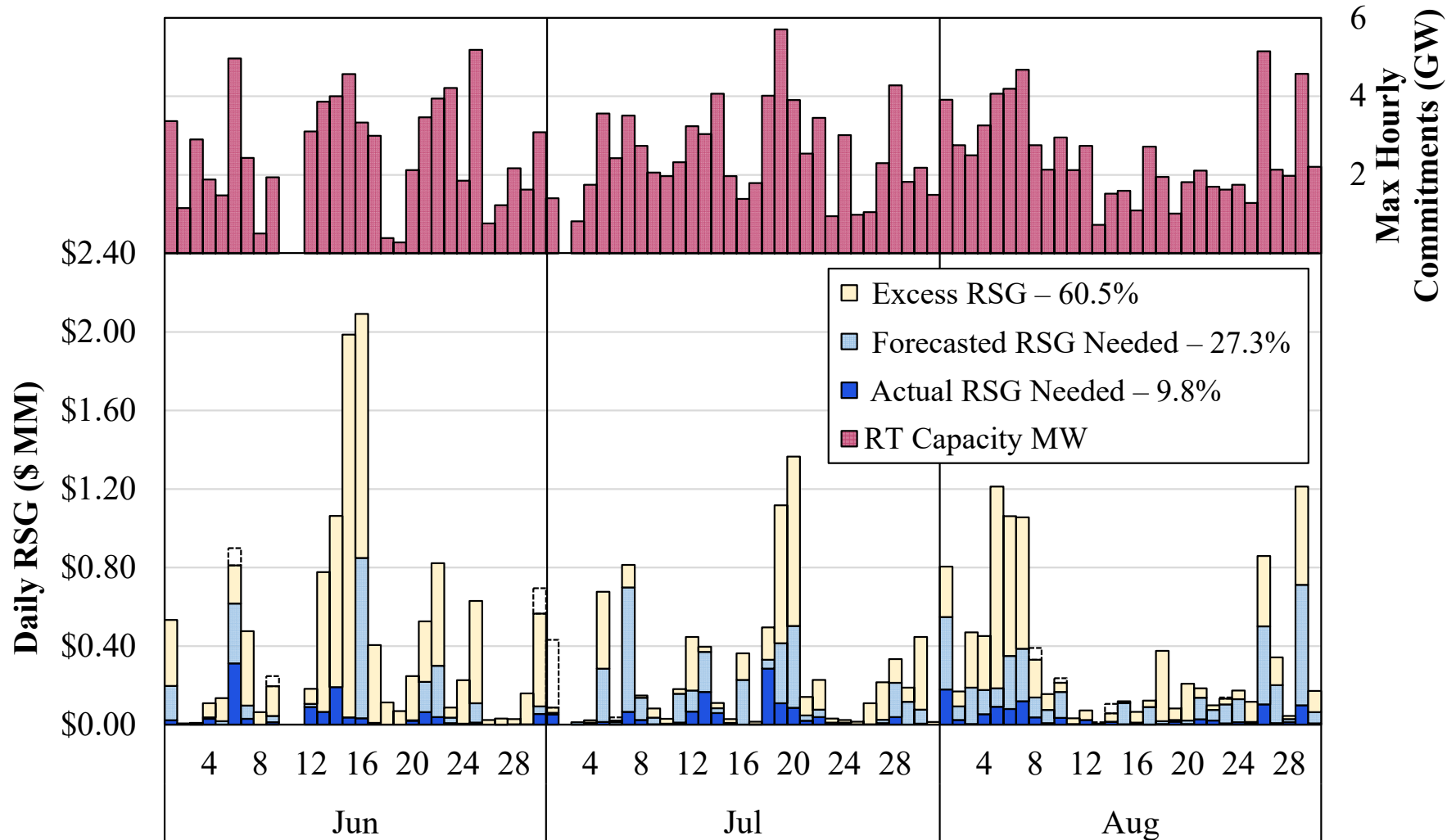
Real-Time RSG Payments

Summer 2021–2022



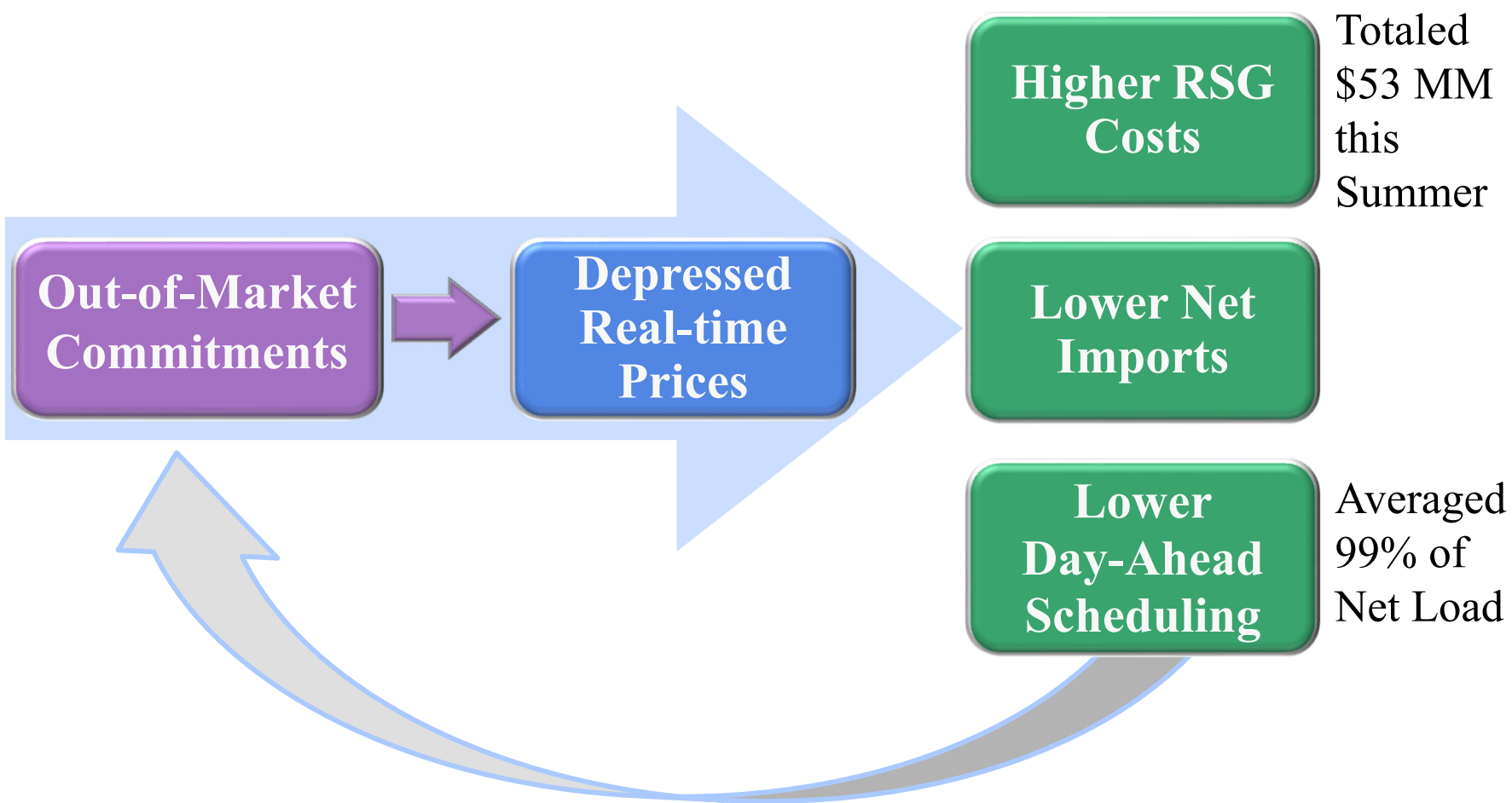


Real-Time Capacity Commitment and RSG



* 2.4% of the RSG could not be classified due to gaps in market data and is shown in the transparent bars.

Feedback Effects of Out-of-Market Commitments





Highlights for Summer 2022

MISO Commitment Practices: July 20 Case Study

- To illustrate how MISO's practices affect the market on a particular day, we performed a simulation on July 20 when RT RSG exceeded \$1.4 million
- We eliminated the “wind offset” of as much as 4.4 GW in the LAC, which resulted in significantly different recommendations:
 - ✓ It recommended committing fewer peaking resources.
 - ✓ Since LAC could accurately see the congestion caused by wind, it did not recommend committing resources that overloaded constraints.
 - MISO committed one unit that stranded others and required \$121K in RSG.
- Ultimately, the change in commitment patterns changed the market outcomes. From 10 am to 10 pm, the simulation showed the following changes:
 - ✓ RSG fell from \$1.25 Million to \$0.5 Million in the simulated case.
 - ✓ Average LMPs rose from \$93/MWh to \$137/MWh in the simulated case.
- In addition to the sizable RSG reduction, these price effects send signals to:
 - ✓ Bring in more imports; and
 - ✓ Schedule more generation in the following days' day-ahead markets.



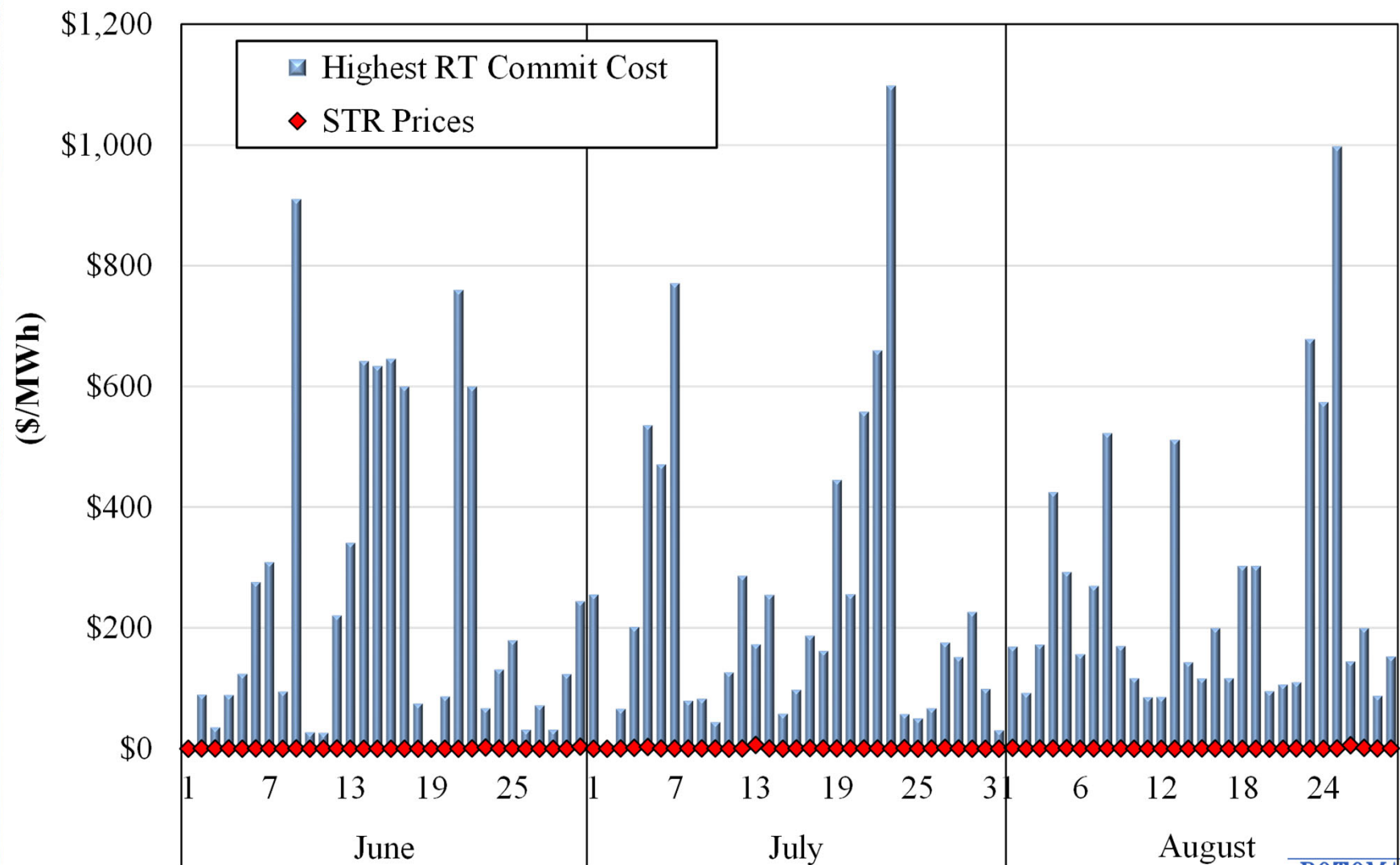
Highlights for Summer 2022

Recommendations to Improve MISO's Commitment Practices

- Eliminate use of the “wind offset” in the look-ahead commitment model.
 - ✓ This parameter allows operators to manually reduce the forecasted wind that LAC expects, causing it to make very poor commitment recommendations.
 - ✓ \$1.2 million in RSG was paid units that MISO committed that overloaded constraints because MISO's wind offset caused LAC to not see the congestion.
- Disable the “headroom” requirement in LAC now that MISO has implemented the STR product that eliminates the need for headroom requirements.
- Allow fast-start resources (<30 min) to remain offline and meet STR requirements unless MISO projects shortfalls of online resources.
 - ✓ Starting 30-minute units when they can provide reserves while offline increases RSG and distorts prices without improving reliability.
- Revisit overly conservative commitment rules and procedures that lead to excessive headroom.
- Re-evaluate the Optimal Dispatch Calculator used to determine MISO's performance metrics for its unit commitment decisions.



Real-Time Commitment Cost Versus Short-Term Reserve Prices





Submittals to External Entities and Other Issues

- We responded to several FERC questions related to prior referrals and FERC investigations, and we responded to requests for information on market issues.
 - ✓ We recommended a sanction to MISO for physical withholding by a resource.
- We continue to meet with MISO and a TO working group on Order 881 compliance and related issues on AARs and Emergency Ratings.
- We submitted comments to the RCCTT and the RSC on the latest proposal.
- In July we presented our SOM report highlights and recommendations and the Spring Quarterly Report to the Market Subcommittee.
- We continue to meet with states and stakeholders on the need to reform MISO's PRA demand curve to satisfy the Reliability Imperative.
 - ✓ In August, we participated in the OMS Resource Adequacy Summit, presenting an analysis of the reliability-based demand curve to the states.
- FERC rejected MISO's Minimum Capacity Obligation proposal, citing primarily the fundamental concerns and issues we raised in our protest.
 - ✓ Although this is a good outcome, it points to a concern with the market design process – sizable resources were consumed by MISO, participants and the IMM that could have been utilized much more valuably elsewhere.