DRAFT Management Calendar 2005

Recurring	**One-time 2005**	
January	**January**	
1. Performance Review & Planning	1. Review Debt Financing	
2. TAC leadership elected		
February	**February**	
1. TAC Leadership Retreat	1. Begin D & T Internal Control Implementation	
2. Board Retreat		
a. Responsibilities, policies, etc.		
b. Board goals for coming year		
3. Begin Financial Audit (PwC)		
March	**March**	
1. Begin planning process with Officers and Directors	1. Texas Nodal submitted to PUC	
a. Long-term view out to 2010 (5 year horizon)	2. Audit Response ICMP Working Committee	3/11/2005
b. Risk assessment	3. Monthly Dashboard for Goals	3/16/2005
2. Salary Administration	4. Justification Package	3/16/2005
April	**April**	
1. Financial Audit Completed	1. Dispute ADR process workflow	4/30/2005
2. Forecast financials for year-end and present to Board	2. Risk Assessment Project	4/29/2005
3. Budget Preparation - Start	3. Review Loan Terms	
4. SAS 70 Start		
May	**May**	
1. Summer preparedness review	1. Provide estimates of cost, time, risk to implement nodal	
2. Control/Compliance Review with Board	2. IT Platforms Cost Saving	5/30/2005
	3. Mercer Study Completed/Salary Administration	
June	**June**	
1. Discuss planning topics with Board	1. Internal Control Management Program in place	
	2. Nodal implementatioan time, cost, risk estimates	6/30/2005
	3. Process Improvement and Documentation	6/30/2005
July	**July**	
1. Select auditor for financial statements for 2006		
2. Forecast financials for year-end and present to Board		
3. Discuss draft budget with F&A Committee		
August	**August**	
1. Budget – Public Meetings	1. Approve By-laws	
2. Discuss draft budget with F&A Committee and Board		
September	**September**	
1. Present draft budget to Board		
2. File fee case on September 30		
October	**October**	
1. Winter preparedness review		
2. Forecast financials for year-end and present to Board		
3. Transmission Planning report		
4. Ancillary services required for 2006		
5. Congestion Zones for 2006		
November	**November**	
1. Board and TAC elections		
2. Control/Compliance Review with Board		
December	**December**	
1. Annual Meeting of ERCOT Members		