



ERCOT - MONTHLY EXECUTIVE DASHBOARD REPORT

Summary of Corporate Goals

For YTD March 31, 2005

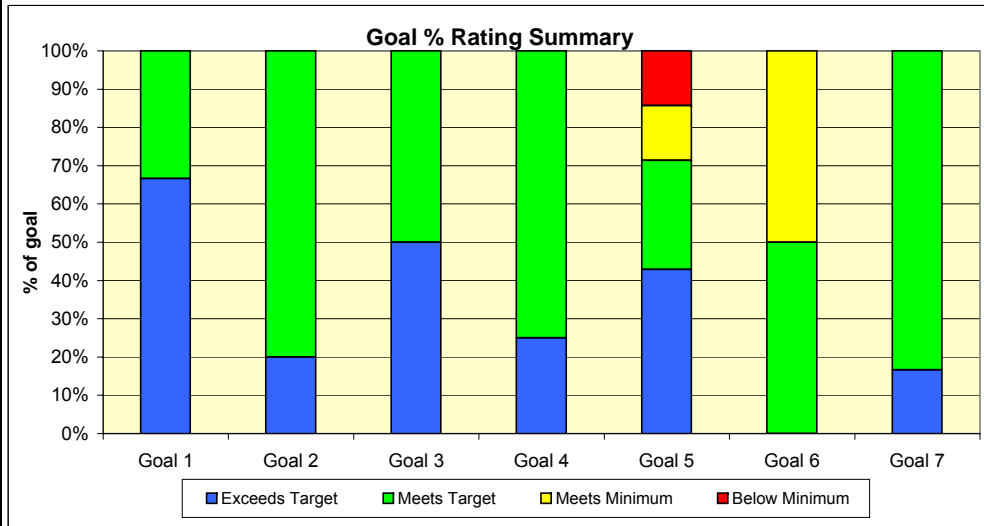
Goal Descriptions

- Goal 1 :** Reliability and Congestion Management
- Goal 2 :** Retail Transaction Processing
- Goal 3 :** Wholesale Access, Settlement & Billing
- Goal 4 :** Management Systems and Business Practices
- Goal 5 :** Financial Management and Cost Effectiveness
- Goal 6 :** External and Stakeholder Affairs
- Goal 7 :** Organizational Readiness

Executive Summary

- Goal 5 - YELLOW rating - Received 86% of timecards for period ending 3/15/05 which is between Minimum and Target Levels
- Goal 5 - RED rating - % of projects within time frame below minimum level due to impact of audits on testing in 4th qtr 2004. Will improve estimating capabilities this year.
- Goal 6 - YELLOW rating - Approval Ratings from Market Participant Survey results are actuals from prior year (2004) which are at the minimum level. Current year's actual results will be reported when available in 2005.

Performance Level % by Goal



Corporate Performance Summary by Goal

Goal Area	Weighting	Actual Goal Score	Weighted Score
Reliability and Congestion Management	20.0%	2.6	0.5
Retail Transaction Processing	17.5%	2.2	0.4
Wholesale Access, Settlement & Billing	17.5%	2.5	0.4
Management Systems and Business Practices	15.0%	2.3	0.3
Financial Management and Cost Effectiveness	10.0%	2.0	0.2
External and Stakeholder Affairs	10.0%	1.5	0.2
Organizational Readiness	10.0%	2.2	0.2
Average Score	100.0%		2.3

Goal Performance Level Descriptions and Dashboard Ratings

- Score 3** **BLUE** - Performance Exceeds Target. The critical path milestones for a goal element exceeds expectations and are on track to meet or exceed the stretch goal.
- Score 2** **GREEN** - Performance Meets Target. All critical path milestones for a goal element are on track, on schedule, or within budget. Any Risks or problems have been mitigated or are in the process of being mitigated.

- Score 1** **YELLOW** - Performance Meets Minimum Levels. One or more critical path milestones in a goal element are behind schedule and may have a negative impact. Risks and problems have been identified, but not yet mitigated.
- Score 0** **RED** - Performance is Unsatisfactory. The Goal element is delayed and at risk of not meeting schedule or budget. A goal element does not get out of RED status until all problems and risks are resolved by the manager to restore the element to a satisfactory status.



ERCOT - MONTHLY EXECUTIVE DASHBOARD REPORT - DRAFT

Reliability and Congestion Management Goal (1)

For YTD March 31, 2005

Corporate Goal Information	Goal Performance Analysis
<p>Goal Description: Reliability and Congestion Management</p> <p>Goal Definition: Evaluation of how well ERCOT manages the performance of the electric grid in terms of loss of service, complying with Standards, Protocols, and other key objectives.</p> <p>Measurements: # Exceptions, % of reports completed, Lost intervals and minutes, and recommendations not completed</p> <p>Accountability: Jones</p> <p>Performance Indicator Levels:</p> <ul style="list-style-type: none"> ● Performance Exceeds Target ● Performance Meets Target ● Performance Meets Minimum Level ● Performance Unsatisfactory 	<h3 style="margin: 0;">Summary % of Performance Achievement Levels</h3> <div style="margin-top: 10px;"> <ul style="list-style-type: none"> ■ Exceeds Target ■ Meets Target ■ Meets Minimum ■ Below Minimum </div>

Compliance Objectives and Performance Levels

	Measurement Levels			Actual / Estimate	Fav/(Unfav) to Target	Dashboard Indicator	Goal Score	Trend Indicator	Comments	
	Minimum	Target	Stretch							
Objective Description - # Exceptions:										
Compliance with NERC Reliability Stds & ERCOT Protocols -Annual basis	3	1-2	0	0	1	●	3			
Compliance with ERCOT protocols for Congestion Management -Annual Basis	3	1-2	0	0	1	●	3			
No interruption of electric svc to customers due to operator error - Annual Basis	1	0	0	0	-	●	3			
Compliance Monitoring:										
% of Reports provided on time	90%	95%	100%	100%	5%	●	3			
# Completed Audits - Market Participant (QSE & TO)	12	14	16	14	-	●	2			
Delivery Date for Draft Report on ERCOT Operations Compliance Review	9/9/05	9/1/05	8/26/05	9/1/05	On Time	●	2			
Lost RTB Intervals for EMMS Performance Levels - YTD Basis	11	9	5	6	3	●	2			
Lost Minutes of FC for EMMS Performance Levels - YTD Basis	56	45	23	0	45	●	3			
Completed Recommendations on economic projects to alleviate local and regional transmission congestion in each regional planning area	3	1	0	1	-	●	2			
Goal Score (average)							2.6			

Executive Summary - Highlights (Blue ratings) and Next Steps (Red and Yellow ratings)



ERCOT - MONTHLY EXECUTIVE DASHBOARD REPORT

Retail Transaction Processing Success (2)

For YTD March 31, 2005

Corporate Goal Information	Goal Performance Analysis										
<p>Goal Description: Retail Transaction Processing</p> <p>Goal Definition: Evaluation of the Retail Systems Performance levels, ERCOT initiated Switch Transactions, and ERCOT initiated MIMO Transactions</p> <p>Measurements: Weighted Average % within Protocol and % of available Market Processing Services</p> <p>Accountability: Giuliani</p> <p>Performance Indicator Levels:</p> <ul style="list-style-type: none"> ● Performance Exceeds Target ● Performance Meets Target ● Performance Meets Minimum Level ● Performance Unsatisfactory 	<h3>Summary % of Performance Achievement Levels</h3> <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Summary % of Performance Achievement Levels</caption> <thead> <tr> <th>Performance Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Exceeds Target</td> <td>20%</td> </tr> <tr> <td>Meets Target</td> <td>80%</td> </tr> <tr> <td>Meets Minimum</td> <td>0%</td> </tr> <tr> <td>Below Minimum</td> <td>0%</td> </tr> </tbody> </table>	Performance Level	Percentage	Exceeds Target	20%	Meets Target	80%	Meets Minimum	0%	Below Minimum	0%
Performance Level	Percentage										
Exceeds Target	20%										
Meets Target	80%										
Meets Minimum	0%										
Below Minimum	0%										

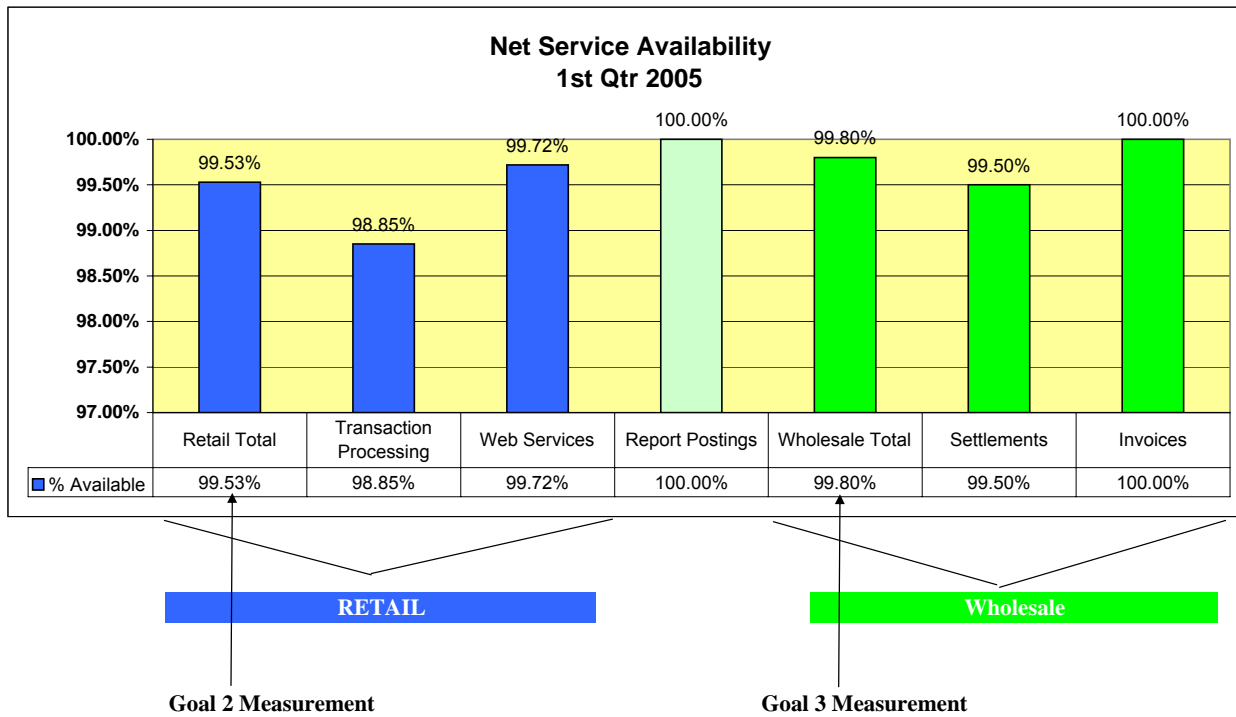
Compliance Objectives and Performance Levels										
	Measurement Levels			Actual / Estimate	Fav/(Unfav) to Target	Dashboard Indicator	Goal Score	Trend Indicator	Comments	
	Minimum	Target	Stretch							
ERCOT Initiated Switch Transactions										
814 Transactions - Enrollment and Meter Reading Scheduling *	95.0%	98.0%	99.5%	98.6%	0.6%	●	2		Actuals are from 4Q data *	
867 Transactions - Historical and Initial Meter Read Deliveries *	90.0%	95.0%	100.0%	99.0%	4.0%	●	2		Actuals are from 4Q data *	
ERCOT Initiated MIMO Transactions										
814 Transactions - Enrollment and Meter Reading Scheduling *	90.0%	95.0%	98.5%	96.3%	1.3%	●	2		Actuals are from 4Q data *	
867 Transactions - Historical and Initial Meter Read Deliveries *	90.0%	95.0%	100.0%	99.0%	4.0%	●	2		Actuals are from 4Q data *	
Retail Systems Performance										
% of time available for Market Processing Services - Retail (excluding schedules outages)	96.0%	97.0%	98.0%	99.53%	2.5%	●	3			
Goal Score (average)							<u><u>2.2</u></u>			

Executive Summary - Highlights (Blue ratings) and Next Steps (Red and Yellow ratings)

- Initiated Switch and MIMO 814 and 867 transactions will be reported in arrears (from 4Q 04) until current data is available which will be about 45 days after quarter end.
- See attached chart for component of Retail Market Processing Service Transaction percentages

GOALS 2 & 3 SUPPLEMENT

Percentage of Net Service Availability for Retail and Wholesale Market Processing Services:





ERCOT - MONTHLY EXECUTIVE DASHBOARD REPORT

Wholesale Access, Settlement & Billing (3)

For YTD March 31, 2005

Corporate Goal Information	Goal Performance Analysis
<p>Goal Description: Wholesale Access, Settlement & Billing</p> <p>Goal Definition: Evaluation of the Wholesale transactions processed in accordance to Protocols</p> <p>Measurements: Weighted Average % within Protocol, % of available market processing services, and SAS 70 Audit Results</p> <p>Accountability: Giuliani</p> <p>Performance Indicator Levels:</p> <ul style="list-style-type: none"> ● Performance Exceeds Target ● Performance Meets Target ● Performance Meets Minimum Level ● Performance Unsatisfactory 	<h3>Summary % of Performance Achievement Levels</h3>

Compliance Objectives and Performance Levels

	Measurement Levels			Actual / Fav/(Unfav) to Estimate	Fav/(Unfav) to Target	Dashboard Indicator	Goal Score	Trend Indicator	Comments
	Minimum	Target	Stretch						
% of Transactions processed within the Settlement Calendar which followed the calendar	95.0%	98.0%	99.5%	99.1%	1.1%	●	2		
% of Transactions processed in accordance with Protocols	95.0%	98.0%	100.0%	100.0%	2.0%	●	3		
% IDR data captured by true-up as requested from MRE	90.0%	95.0%	99.5%	99.9%	4.9%	●	3		
% of completed dispute filings in accordance to protocol - Annual	90.0%	95.0%	99.0%	93.0%	-2.0%	●	2		
Wholesale Systems Performance									
% of time available for Market Processing Services - Wholesale * (excluding schedules outages)	96.0%	97.0%	98.0%	99.98%	3.0%	●	3		
SAS 70 Audit Report type with schedule and budget considerations	Unqualified - Over budget OR Behind Schedule	Unqualified- On budget and On Schedule	Unqualified- Under budget OR Ahead of Schedule	Unqualified- On budget and On Schedule	On Target	●	2		
Goal Score (average)							2.5		

Executive Summary - Highlights (Blue ratings) and Next Steps (Red and Yellow ratings)

- See attached chart for component of Wholesale Market Processing Service Transaction percentages



ERCOT - MONTHLY EXECUTIVE DASHBOARD REPORT

Management Systems and Business Practices (4)

For YTD March 31, 2005

Corporate Goal Information

Goal Description: Management Systems and Business Practices

Goal Definition: Develop and Implement: Security Plan, Risk Mitigation Plan, Audit Response Plan, and Business Process development, communication enforcement and Action plan for violations.

Measurements: % of completion and issues addressed by year end

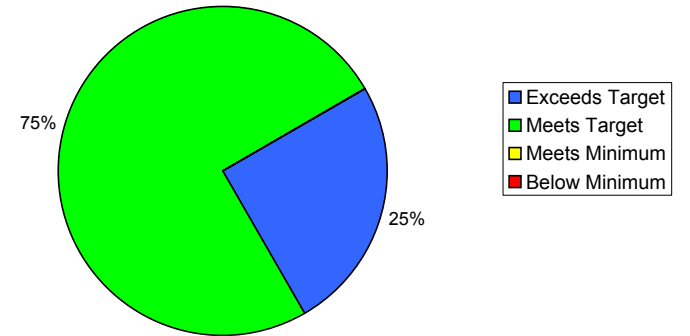
Accountability: Jones / Giuliani / Bowman / Schrader

Performance Indicator Levels:

- Performance Exceeds Target
- Performance Meets Target
- Performance Meets Minimum Level
- Performance Unsatisfactory

Goal Performance Analysis

Summary % of Performance Achievement Levels



Compliance Objectives and Performance Levels

	Measurement Levels			Actual / Estimate	Fav/(Unfav) to Target	Dashboard Indicator	Goal Score	Trend Indicator	Comments
	Minimum	Target	Stretch						
% of completed Security Plan anticipated by year end	95.0%	95.0%	100.0%	95.0%	0.0%	●	2		
% of Risk Mitigation Plans anticipated by year end	95.0%	95.0%	100.0%	95.0%	0.0%	●	2		
% of Audit Plan issued, addressed by year end	90.0%	95.0%	98.0%	95.0%	0.0%	●	2		
% of completed plans for Business Practice violations anticipated to be complete by year end	90.0%	95.0%	100.0%	100.0%	5.0%	●	3		
Goal Score (average)							2.3		

Executive Summary - Highlights (Blue ratings) and Next Steps (Red and Yellow ratings)



ERCOT - MONTHLY EXECUTIVE DASHBOARD REPORT

Financial Management and Cost Effectiveness (5)

For YTD March 31, 2005

Corporate Goal Information	Goal Performance Analysis										
<p>Goal Description: Financial Management and Cost Effectiveness</p> <p>Goal Definition: Identify permanent cost savings, develop time tracking system, implement Portfolio Management tracking system</p> <p>Measurements: Identify actual savings, implementation dates, and % of projects completed within budget and on time</p> <p>Accountability: Bowman</p> <p>Performance Indicator Levels:</p> <ul style="list-style-type: none"> ● Performance Exceeds Target ● Performance Meets Target ● Performance Meets Minimum Level ● Performance Unsatisfactory 	<h3 style="margin: 0;">Summary % of Performance Achievement Levels</h3> <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Summary % of Performance Achievement Levels</caption> <thead> <tr> <th>Performance Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Exceeds Target</td> <td>43%</td> </tr> <tr> <td>Meets Target</td> <td>29%</td> </tr> <tr> <td>Minimum</td> <td>14%</td> </tr> <tr> <td>Below Minimum</td> <td>14%</td> </tr> </tbody> </table>	Performance Level	Percentage	Exceeds Target	43%	Meets Target	29%	Minimum	14%	Below Minimum	14%
Performance Level	Percentage										
Exceeds Target	43%										
Meets Target	29%										
Minimum	14%										
Below Minimum	14%										

Compliance Objectives and Performance Levels										
	Measurement Levels			Actual / Estimate	Fav/(Unfav) toTarget	Dashboard Indicator	Goal Score	Trend Indicator	Comments	
	Minimum	Target	Stretch							
Operational Cost Savings compared to 2005 Budget										
Permanent Cost Savings - Annual Estimate	\$ 500,000	\$ 1,000,000	\$ 2,000,000	\$ 1,000,000	\$ -	●	2		\$907K savings already identified	
Tracking System										
Fully developed and implemented time tracking system	4/30/05	3/30/05	2/15/05	2/15/05	43 Days	●	3			
Bi-weekly time card reporting delivered on time	83.0%	92.0%	100.0%	86.0%	-6.0%	●	1		% Timecards recv'd for P.E. 3/15 was 86%	
Executive Dashboard anticipated delivery date	5/30/05	4/30/05	3/31/05	3/31/05	30 Days	●	3			
Portfolio Management										
Fully developed and implemented Portfolio Management Reporting	4/30/05	3/30/05	2/15/05	1/31/05	58 Days	●	3			
Project Management										
% of projects within budgeted amount	75.0%	80.0%	90.0%	86.0%	6.0%	●	2			
% of projects within timeframe	75.0%	80.0%	90.0%	72.0%	-8.0%	●	0			
Goal Score (average)							2.0			

Executive Summary - Highlights (Blue ratings) and Next Steps (Red and Yellow ratings)

- **YELLOW** Rating for Bi-weekly time card reporting - Received 86% of timecards for reporting period ending 3/15/05. Sending out reminders to employees that did not send them in yet.
- **RED** Rating for % of projects within time frame - Below minimum level due to unfavorable impact of audits on testing in 4th qtr 2004. Will improve estimating capabilities this year.



ERCOT - MONTHLY EXECUTIVE DASHBOARD REPORT

External and Stakeholder Affairs (6)

For YTD March 31, 2005

Corporate Goal Information	Goal Performance Analysis
<p>Goal Description: External and Stakeholder Affairs</p> <p>Goal Definition: Identify accurate approval ratings from Press, Legislators, Staff, PUC, Executive Director, Senior Staff, and Market Participants</p> <p>Measurements: Approval ratings on a 10 point scale and overall % ratings</p> <p>Accountability: Walker / Giuliani / Jones</p> <p>Performance Indicator Levels:</p> <ul style="list-style-type: none"> ● Performance Exceeds Target ● Performance Meets Target ● Performance Meets Minimum Level ● Performance Unsatisfactory 	<h3>Summary % of Performance Achievement Levels</h3>

Compliance Objectives and Performance Levels

	Measurement Levels			Actual / Estimate	Fav/(Unfav) to Target	Dashboard Indicator	Goal Score	Trend Indicator	Comments
	Minimum	Target	Stretch						
Approval Ratings from Governing & Reporting entities *									
Anticipated Survey of Press Contacts Approval Rating	70%	85%	95%	85%	0%	●	2		
Anticipated Survey of relevant Legislators and Staff Approval Rating	70%	85%	95%	85%	0%	●	2		
Anticipated Survey of PUC commissioners, Executive Director, and Senior Staff Approval Ratings	70%	85%	95%	85%	0%	●	2		
Approval Ratings from Market Participant Surveys * (Overall score on a 10 point scale)									
Nondiscriminatory access to transmission/distribution score	8.0	8.4	8.8	8.0	(0.4)	●	1		
Ensure reliability/adequacy of grid score	7.9	8.3	8.7	7.9	(0.4)	●	1		
Accurate accounting of electric production & delivery score	6.9	7.4	7.9	6.9	(0.5)	●	1		
Timely information about customer's choice of REP score	6.8	7.3	7.8	6.8	(0.5)	●	1		
2005 ERCOT Operations Training Seminar Approval Rating	85%	90%	95%	85%	-5%	●	2		
Goal Score (average)							1.5		

Executive Summary - Highlights (Blue ratings) and Next Steps (Red and Yellow ratings)

- Approval Ratings from Governing & Reporting entities are estimated to be on Target. Current year's actual results will be reported when available in third quarter.
- Approval Ratings from Market Participant Survey results are actuals from prior year (2004) which are at the minimum level. Current year's actual results will be reported when available in 2005.



ERCOT - MONTHLY EXECUTIVE DASHBOARD REPORT

Organizational Readiness (7)

For YTD March 31, 2005

Corporate Goal Information	Goal Performance Analysis										
<p>Goal Description: Organizational Readiness</p> <p>Goal Definition: Key employee retention, management training, succession planning, performance based compensation plan tied to goals</p> <p>Measurements: Evaluation of employee attrition, % completing training programs, completion of process improvements, succession and performance planning goals</p> <p>Accountability: McIntire</p> <p>Performance Indicator Levels:</p> <ul style="list-style-type: none"> ● Performance Exceeds Target ● Performance Meets Target ● Performance Meets Minimum Level ● Performance Unsatisfactory 	<h3>Summary % of Performance Achievement Levels</h3> <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Summary % of Performance Achievement Levels</caption> <thead> <tr> <th>Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Exceeds Target</td> <td>17%</td> </tr> <tr> <td>Meets Target</td> <td>83%</td> </tr> <tr> <td>Minimum</td> <td>0%</td> </tr> <tr> <td>Below Minimum</td> <td>0%</td> </tr> </tbody> </table>	Level	Percentage	Exceeds Target	17%	Meets Target	83%	Minimum	0%	Below Minimum	0%
Level	Percentage										
Exceeds Target	17%										
Meets Target	83%										
Minimum	0%										
Below Minimum	0%										

Compliance Objectives and Performance Levels

	Measurement Levels			Actual / Estimate	Fav/(Unfav) to Target	Dashboard Indicator	Goal Score	Trend Indicator	Comments
	Minimum	Target	Stretch						
Readiness Objective Descriptions									
% retention of key employees - Annual Estimate	85%	90%	95%	90%	0%	●	2		
% of managers completing training - Annual Estimate	75%	90%	100%	90%	0%	●	2		
% of completion for business process review and improvement anticipated by year end	70%	85%	100%	100%	15%	●	3		
Succession Planning by Level of organization anticipated completed by year end	Officers	Officers / Directors	Officers/ Directors/ Managers	Officers / Directors	On Target	●	2		
Revised Performance Planning Process by level of organization tied to goals	Officers / Directors	Officers / Directors / Managers	All Employees	Officers / Directors / Managers	On Target	●	2		
Development of Performance Based Compensation Plan for Board Approval	Not Board Approved	Board Approved	Approved and Implemented	Board Approved	On Target	●	2		
Goal Score (average)							2.2		

Executive Summary - Highlights (Blue ratings) and Next Steps (Red and Yellow ratings)