

## **Attachment B**

### **Vision, Mission, Core Values and Strategic Plan**

#### **Vision (draft)**

ERCOT is recognized as a world-class independent system operator of reliable, open and non-discriminatory electric markets.

#### **Mission (draft)**

ERCOT nurtures the development of an effective and highly reliable electricity market in Texas by:

- collaborating with customers, industry members, and regulators;
- providing independent advice to facilitate and enable innovation;
- delivering high quality and cost-effective services;
- developing a highly qualified expert staff.

To fulfill its statutory obligations established by the Texas legislature under Texas Senate Bill 7, ERCOT will:

- ensure access to the transmission and distribution systems for all buyers and sellers of electricity on nondiscriminatory terms;
- ensure the reliability and adequacy of the regional electrical network;
- ensure that information relating to a customer's choice of retail electric providers is conveyed in a timely manner to the persons who need the information;
- ensure that electricity production and delivery are accurately accounted for among the generators and wholesale buyers and sellers in the region;

#### **Core Values (draft)**

Customer-focus	Teamwork
Integrity	Excellence
Respect	Diversity
Expertise	Innovation
Leadership	Accountability
Employee Contributions	Highest ethical standards

## **Strategic Planning**

- Ensure the reliability and adequacy of the regional electric network
  - Comply with NERC/FERC reliability standards, protocols and ERCOT operating guides.
  - Long term assessments updated each year
  - Advise market participants and state leadership on policy and risk relating to resource adequacy
  - Identify and communicate reliability risks
  - Annually review system constraints and congestion, review TDSP projects for coordination and completeness, and conduct independent assessments of projects.
  - Attract experienced grid operators and continue/enhance the training program especially for crisis training.
  - Maintain state of the art tools, data and systems to get the best information possible and to operate the transmission network.
  - Maintain a business continuity plan that includes a disaster recovery plan for systems.
  
- Ensure access to the transmission and distribution systems for all buyers and sellers of electricity on nondiscriminatory terms
  - Adhere to ethics and code of conduct
  - Consider all energy sources openly, impartially and provide thorough analysis for grid integration
  - Reduce/eliminate unnecessary barriers to access systems for all qualified buyers and sellers
  - Interpret protocols impartially to adhere and apply them in a non-discriminatory manner
  - Establish reasonable qualifications for access and conduct and apply governance evenly.
  - Ensure systems governance process is reasonable for access

- Ensure that information relating to a customer's choice of retail electric providers is conveyed in a timely manner to the persons who need the information
- Ensure that electricity production and delivery are accurately accounted for among the generators and wholesale buyers and sellers
  - Meet performance metrics and service level agreements (SLAs).
  - Have an on-going review and compatibility assessment to provide best fit technology and systems.
  - With Market Participants, stay close to changes, expansion and enhancements with the Commission and State Legislature.
  - Facilitate and implement changes on an on-going basis with Market Participants.
  - Maintain a business continuity plan that includes a disaster recovery plan for systems.
  - Create auditable and reliable processes to comply with SAS70 and other relevant industry standards.
  
- Providing independent advice to facilitate and enable innovation
  - Participate and provide advice to all stakeholders including state leadership, industry members, customers and the Board.
  - Seize opportunities to provide leadership, proposals and opinions.
  
- Delivering high quality and cost-effective services
- Developing a highly qualified expert staff
  - Recruit talented people
  - Retain highly trained and motivated workforce
  - Provide clear goals for our staff
  - Incorporate and follow our values in our day to day activities
  - Clarify, document and understand customer expectations.
  - Seek productivity improvements
  - Improve stakeholder survey response scores and opinions.
  - Deliver and implement projects effectively
  - Actively review and establish technology needs